THE MODEL OF JOB SATISFACTION AND EMPLOYEES PERFORMANCE ON TERNATE CITY GOVERNMENT

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Abstract

The purpose of this research was to analysis the influence of career development, competence and culture organization toward job satisfaction and its implications on the employees performance.

Sampling techniques used simple random sampling, whereas the object of this research were employees of Public Servant of Ternate City Regional Area of the employees 2.054 with a total sample of 380 respondents. Methods of data analysis was descriptive analysis and verification using Structural Equation Models (SEM) with Linear Structural Relationship program (LISREL 8.80).

Analysis of research results through tested hypothesis suggests that partially and simultaneous influence positive and significant leadership, competence , and culture organization toward job satisfaction , with contribution total R^2 score = 0.64 (64%). So that career development, competence, culture organization and job satisfaction positive and significant effect on the employees performance, with contribution total R^2 score = 0.84 (84%). The dominant influential variables to the job satisfaction was culture organization with dominant dimension work climate , and the dominant influential variables to the employees performance was job satisfaction variable with dominant dimension promotion opportunity . Based on the results of the analysis that the indirect effect of the last set of satisfaction score through verb denoting the greatest than direct influence on performance .This suggests that the job satisfaction as variable intervening to be full mediating to increase the effectiveness of the staff at the Ternate City Government .

Thus in order to increase the job satisfaction and employees performance should give priority to culture organization with dimension aspects of work climate, with support career development is supported with career opportunity dimension aspect, and competence with work attitude dimension aspect.

Keywords: career development, competence, culture organization, job satisfaction, Employee performance

A. INTRODUCTION

The city government ternate with progress , must work hard to achieve their vision and mission so as to be parallel or surpass other areas. In an ideal landscape, the formal rules

underlying the implementation of the decentralized system and the preparation of the organization units have given enough space for local governments. The authority in issued strategic policies to the achievement of a goal development through duties which should be done by all apparatus (employees), with a culture work high to reach performance optimal. But in the implementation of still many obstacles and organizational performance units generally allegedly not yet made, including administration Ternate City.

Based on hope over , so the problems that relating to the development of a career , the competence of employees , the culture of the organization , much of his best work satisfaction in drinking water has , and performance of the civil servants that they employ become focus exciting attention to thrust in you wherever you may be .Though it is still a lot of many of the other problems who is also needs to receive attention , as was discussed above in identification of a problem.

B. LITERATURE REVIEW

Career Development

Career development in relation to a chance to play a role, as stated **Dessler (2013:353)**: *"career development plays an important role in engaging and retaining employees*". Giving purpose that a person able to realize career reached, if supported by motivation work encourage and its commitment. While Greenhaus in view **Ivancevich & Konopaske** (2011:435) state " *a career is the pattern of work-related experiences (e.g. job positions, job duties, decisions, subjective interpretation about work-related events) and activities over the span of the person "work life".* Based upon this view of , that a career is a pattern those experiences within those years that are related to work (in the form of: a position of employment , difficult to work in the , the form of clear policies , and interpretations of the subjective have made up the story that this project deals with) and the activities of the ground for more than the span of the tours of all active life for the person..

Competence

In understanding the competence of employees needs to be observed in a meticulous manner so as to give a meaning that it is easy to understand .A figure by noted for its become the basis for the referent of an explanation on the competency and actually began from David McClellan , and then develop it by **Spencer & Spencer (2003:9)** who popularized an early sign of the competence of the individuals and be used as a reference up to the present time in relation to work your whole life to base on the notion David McClellan , in analysis about the competence of individual so they can be provides a frame a broader or more promised to supply *," A competency is on underlying characteristic of on individual that is causally related to criterion referenced effective and /or superior performance in a job or situation*". Explained above that the competence of exhibiting the characteristics of and it is automatically become the

personality of someone who pertaining to a variety of criteria on the effectiveness of the performance of or employment in a particular situation . Refer to the capital market and financial the above analysis of the competence of employees in the concept of and in the sight of Spencer & Spencer notes to be so performed; elements convey a natural the elements of what have become known as the characteristics of the base of , the criteria for reference , a causal relation , the performance of in front when job excellent and performance of the effective.

On the other hand McLagan in **Dubois & Rothwell (2004: 16)** state booth competence is "*an area of knowledge or skill that is critical for producing key outputs"*. Giving the meaning of that competence means a sense of ownership of a region of the knowledge or their skills a secret absolutely crucial to produce outputs that important .Furthermore this own capabilities might be expressed in a finite number of behavior that broad , do not even limited number of participants at their place of work.

Who is also confirmed by **Robbins& Hunsaker (2012:117)** state ," *the key characteristics that the most successful people in Very professional area have that help them best successful*. The statement giving purpose that competence is characteristic a key with a of people in every region professional that helped them to be successful.

Culture Organization

The development of the formation of the culture of a lot of times when it essentially runs up from a belief that it is , the forest law enforcement governance value or a custom of someone , and so through a process long , rather than in another crop of instant , beliefs and the forest law enforcement governance the value of the debt then is transmitted , in various forms and is the manner of to another person and the community in general .An explanation on the top also provide a summary that every life form is no living being but related to with a culture . But must be considered and that the links did not happen linearly because people have confidence in individual. Therefore as described **Hofstede, Jean Hofstede, Alinkov Michael (2010:6))** *"culture consists of the un written rules of the social game, it is the collective programming of mind that distinguishes the members of one group or category of people from others"*. To be able to understand the links man with a culture need to first understand attributes man whether they are universal, specific for himself individual per individual and attributes collectively in relation with a man as part of the society.

The popularity of a culture of the organization began to get a bit happened in the year 1980-an .As the first person to introduce in a formal manner a term of the culture of the organization Andrew Pattigraw on Hofstede, et.al., (2010:213) give meaning **"***organizational culture is the system of such publicity and collectivity accepted meanings operating for given group at a given time".* Explained above that culture is a system of the received meaning freely accessible and provided them collectively of being applicable to a fixed time for a specific group of people .

Thus **Schein (2010:142)** Stressed the importance of *shared meanings* to understand the culture of the organization , in this case to quote the view **Vijay Sathe** on **Schein (2010:143)** the meaning culture organization as *"organizational culture as a set of important assumptions (often unstated) that members of a community share in common"* (culture organization although sometimes not written) that shared by members of a community organization. Assuming as part of this is a the essential assumption a central area for the organization and being attentive to member organization

Job Satisfaction

To provide understanding pertaining to satisfaction work some kind described view **Robbins dan Judge (2013**: 184) " *We've previously define satisfaction as an individual's general attitude toward his or her job"* . That pleasure in reference to general attitude an individual against his job . Of satisfaction employment was intercourse between individuals with the job and it in the entire world .Of satisfaction verb be emerge if individual so they can be and the surrounding environment like his job that he has done and on the other hand , a result there could be did not think it are satisfied in his one body if that she did not like the work is not too , as manifested by Cherrington (2009 : 306) " *Job satisfaction refers basically to how much employees like their jobs ".*

on the other side **Kreitner dan Kinicki (2010 : 170)** state " *Job satisfaction is an effective or emotional response toward various facets of one's job*." Be said that satisfaction employment is a the effectiveness or an emotional response on various aspects of work. Satisfaction is not a concept single, on the other hand, a person can are relatively satisfied with an aspect from his job and dissatisfied with one or more of its aspects other.

Employees Performance

The success of a employees in resolving working on an effective and efficient of hope in any institutions. Pertaining to the performance of **Husaini Usman (2009:487)** that, "Performance is the result of work and progress has been achieved a person in their respective sectors". It means her work should be settled in accordance with the target time or faster.

The other view **Robert Becal (2004: 1-2)** that, performance is a process communication continuous, done association of the framework of cooperation between an employee and top manager, involving the determination of hope. Performance is a tool completed used for the purpose optimize the success of each employee , working group , managers and of these organizations .Performance is a good way to in their own , expertise , and experience employees

On the other side **Sukmalana (2007:280)** that, The performance of was seen as something that is being done herself and produces into the product and services , in a period of specific cases and of a particular size of by a person or group of a person through very works of their hands , the ability , of knowledge and experience in .Of various the opinions regarding on horseback performance on the essence of the problem be a job of work which is would have to

be settled whether by our word of quantity or quality in the set time by the company or organization

C RESEARCH METHOD

Population and Research Samples

The population in this research is in the government employees Ternate City a number of people 2.054 and be sample 380 respondent. The determination of the sample to refer the views of **Lomax & Schumacher (2011)** now called sergeant with simple technique using a technique random sampling.

Analysis of Data and Test Hypotheses

In this research analysis testing the use of Structural Equation Model (SEM) with vs.8.80 Lisrel program . It was done to test confirmatory analysis factors , so that the measurement of indicators , the dimensions and variable exogenous on endogenous variable can be known.

D . RESULT AND DISCUSSION

Testing the data with structural equation model (SEM) vs.8.80 Lisrel with the program in Figure 1, following the results as saying:
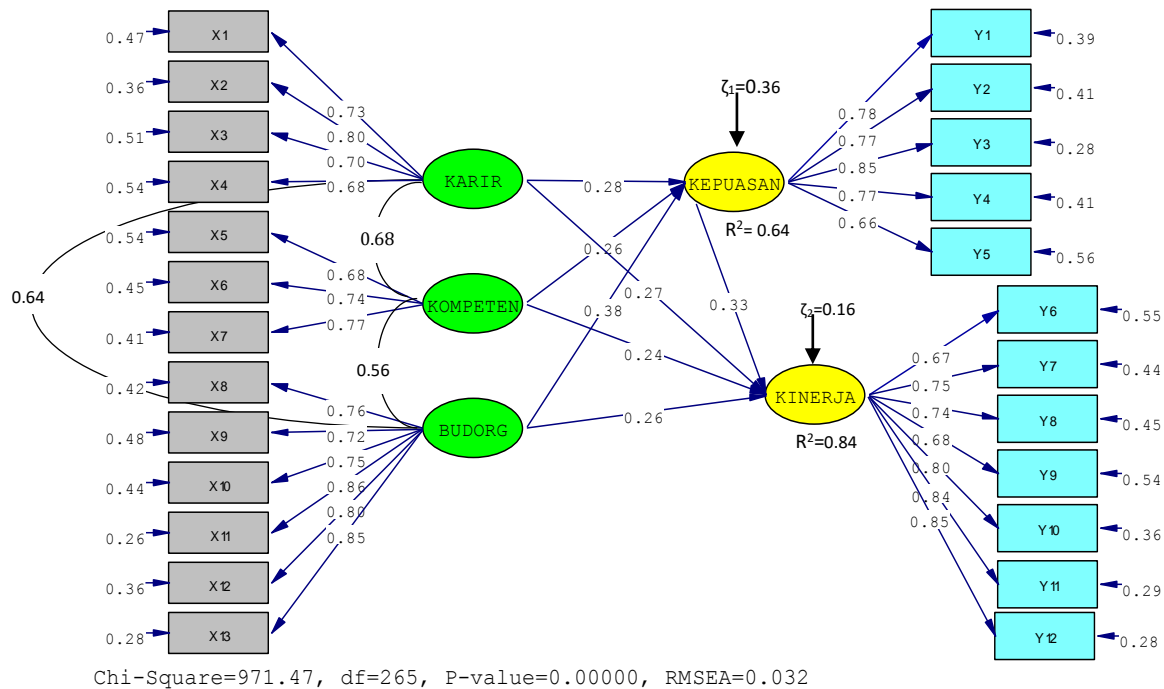

Chi-Square=971.47, df=265, P-value=0.00000, RMSEA=0.032

Figure 1 Hybrid SEM Model

1) The Influence of Career Development to Job Satisfaction.

Variable career development proved influential positive and significant to the job satisfaction, indicated by the coefficient of 0.28 .The contribution of the dimensions of the most powerful form of variable career development is career opportunity (X2=0.80).

2) The Influence of Competence to Job Satisfaction

Variables positive proved influential employees competences on the job satisfaction, the path indicated by the value of a coefficient of 0,26 .The contribution of the dimensions of the most powerful form of variable competence is job attitude (X7=0.77).

3) The Influence of Culture Organization to Job Satisfaction

Variable culture organization proven have had a positive impact on work satisfaction , shown by the value of the coefficients 0,38 .The contribution of the dimensions of the most powerful form variable cultural organization is job climate work **(X11=0.86)**.

4) The Influence of Career Development, Competence, Culture Organization to Job Satisfaction

Variable career development , competence and cultural organization in simultaneously proved influential positive and significant to the satisfaction of working , shown with the value of R^2 0.64 or 64 percent , while at 0.36 is another variable zeta (ζ) . From exogenous variable third , variable cultural organization shows the value of a coefficient of the most impact on the satisfaction of working .

5) The Influence of Career Development to Performance.

The career development variables positive and significant influence on employees performance with the coefficient of 0.27 . Dimensions Construct of the most powerful form of variable career is career opportunity **(X2=0.80)** .

6) The Influence of Competence to Performance.

Variable competence influential positive and significant impact on performance with the coefficient of 0.24 .Dimensions Construct of the most powerful form of variable employees competence is job attitude (X7=0.77)

7) The Influence of Organization Culture to Performance.

Variable culture organization influential positive and significant impact on employees performance with the coefficient of 0.26 , dimensions construct of the most powerful form of variable competence is climate work (X11=0.86).

7) The Influence of Satisfaction to Performance.

And the satisfaction of employment and significant positive influence on employees performance coefficient β (beta) at 0.33. dimension construct of the most powerful form of variable satisfaction employment is an opportunity to promote (y3 = 0.85).

8) **The Influence of Career Development, Competence, Culture Organization and Job Satisfaction to Performance Employees.**

The career development, competence, organizational culture, and satisfaction of a work as simultaneously have had a positive impact on the performance of public service by the coefficients determined (R^2) as much as 0.84, in other words that the influence of total direct and indirect side variables between fourth would have on service performance is 84 % and mean as much as 0.16 or 16 % is of other variables that has also led to employees performance, but not researched. Zeta (ζ 2).

E. CONCLUSION

Based on the result analysis of the data and inconclusive as follows:`

1) Career development make a positive and significant work with satisfaction .Career development variables measured by planning career: dimensions , career opportunities , clarity of the career , career and targets .As for having the dominant dimensions is a dimension career opportunities.

2) The competence of employees proven have had a positive impact and significant impact on satisfaction work, measured by dimensions knowledge work, work skills and attitude work employees. As for dimensions the most dominant contribute to competence is dimensions attitude work employees .

3) Culture organization proven have had a positive impact and significant impact on satisfaction work , measured by dimensions: embodiment norm , pattern behave , the formation of philosophy , climate work , orientation support , and team-oriented .As for dimensions shows the dominant with the culture organization is dimensions climate work employees .

4) Based on the results of testing and analysis shows that the development the career of , competence , and culture of the organization of it should also be noted simultaneously it has some positive effects and significantly correlates with much of his best work satisfaction in drinking water has .From a third of dependent variable for which a be tested to see their it turns out that variables reaches as high as the culture of the organization have the contribution of the influence of still the most dominant as to dimensions of his best work inside climate can be traced back.

5) Career development from the results of the testing and analysis in also had an impact positive and significantly correlates with the employee performance .In which as many dimensions of that reflects the dominant of career development itself is dimensional career opportunities.

6) The competence of employees from the testing and analysis proven influential positively and significant impact on performance employees. With a value the dominant of variable competence is an attitude work

7) The culture of the organization based on the results of testing and analysis , prove to be the case indicates the influence of there had been a positive and significantly correlates with the

employee performance , as to dimensions which embeds in it values dominant civil servants at the office climate can be traced back.

8) Satisfaction work based on the results of testing and analysis proved the influence of positively and significant impact on the employee performance , which is measured by dimensions is satisfied with the work on his own , their salaries , a chance promotion , supervision and attachment colleagues .As for the most dominant dimensions of the satisfaction employment is on the occasion of promotion , while in the case of the employee performance dimensions having the value of the dominant are proposed cooperative initiatives

9) Career development , the competence of employees , the culture of the organization as well as of satisfaction of a work as a simultaneously prove to be the case it has some positive effects and significantly correlates with the employee performance produce the contribution of at the supermarket exited normally with a value of up $R^2 = 0,84$ or amounting to 84 % .The company operating income and other factors apart from the (of other variables) who do not be tested to see their (zeta) is 0,16 or 16 % .Based on the results of testing could indicate of the four variables reaches as high as these pay rises on performance civil servants that they employ , it turns out that of satisfaction verb denoting the value of the influence of that are more dominant , the compare third other variables .As a result of this variables reaches as high as of satisfaction verb denoting would be able to strengthen the influence of the last set of it was that there the employee performance that serves as variable of a moderator .

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