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Re-examining the job satisfaction–job performance link: An Investigation on the Relationship Among employees' competencies, work discipline and organizational commitment

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ABSTRACT : *This study aimed to investigate and analyze the effect of competence, work discipline and organizational commitment on job satisfaction and employee performance. The research was conducted at the Institute of Education and Training of South Sulawesi province with a population of 580 employees and based on Slovin formulation; sample set as many as 237 employees. Research hypothesis was tested by using Structural Equation Models (Analysis of Moment Structures, AMOS version 18). The results of the study provide evidence that the competence and organizational commitment has a positive and significant effect on job satisfaction, but a high work discipline is not yet able to improve employee satisfaction. Competencies, organizational commitment, and job satisfaction is positive and significant effect on employee performance, but work disciplines has a negative and insignificant effect on employee performance. Competencies and organizational commitment has a positive and significant effect on employee performance*

Keywords : *competence, work discipline, organizational commitment, job satisfaction, employee and performance*

I. BACKGROUND TO RESEARCH

The key of success lies in the organization's willingness to implement the human resource management as a locomotive driving the successful execution of their duties and functions. Employees as human resources are required to deal with the dynamics of an increasingly competitive workplace. The dynamics of government organizations are often under the spotlight because there is no concrete evidence of goodwill for ensuring good governance and to the human resources is an important element for the progress of government agencies. The government agency as a non-profit organization always fix themselves to improving human resources by improving the competence, work discipline and organizational commitment to the achievement of job satisfaction and employee performance in carrying out their duties and functions. Organizations forward always puts the human assets to achieve job satisfaction and employee performance. The quality of human resources in an organization is often influenced by competence, work discipline and organizational commitment as well as several other variables

Demands for improving employee performance cannot be obtained easily; the most important thing to do first is to improve employee satisfaction. Reality in the Education and Training of South Sulawesi province has not shown the level of employee satisfaction in line with expectations, there is evidence that employees often complain that caused disappointment and less concerned with the execution of their duties and functions. The reason often cited by employees because employees are less pleased employment, lower compensation and promotions are often delayed. This fact affects the work carried out both individually and collectively. Symptoms shown as lazy to work, so a lot of work neglected and stacked; less innovative because it does not dare to make a new breakthrough in facing the challenges of work; tend to do a monotonous job, so do not perform; always judge the work based on the amount of compensations to be given to compensation and employee well-being competed for the attention of the leadership to be promoted not based on merit. Realizable value of employee satisfaction indicates the level of job satisfaction tend to be proportional to the expected target even tend to be low. The results of the evaluation of employee satisfaction demonstrated achievement, of the activities of completion of work individually decreased from 88.3% (2011) turn out to be 79.5% (2015). Employee satisfaction is not reached the target of > 90% annually. The decrease in the level of job satisfaction felt by employees is an essential condition for improvement. Each individual in meeting job satisfaction is always confronted by the results satisfactory and unsatisfactory. Both of these factors to be important in

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determining the outcome of the work produced. To realize the satisfaction of the work can be done by providing interesting work, dynamic work challenges, higher compensation and promotions proportional giving (Rivai, 2008:55). for it can be demonstrated in the following table:

Table 1. Average of employee satisfaction

Year of	Job satisfaction of employees (%)	
	Actual	Target
2011	88.3	> 90
2012	84.7	> 90
2013	82.4	> 90
2014	81.3	> 90
2015	79.6	> 90

Source: Institute for education and training of South Sulawesi Province (2016)

Low job satisfaction impact on the performance of employees, this happens because job satisfaction is the most important part in generating the high employee performance. The fact roomy show that employees often ask or suggest to the boss to get the policy of increasing competence, proposed enforcement of labor discipline and strengthen organizational commitment in order to achieve job satisfaction and improved employee performance. Employee's performance in the Institute for Education and Training of South Sulawesi province showed similar results with employee satisfaction, that each year the employee's performance does not match the expected target. To that can be seen in the following table:

Table 2. Average of employee performance

Year of	Employee performance (%)	
	Actual	Target
2011	88.2	> 90
2012	87.5	> 90
2013	85.2	> 90
2014	84.4	> 90
2015	81.7	> 90

Source: Institute for education and training of South Sulawesi Province (2016)

Achievement of the performance of employees who do not meet the targets and tend to decrease every year, it is necessary to be increased by improving the quantity, quality, efficiency, effectiveness and loyalty of employees in performing service tasks in the field of education and training that demands professionalism optimal. That there are employees who are in the line of duty is always to choose a job based on his own wishes, in other sis requires organizations to provide optimum services related to the workload of employees. In addition, the implementation of the tasks performed is deemed to have the quality of work that is low, both from the aspect of presentation and methods of education and training provided, the employee is not timely in providing services, the completion of the work is not oriented on benefits and low employee loyalty. The success of an organization in achieving assessed purpose of employee performance results achieved. Employee performance evaluation measured quantity, quality, efficiency, effectiveness and loyalty according to the demands of organizations and policy leaders (Schemerhorn, 2007: 66). The statement became the basis to fix and improve employee performance. The low performance of employees is due to the low employee satisfaction. That to improve the performance of employees can be done by increasing employee satisfaction (Rivai & Sedarmayanti, 2008: 96).

Another factor to consider is the competency of employees at this time that the competence of employees needs to be improved. Low competency of employees can be seen through work activities often experience delays, improper employee service, fault and length of time in providing services. Employees feel that their competence in the work relatively low so that the willingness of the employees themselves to improve formal education to a higher level, but it has not responded well by the leadership. This is due to the limited budget of the organization. Every individual in the organization have an interest in achieving the appropriate knowledge, skills, work experience and attitude control of the so-called competence to achieve organizational

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goals (McKenna, 2010: 189). The cause of the low job satisfaction and employee performance, one of which is caused due to employee discipline in work low, it can be shown that employees are not punctual in their work, to disobey the leadership or organizational rules and are not afraid to work sanctions. This disparity occurs because the leadership can not provide a good example in carrying out the work discipline. There are five considerations in its assessment work discipline, namely; (1) discipline in the craft, (2) presence, (3) timeliness, (4) compliance with organizational consensus and (5) the imposition of sanctions. The application of the five principles of discipline is the key to the success of the organization in achieving its objectives (Berdmend, 2007:39).

The other fact, that the organizational commitment of employees is relatively low, seen from the attitude and behavior of employees who do not show the totality of the work diligently and be part of the organization, There are some employees who often ignore the rules of the organization and does not have the desire to innovate in their work. Organizational commitment must be run in affective, normative and continuance commitment on organizational goals. Affective commitment includes sensibility, pride, attachment, and the achievement of results on the totality of the loyalty shown in the organization. Normative commitment includes disclosure feeling for hard work, loyalty, upholds the values of work and strives to excel as a manifestation of the natural organizational commitment. Continuance commitment to consistently hold to the teaching of the organization, turned the organization and have a future orientation for the progress of the organization (Allen & Meyer, 2009: 19). The empirical evidence shows that competence, discipline and organizational commitment and significant positive effect on job satisfaction (Charles M. Coco 2011; Mohammad Shahhoseini *et al.*, 2012; Soleiman Yahyazadeh *et al.*, 2012; Mohamad Zaid Mustafa *et al.*, 2014; Moyosola *et al.*, 2014). Inconsistency findings demonstrated that competence, work discipline and organizational commitment insignificant effect on employee performance (Anik Suwarni, 2008; Hotman, 2011; Marcus Harry, 2012; Julian Joseph, 2012; Danang Mukti Wibowo *et al.*, 2014). Other researchers have found that there significant effect in analyzing competence, work discipline and organizational commitment on job satisfaction and employee performance (Stewart, 2010; Wan Chen, 2011; Brian Mark, 2012; Marwah, 2013; Shane Willy, 2013). Then the job satisfaction has a positive and significant effect on employee performance (Moore, 2011; Nelson M, 2013; Waite Stoner, 2014).

II. LITERATURE AND HYPOTHESES TESTING

2.1. Employees' competence

Competence is the existing capacity to someone who can make a person able to fulfill what is required by the job within an organization so that the organization is able to achieve the expected results (Boyatzis, 2008). Employee competency is the work attitude of every individual in an organization has an interest to excel in accordance with the knowledge, skills, work experience and work attitude of mastery-called competence to achieve organizational goals (McKenna, 2010: 189). The statement was relevant to the findings of previous investigators, that competence significant effect on job satisfaction and employee performance (Charles M. Coco, 2011; Soleiman Yahyazadeh *et al.*, 2012; Mohammad Shahhoseini *et al.*, 2012; Mohamad Zaid Mustafa *et al.*, 2014; Moyosola *et al.*, 2014). So the proposed research hypothesis as follows:

H_{1a} Competence has a positive and significant effect on job satisfaction

H_{1b} Competence has a positive and significant effect on employee performance

H_{1c} Competence has a positive and significant effect on employee performance is mediated by job satisfaction

2.2. Work discipline

On several occasions the behavior of employees handling can mess up or performance cannot be accepted by the organization. In these conditions, it takes discipline. Discipline is an act of management that encourages compliance with organizational standards (Werther & Davis, 1996: 515). Labor discipline is self-control and orderly behavior of employees who indicated their work teams within an organization. Disciplinary action gives a penalty on employees who failed to meet the standards set. Any disciplinary action that effectively demonstrate employee behavior is wrong, not the employee as an individual. Disciplinary action done incorrectly can damage self-employees and organizations. Disciplinary action should not be done haphazardly (Mondy & Noe, 2005: 451). There are five considerations in assessing work discipline. Such considerations include; (1) discipline in the craft, (2) presence, (3) timeliness, (4) compliance with organizational consensus and (5) the imposition of sanctions (Berdmend, 2007: 39). The findings of previous researchers proved that there is a gap in analyzing the influence of labor discipline on satisfaction and employee performance (Anik Suwarni, 2008; Hotman, 2011; Marcus Harry, 2012; Julian Joseph, 2012; Danang Mukti Wibowo *et al.*, 2014). So the proposed research hypothesis as follows:

H_{2a} Work Discipline has a positive and significant effect on job satisfaction

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H_{2b} Work Discipline has a positive and significant effect on employee performance

H_{2c} Work Discipline has a positive and significant effect on employee performance is mediated by job satisfaction

2.3. Organizational commitment

Organizational commitment as the relative strength of the individual against an organization and involvement in a particular organization, which is characterized by three psychological factors: (1) A strong desire to remain a member of certain organizations, (2) the desire to bend over backwards for the sake of the organization and (3) Trust is definite and acceptance of the values and organizational goals (Porter & Steers, 1973). Measurement of organizational commitment used, include; (1) Affective commitment, that emotional attachment, identification and involvement in an organization. In this case the individual resides in an organization because of their own desires, (2) continuance commitment, namely the commitment of individuals based on considerations about what must be sacrificed when it will leave the organization. In this case the individual decides to settle on an organization because it was considered as a fulfillment, and (3) normative commitment, namely the individual's beliefs about the responsibilities of the organization. Individuals remain in an organization because they feel obliged to loyal to the organization (Allen & Meyer, 1990). There are gaps identified from previous investigators in analyzing the effect of organizational commitment on job satisfaction and employee performance. Some of them provide evidence that organizational commitment has a positive and significant effect on job satisfaction and employee performance. (Stewart, 2010; Wan Chen, 2011; Brian Mark, 2012; Marwah, 2013; Shane Willy, 2013). So the proposed research hypothesis as follows:

H_{3a} Organizational Commitment has a positive and significant effect on job satisfaction

H_{3b} Organizational Commitment has a positive and significant effect on employee performance

2.4. Job satisfaction

Job satisfaction is a condition of likes and dislikes according to the views of employees on the job (Werther & Davis, 1986). Job satisfaction is the feelings and reactions of individuals to the work environment High and low satisfaction related fulfillment of the needs of those in work (two factor theory) (Dole & Schroeder, 2001).. Areas of need include: (1) the need for health or needs going maintenance. Factors maintenance includes remuneration, physical working conditions, certainty, and supervision enjoyable, official car, home offices, and an assortment of other benefits. The loss factor of this maintenance may cause dissatisfaction (dissatisfier = hygienic factor) and levels of absenteeism as well as turnover will increase. Factors of this maintenance need attention reasonable from leadership so that the satisfaction and excitement of employees can be improved, (2) maintenance factors it involves psychological needs of a person. These needs include a series of conditions intrinsic job satisfaction (job content) which, when present in the level of employment will stir strong motivation to produce a good performance. If these conditions do not exist then this condition did not cause dissatisfaction excessive. A series of factors is called satisfiers or motivators include: a). achievement, b). recognition, c). the job itself d). responsibility e). progress and f). The potential benefits of developing individuals (Herzberg in Rival, 2008: 255).). So the proposed research hypothesis as follows:

H_{3c} Organizational Commitment has a positive and significant effect on performance is mediated by job satisfaction

2.5. Employee performance

Performance is the attainment of organizational goals that can be shaped output both quantitative and qualitative, creativity, flexibility, reliable, or things another desired by the organization. The emphasis of the performance can be short term or long term; can also be at the level of individuals, groups or organizations. Performance management is a process that is designed to link organizational goals to individual goals, so both of those goals were met. Performance can also be an act or execution of tasks that have been completed by a person in a certain period of time and can be measured (Brahmasari, 2004: 64). Performance as the quality and quantity of the achievement of the tasks, whether committed by individuals, groups and companies (Schermerhorn, Hunt & Osborn: 1991). Results of previous studies provide evidence that job satisfaction has a positive and significant effect on employee performance (Moore, 2011; Nelson M., 2013; Waite Stoner, 2014). So the research hypothesis proposed as follows:

H₄ Job satisfaction has a positive and significant effect on employee performance

III. METHODS

Explanatory research is done to explain the symptoms that caused. This research performed on 14 institutions area for education and training of South Sulawesi Province. Research time is scheduled for three

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months from January to March 2016. 555 employees act as the total population. Withdrawal of samples of research using formulations Slovin, thus gained 233 employees. As for the data analysis technique used in explaining the phenomenon in this research is descriptive statistics analysis techniques and analysis of Structural Equation Modeling (SEM).

IV. RESULTS

The model is said to be good if the development hypothetical model theoretically supported by empirical data. Results of testing the goodness of fit indices in the following table with the criteria presented models as well as critical values that have compatibility data.

Table 3. Evaluation criteria Goodness of Fit Indices Overall Model			
Goodness of fit	Cut-off Value	Early Stage	the final stage
Chi_Square	expected that a small	593.405	170.325
Probability	≥ 0.05	0.000	0.500
CMIN / DF	≤ 2.00	2.982	0.996
RMSEA	≤ 0.08	0.092	0.000
GFI	≥ 0.90	0.815	0.939
AGFI	≥ 0.90	0.765	0.910
TLI	≥ 0.94	0.682	1.001
CFI	≥ 0.94	0.726	1.000

Source: Data processed (2016)

The results of the evaluation of the model show that all the criteria of goodness of fit indices have met criterion or criteria appropriate cut-off value, so that the model can be said to have been in accordance with the criteria of goodness of fit indices for analysis. Based on the empirical model proposed in this study can be tested against the hypothesis put forward by testing the path coefficients in structural equation modeling. The following table is a hypothesis testing by viewing the p-value, if the p-value < 0.05 it's means significant. The test results are presented in the following table:

Table 4. Hypothesis testing direct and indirect effect

Exogenous	Endogenous	direct effects model		
		Standardize	P-Value	Description
Competence (X ₁)	Job Satisfaction (Y)	0,243	0,000	Significant
Work discipline (X ₂)	Job Satisfaction (Y)	0.092	0.098	Insignificant
Organizational commitment (X ₃)	Job Satisfaction (Y)	0.219	0.026	Significant
Competence (X ₁)	Employees performance (Z)	0.258	0.000	Significant
Work discipline (X ₂)	Employees performance (Z)	-0.093	0.098	Insignificant
Organizational commitment (X ₃)	Employees performance (Z)	0.215	0.034	Significant
Job Satisfaction (Y)	Employees performance (Z)	0.881	0.000	Significant
Exogenous	Intervening	Endogenous	Standardize	Description
Competence (X ₁)	Job Satisfaction (Y)	Employees performance (Z)	0.223	Significant
Work discipline (X ₂)	Job Satisfaction (Y)	Employees performance (Z)	-0.088	Insignificant
Organizational commitment (X ₃)	Job Satisfaction (Y)	Employees performance (Z)	0.210	Significant

Source: Data processed (2016)

The overall model can be seen there are five path analyses provide direct effect is a positive and significant, as well as one path a direct effect is negative and insignificant. Furthermore there are two path of indirect effect is positive and significant, and one path that is negative and insignificant. As for the interpretation of the table 4 for direct effect can be explained as follows: (1) competence directly positive and significant effect on job satisfaction, It can be proved by the *standardized regression weight estimate* of 0,243 and the value of the probability of 0.000 < 0,05; (2) disciplines directly positive and insignificant effect on job satisfaction, It can be proved by the *standardized regression weight estimate* of 0,092 and the value of the probability of 0.098 > 0, 05; (3) organizational commitment directly positive and significant effect on job satisfaction, It can be proved by the *standardized regression weight estimate* of 0,219 and the value of the probability of 0.026 < 0,05; (4) competencies directly positive and significant effect on employees performance, It can be proved by the *standardized regression weight estimate* of 0,258 and the value of the probability of 0.000 < 0,05; (5) work

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discipline directly negative and insignificant effect on employee performance, the *standardized regression weight estimate* of -0,093 and the value of the probability of $0.098 > 0,05$; 6) organizational commitment directly positive and significant effect on employee performance, the *standardized regression weight estimate* of 0,215 and the value of the probability of $0.034 < 0,05$; (7) job satisfaction directly positive and significant effect on employee performance, the *standardized regression weight estimate* of 0,881 and the value of the probability of $0.000 < 0,05$; (8) Competence has a positive and significant effect on employee performance is mediated by job satisfaction, the *standardized regression weight estimate* of 0,223 and the value of the probability of $0.000 < 0,05$; (9) Work Discipline has a negative and insignificant effect on employee performance is mediated by job satisfaction, the *standardized regression weight estimate* of -0,088 and the value of the probability of $0.098 > 0,05$; (10) Organizational Commitment has a positive and significant effect on performance is mediated by job satisfaction, the *standardized regression weight estimate* of 0,210 and the value of the probability of $0.034 < 0,05$.

V. CONCLUSION AND RECOMMENDATIONS

Knowledge, skills, experience and work attitude of the employees and good give a real influence in increasing their satisfaction in work. The high discipline officers in carrying out the duties and responsibilities are shown with crafts, presence, timeliness, compliance and sanctions turns out to have not been able to improve employee satisfaction in work. Employee commitment in affective, normative and continuous turns out to increase satisfaction of employees. Knowledge, skills, experience and work attitude of the employee-owned be the cause of the high performance of them. Low employee performance due to the low working discipline employees, that craft, attendance, punctuality, and sanctions compliance officers are at a low level so that it cannot improve the performance of employees. Affective, normative and countinuanance, commitment shown an employee is at a high level so that it is able to improve the performance of employees. Job satisfaction is characterized through the interesting work, challenges, achievements, compensation and promotion turns can improve the performance of employees. Job satisfaction acts as a full mediation in explaining the influence of discipline work against the performance of the employees, otherwise job satisfaction not as a mediating variable in explaining the influence of organizational commitment and competencies against the performance of employees. It takes attention and serious efforts from the management to craft, presence, timeliness, compliance and awareness on sanctions to be able to improve the discipline of employees in work.

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