

# The Effect of Job Satisfaction and Organizational Commitment to Performance of Employees Dinas Pendidikan Kota Bandung

Askolani Askolani, Dibias Lazuardi Maulid

Department of Management  
Universitas Pendidikan Indonesia  
Bandung, Indonesia  
askolani75@gmail.com

**Abstract**—The purpose of this research is to know the influence of job satisfaction and organizational commitment of employees against the performance of employees. This research has the object i.e., the employees of Dinas Pendidikan Kota Bandung. The object of the research is under the governance of the city of Bandung has a role and a big responsibility over public education that is in the city of Bandung. Therefore, the performance of the agencies will be very influential towards the educational level of the community that is in the range of employment agencies. Good performance is influenced by some factors that are able to show the direction of the performance of the employees. This research focus is on employee job satisfaction and organizational commitment of employees to be tested how big its effect on performance. The research method used is descriptive and verification with a population of 151 employees and as many as 64 samples of respondents. Analytical techniques used are coefficients of correlation Pearson product moment and multiple regression analysis. Hypothesis testing using the test of t-test to see the influence of partially. The results of the study show that partially variable job satisfaction has a significant negative influence on performance clerk. Conversely, for variable organizational commitment does not have significant influence towards employee performance. As for the overall variables, job satisfaction and organizational commitment have a significant influence on performance clerk despite being on a low category.

**Keywords**—*job satisfaction; organizational commitment; employee performance*

## I. INTRODUCTION

Job satisfaction has the same sense with the attitude of the worker, which describes the positive feelings toward his work, based on the evaluation of the characteristics of the job. Someone who has a high level of job satisfaction tend to have positive feelings towards his job well, vice versa, someone who has a low level of satisfaction that will have negative feelings towards their job [1]. The dimensions of job satisfaction were able to describe the response of workers to the job based on the essential characteristics contained [2]. These dimensions are the work itself (Work It Self), Tops (Supervision), Labor Friends (Co-Workers), promotion (Promotion) and Wages (Pay).

According to Luthan Organizational Commitment defines as [2]: (1) a strong desire to remain as members of any particular organization; (2) the desire to strive to suit the organization; (3) certain beliefs, and acceptance of the values and goals of the organization. These three aspects are assured that organizational commitment, not just a passive attitude but their loyal active attitude towards the organization in a way to contribute personally to the progress of the organization.

According Bernardine and Russel "Performance is defining as the record of the outcomes produced on specified job functions or activities during a specified time period" [3]. Performance is the outcome resulting from a job within a certain period of time or at this time.

Dinas Pendidikan Kota Bandung has the main task to serve, supervise and facilitate the rights of the public in the field of education as well as running the purpose of the Constitution of the Republic of Indonesia in the intellectual life of the nation. The basis of this research is the news published by detik.com pages that contain news about Ridwan Kamil as the supreme leader of Bandung are evaluating the performance of government agencies under the auspices of the government of Bandung. Based on the evaluation results obtained through E-RK system (Electronic Remuneration Performance), indicate that there are some agencies that have performed below its standard Bandung City Education Department and the Department of Transportation Bandung.

It is the same with what is expressed by the members of the Commission D DPRD Bandung, Fauzi Hassan, in charge of education provide responses related to the poor performance of the Education Department. According to him, the problem of poor education in the city of Bandung is no longer secret. Various problems in Bandung City Education Department is always repeated every year. Such as, related acceptance of new students (PPDB), report cards and diplomas for poor students detained by the school, until the uptake of its budget problems for children who are obliged to get a decent education.

Bandung City Education Department, as mentioned earlier, is one of the government agencies that currently has a value of less good performance with marked statements made by the Mayor of Bandung, Ridwan Kamil.

According to the Chief of Staff of Sub Division of General and Civil explains that there are five main factors that influence employee performance such as a lack of initiative, responsibility, discipline, cooperation and staffing are not in accordance with competence. The first factor is the lack of initiative of employees and less responsible in completing the work. There are still employees who postpone work, so it is not resolved according to the time specified, even the results produced is sometimes less than optimal and unsatisfying. Even when compared to other public authorities in the city of Bandung, Bandung City Education Department notoriously slow in collecting reports.

Additionally, look of discipline, an employee of Bandung City Education Department can be said about discipline. According to interviews conducted by the Chief Sub Division of General and Civil Service, although basically good employee attendance, but there are many employees who come out during working hours. While it was obvious that the current working hours of employees should do the work mandated to every employee. Besides the collection of tasks that are not on time also showed that employees lacked discipline.

In the viewpoint of job satisfaction variables, issues raised by the head of the general staff and personnel sub-section mention employees are less satisfied with the variety of activities offered jobs. Because in his own department every activity is the duty of an employee is a permanent procedure that must be executed in accordance with the instructions of the leader. It also makes the employee Bandung City Education Department was not satisfied in the freedom to practice their job. Opportunities to think and act independently became small for the type of job is like that.

At the organizational commitment variables, chief of staff of sub-section of public and civil service employees have expressed that some initiatives are lacking. Employee number Bandung City Education Department was reluctant to do additional work that is assigned outside of their main tasks. In addition to this, employee discipline is still a constraint. Although the missed good recapitulation, there are employees who are out during working hours. This indicates that there is still a lack of commitment to the employee-owned organization where they work.

## II. LITERATURE REVIEW

### A. Job satisfaction

The dimensions of job satisfaction were able to describe the response of workers to the job based on the essential characteristics contained [2]. These dimensions are:

1) *The job itself (Work it self)*: All jobs require workers have good skills and in accordance with required by the job. The level of job satisfaction can be influenced by the level of difficulty of the work and the workers feelings about how much the specializations required to perform their job.

2) *Tops (Supervision)*: The role of supervisor for the worker is a person who can become a leader who directs well as co-workers who indirectly cooperate in performing a job. Therefore, the boss capable of appreciating the work

bawahanya a good boss and will have an effect on job satisfaction.

3) *Friends working (Co-workers)*: Just as labor relations with superiors, co-workers relationship also affects job satisfaction.

4) *Promotion (Promotion)*: Job satisfaction is influenced by chance a worker to gain career advancement or job responsibilities.

5) *Wages (Pay)*: These dimensions provide workers 'viewpoint on how big the workers' needs are met on all the things that have the workers did.

In addition to instrument developed by Smith, there are also factors that are typically used to measure an employee job satisfaction. These factors are: (1) the content of the work, the appearance of job tasks that actual and control over work, (2) supervision, (3) organization and management, (4) the opportunity to get ahead, (5) the salaries and benefits in the field of such other financial incentives, (6) co-workers and (7) the working conditions [4].

### B. Organizational Commitment

Robbins looked at the commitment of the organization is one of the working attitude [1]. Because he reflects on one's feelings towards the organization where he works when he likes the organization, he will seek to keep working there. Robbins defines it as an individual orientation to the organization that include loyalty, identification and engagement [1].

Three dimensions of Organizational Commitment proposed by Robbins and Judge [1], namely:

1) *Affective commitment*: Affective commitment to the organization is an emotional feeling and belief in its values. Someone who has a strong affective commitment will continue to work in an organization. Because it is they want to do that.

2) *Normative commitment*: Normative commitment is the obligation of a person to survive in an organization for arbitrary reasons moral or ethical commitment causing an employee remain in a job because they feel obligated to do so. In other words, this normative commitment associated with a feeling of obligation to keep working in an organization.

3) *Continuance commitment*: Ongoing commitment is the perceived economic value of survive in an organization than by leaving the organization. An employee may persist and are committed to the organization and employer due to high cost be rewarded. This commitment led to an employee survive in an organization because they need it.

### C. Employee Performance

According Ruky performance is a form of business activities or programs initiated and implemented by the head of the organization or company to direct and control employee performance [5].

Meanwhile, according Mangkunagara performance is the result of the quality and quantity of work achieved by someone

employee in performing their duties in accordance with the responsibilities given to him [6].

According Bernardine and Russel "Performance is defining as the record of the outcomes produced on specified job functions or activities during a specified time period" [3]. Performance is the outcome resulting from a job within a certain period of time or at this time.

Meanwhile, Bernardine and Russel suggested some performance dimensions are as follows [3]:

1) *Quality (Quality)*: This dimension describes how well the level of activity nearly perfect accordance with established standards.

2) *Quantitty (Quantity)*: The number of activities that can be produced in accordance with the standard provisions that have been set.

3) *Timeliness*: The degree to which an activity or production meets the standards in a timely manner.

4) *Cost effectiveness*: The degree to which the use of the resources owned by the organization (human, financial, technological and material) is maximized to obtain the highest revenue or reduction of losses of any unit or brief use power sources.

5) *Need for supervision*: The degree to which the employee can perform the job functions without requesting assistance provision supervisor or required intervention to prevent adverse outcomes.

6) *Interpersonal impact*: The degree to which employees showed feelings of self-esteem, goodwill and cooperation among colleagues and subordinates.

#### *D. Relationship between Job Satisfaction and Performance*

Some studies have concluded that the higher the satisfaction of which is owned by an employee to his job the employee productivity levels tend to increase as well. However, some researchers revealed that job satisfaction and performance is a myth that is not necessarily assured [1].

Job satisfaction and performance has a positive and significant influence. This illustrates that the higher the job satisfaction that is owned by an employee the higher the level of employee performance.

The theory is reinforced by Luthan, job satisfaction has a positive effect on employee performance [2]. Similarly, the dissatisfaction will negatively impact performance. Absenteeism, out of work, as well as employees protest is an example of the effect of dissatisfaction. Although job satisfaction was interesting and important, the most fundamental thing is the effect of job satisfaction on the organization that will affect the performance of employees. It can be concluded that job satisfaction will positively affect employee performance.

#### *E. The Relationship between Organizational Commitment to Performance*

In organizational behavior knowledge, commitment becomes binding between an employee with the company.

Employee commitment itself is defined as a situation where an employee in favor of the organization and objectives of the organization and is willing to maintain membership in the organization. Lack of commitment to employee empowerment of employees in the form of confidence that resulted was also a decline in organizational commitment. In addition to the lack of organizational commitment, motivational factors can also give rise to the level of employee performance. Organizational commitment according to Robbins and Judge is "the degree to roommates an employee Identifies with a particular organization and its goals and wishes to maintain membership in the organization" [1]. According to that definition, organizational commitment can be described as a situation where an employee is willing to implement the objectives of the organization and want to maintain their position in the organization and intends to maintain membership in it. Based on this definition, the elements covered by the organization's commitment to the organization's loyalty, involvement in work, and acceptance of the values and goals of the organization. The loyalty, engagement and acceptance associated with the performance of the organization and acceptance of the values and goals of the organization. Where is the loyalty, engagement and acceptance associated with the performance of the organization and acceptance of the values and goals of the organization. The loyalty, engagement and acceptance associated with the performance of the organization.

Results of several studies have shown differences in effect between organizational commitments to employee performance. The high commitment of the organization will make employees willing to make sacrifices to the organization that would produce peak performance [7]. Mamahit found a significant difference between organizational commitment consisting of affective commitment, normative commitment to continuity and commitment to the loyalty of employees have great influence on employee performance [8].

Organizational commitment influence on performance. This was disclosed by John Wiley and Sons, Inc., which revealed that a high organizational commitment will be proud to be a member of the organization and will work with high performance for their organization [9]. This statement is supported by Robbins and Judge which revealed that there is a strong relationship between organizational commitment and performance of employees [1].

#### *F. Relationship between Job Satisfaction and Organizational Commitment to Employee Performance*

Luthan put forward his theory that when employees feel satisfaction with his work, then the employee will work optimally in completing the job, even doing some things that may be beyond their job [2]. Similarly, the type a person has a high commitment to the organization, then that person will do anything to advance the company because he was confident of the organization.

#### *G. Research Paradigm*

Based on a literature review, drafted a research paradigm to explain the influence between variables. For more details, the research paradigm illustrated in the following figure:

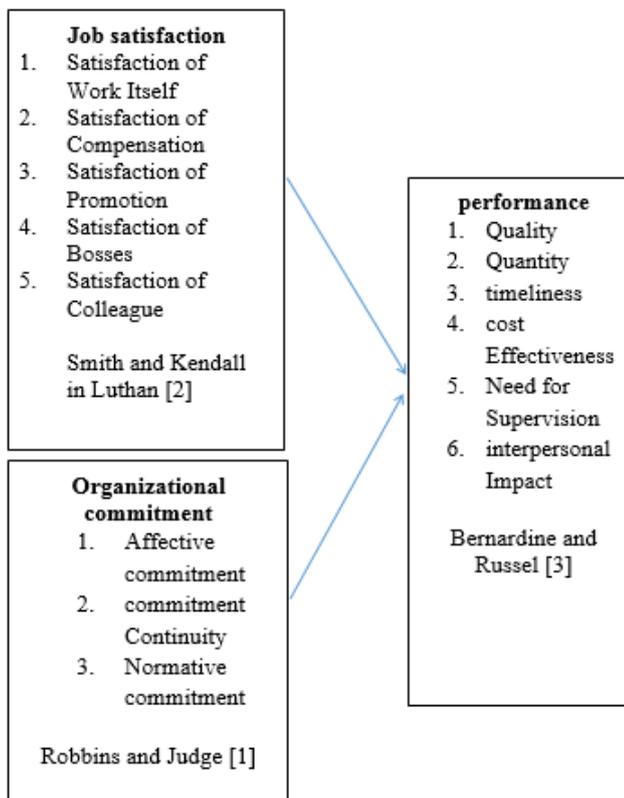


Fig. 1. The research paradigm illustrated.

#### H. Hypothesis

Of the framework which has been described, the researchers made the initial hypothesis that:

- H1: Job Satisfaction effect on employee performance Bandung City Education Department.
- H2: Organizational Commitment effect on employee performance Bandung City Education Department.
- H3: Job Satisfaction and Organizational Commitment effect on employee performance Bandung City Education Department.

### III. METHODS

Based on the research, this type of research is descriptive and verification using survey methods, the results of research which is then processed and conclusions drawn. According Arikunto, "Descriptive research is research that is intended to investigate the circumstances, conditions or anything else that has been mentioned, the results are presented in the form of a research report" [10]. Through a descriptive study was obtained a picture of the level of job satisfaction, the level of organizational commitment and the level of employee performance Bandung City Education Department

Research verification by Arikunto, "The study aimed to verify the results of other studies" [10]. Studies verification is useful to know to test hypotheses about the effects of job satisfaction and organizational commitment to employee

performance, conducted by distributing questionnaires to employees of the Department of Education Bandung. Through this verification research method can be known how much influence job satisfaction and organizational commitment to employee performance Bandung City Education Department.

#### A. Data Source

The data source is anything that can provide information about the data. Based on the data source is divided into two, namely primary and secondary. According Sugiyono, "The primary source is a data source that directly provide the data to the data collector" [11].

In studies of primary data sources obtained from questionnaires distributed to employees Bandung City Education Department pre-research. Sources of secondary data obtained from collecting the results of others such as scientific journals, academic books, websites, articles, and other resources that are relevant to this study.

#### B. Data Analysis Method

Testing data analysis was performed using SPSS 23. SPSS (Statistical Package for the Social Sciences) is a computer program used to analyze the statistics. The analysis used was:

1) *Validity testing indicators*: Validity test used to measure whether a legitimate or valid questionnaires. Significant test is done by comparing the alpha 0:05. If sig <0.05, or compare the value of r is calculated by the value of r table. those items or questions A variable declared invalid if r count > r table [12].

2) *Test reliability*: Reliability used in this study was Cronbach's Alpha approach. Reliability testing at significance level used was ( $\alpha$ ) = 5%. A construct or a variable is said to be reliable if the value of Cronbach Alpha > 0.70 [12].

3) *Regression analysis*: Regression analysis was used to determine the accuracy of prediction of whether there is a strong influence between independent and dependent variables.

$$Y = a + b_1x_1 + b_2X_2 \quad (1)$$

Information :

- X 1 = Job satisfaction
- X 2 = organizational commitment
- Y = performance

4) *Hypothesis testing-test t*: Research test the hypothesis using the t test is between H1 up to H3 with a tolerance level of 5% (0.05). Ho accepted if the probability is <0.05, with Ho rejected if the probability is > 0.05.

5) *The coefficient of determination*: Coefficient of determination in this study using the amount of Adjusted R Square value, as adjusted R2 value can go up or down when the independent variable is added to the model and in order to avoid bias in measuring how far the model's ability to explain variations in the dependent variable.

**IV. RESULTS**

**A. Characteristic Description of Respondents**

Characteristic of respondents is a picture of where the respondents are involved in research that is based on gender,

age, years of service status. Of the entire sample of employees that numbered 64 people studied, all of them can fill out and return the questionnaire given.

**TABLE I. MODEL SUMMARY<sup>B</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	DF1	DF2	Sig. F Change
1	.341a	.116	.087	4149	.116	4,012	2	61	.023

a. Predictors: (Constant), Organizational Commitment, Job Satisfaction  
b. Dependent Variable: Performance

Characteristic of the respondents of this study are as follows:

- The majority of respondents in this study were men, i.e., 42 or 66%.
- The majority of the study respondents aged between 31-40 years, as many as 22 people or 34%.
- Most respondents in this study have worked 1-5 years in institutions, as many as 24 people or 37%
- The status of personnel in the research object majority of civil servants

Organizational Commitment has an influence on employee performance. It can be seen that there is a correlation coefficient of 0.087 = 8.7%. The correlation coefficient of 8.7% indicates the effect of the low.

**B. Validity Test**

To determine the validity of the research instrument, the correlation (r) the results of calculations (rcount) compared with the table Product Moment Correlation (rtable) with the following provisions:

- If (rcount) greater than (rtable) then the instrument is said to be valid.
- If (rcount) is smaller than (rtable) then the instrument is said to be invalid.

Testing the validity of the instrument carried out on 64 respondents with a significance level of 0.05 and degrees of freedom (df = n-2), in order to obtain (rtable) amounted to 0,349. Calculation of the validity of the instrument items made with the help of program IBM SPSS Statistics 23 for Windows.

**E. Hypothesis Test T**

1) *Effect of job satisfaction on performance:* Effect of employee job satisfaction on the performance of a significant negative effect koefisienya a = 0.007 and a = 0, -462 means that the hypothesis is accepted and there is an influence of job satisfaction on employee performance.

2) *Influence of organizational commitment to performance:* The results showed that data processing Organizational Commitment has a significance value 0.337 > 0.05. This means that there is no significant effect of Organizational Commitment on Employee Performance.

**C. Reliability Test**

The results in this study Cronbach Alpha > 0.70 then the questioner said to be consistent / reliable.

**TABLE II. RELIABILITY TEST**

Variables	Value r11	Value rtable	Information
Job satisfaction	.857	0.70	Reliable
Organizational commitment	0.904	0.70	Reliable
performance	0.946	0.70	Reliable

**D. Regression Analysis**

Based on the results of data processing on the above, it can be seen that the influence Job Satisfaction and Commitment Organizational on the performance shown by the level of significance 0.023 < 0.05. This shows that Job Satisfaction and

**F. Coefficient of Determination**

Based on the results of processing, it is known that influence job satisfaction and commitment Organizational on the performance shown by the level of significance 0.023 < 0.05. This shows that Job Satisfaction and Organizational Commitment has an influence on employee performance. It can be seen that there is a correlation coefficient of 0.087 = 8.7%. It explains that the job satisfaction, organizational commitment and employee performance has an 8.7% contribution to the influence of the Employee Performance rest influenced by other variables not examined in this study.

**V. CONCLUSION**

Based on research conducted at the Bandung City Education Department to determine the effect of Job Satisfaction and Organizational Commitment on Employee Performance it can be concluded as follows:

- Overview Support Job Satisfaction in Dinas Pendidikan Kota Bandung at the high category. Where the satisfaction level indicators will be an indicator of wages received the highest level of satisfaction. This is not out of the role of government that gives a policy on setting wages for civilian state apparatus. While the indicator had the lowest score is owned by the indicator of satisfaction with promotional opportunities. The cause may be due to more strict requirements for gaining promotion within the agency. But the level is still quite high kepuasanya.

- Overview of Organizational Commitment Dinas Pendidikan Kota Bandung employee basically quite high. However, the sense of responsibility which is owned by the employee is still deemed less. Department of Education Kota Bandung should have a good performance at Bandung Education. Judging from the indicators of employee expertise conformity with the work performed. It is also an indicator of interpersonal relationships of employees is good enough so that the work environment becomes more conducive and productive. One external factor is the high level of employee performance with an information system capable of monitoring the performance of employees,
- Job Satisfaction effect on employee performance Dinas Pendidikan Kota Bandung, although the level is relatively low impact.
- Organizational commitment not significantly affect employee performance Dinas Pendidikan Kota Bandung although both have high value.
- Job Satisfaction and Organizational Commitment effect on employee performance in the category of low leverage.

## VI. SUGGESTION

Based on the conclusion of the study on the effect of Job Satisfaction and Organizational Commitment on Employee Performance Dinas Pendidikan Kota Bandung, the researchers propose suggestions that can be used as a solution to the problems and can be considered for institutions in their policy management.

- In Job Satisfaction, agencies must maintain the level of employee satisfaction by taking into account factors that can affect job satisfaction. One is the supervision given by the boss. Supervision provided should be in the right portions and not too tight or not too let. It is able to be overcome by creating a new supervisory system as Electronic Performance Remuneration owned by the Government of Bandung but in a smaller scope.
- In Organizational Commitment agency has the lowest value the indicator employee willingness to spend his career working in agencies. It is able to be improved by a variety of things one of which makes the system of compensation for employees so that employees are willing to work until the end of his career.
- To Performance Officer, agencies need to improve the supervision of the employees so that employee performance is always to follow the target and the

existing provisions. Just as job satisfaction, employee performance is able to be improved with a good supervision of the agency. One of them is by establishing a surveillance system such as Electronic Performance Remuneration belongs to the government of Bandung but in a smaller scale. The system is capable of monitoring employee attendance, working towards the realization of the target to show the work, and provide direct referral to the employee in detail what should be done. In addition, reward and punishment is able to be applied on the basis of evaluation obtained through the system.

- The researchers also propose suggestions that can be done in future studies with different independent variables, with other factors that could theoretically affect employee performance. Therefore, there is need for further research into other factors affecting employee performance Bandung City Education Department had not been examined by the authors.

## REFERENCES

- [1] Robbins and Judges, *Organisational Behavior* 15th ed. Pearson, 2013
- [2] F. Luthan, *Organizational Behavior* 12th ed. Mc-Graw Hill, 2006.
- [3] Bernardine and Russel, *Human Resource Management: an experiaental approach*. Mc-Graw Hill, 1998.
- [4] H.J. Chruden, and W.S. Arthur, "Personnel Management, Ohio, South VWestern Pub." 1972.
- [5] A.S. Ruky, *Manajemen penggajian dan pengupahan untuk karyawan perusahaan*. Edisi Pertama, Jakarta: Gramedia Pustaka Utama, 2001.
- [6] A.P. Mangkunegara and A. Prabu, *Manajemen sumber daya manusia*. Bandung: PT. Remaja Rosdakarya. 2009.
- [7] Robinson, Simourd and Porporino. "The influence of Educational Attainment on the Attitude and Job Performance of Correctional Officer," *Crome and Deliquency*, vol 43, issue 1, 1997.
- [8] A. Mamahit, "Pengaruh Gaya Kepemimpinan, Konflik Kerja Dan Stres Kerja Terhadap Kinerja Pegawai Dengan Komitmen Organisasi Sebagai Variabel Intervening," *Jurnal Riset Bisnis dan Manajemen*, vol. 4(3), 2016.
- [9] John Wiley and Sons, Inc. 2010. [Online] Retrieved from: [www.wiley.com/legacy/annual\\_reports/ar\\_2010/index.html](http://www.wiley.com/legacy/annual_reports/ar_2010/index.html) access on November 2018.
- [10] S. Arikunto, *Prosedur Penelitian: Suatu Pendekatan Praktik* (Edisi Revisi). Jakarta: Rineka Cipta, 2010.
- [11] D. Sugiyono, *Statistika untuk penelitian*. Bandung: CV. Alfabeta, 2006.
- [12] I. Ghozali, *Ekonometrika Teori, Konsep dan Aplikasi dengan SPSS 17*. Semarang: Badan Penerbit Universitas Diponegoro, 2009.