

THE EFFECT OF JOB SATISFACTION AND EMPLOYEE COMMITMENT ON EMPLOYEE PERFORMANCE AT THE SOCIAL SERVICE OF MAKASSAR CITY

Karmila Maharani¹, Romansyah Sahabuddin², Tenri SP Dipotatmodjo³,
Burhanuddin⁴, Zainal Ruma⁵

¹²³⁴⁵Makassar State University / Faculty of Economics and Business, Makassar

E-mail:¹⁾karmilamaharani13@gmail.com, ²⁾krtenreng@gmail.com, ³⁾tenri.sayu@unm.ac.id,
⁴⁾dr.burhanuddin@unm.ac.id, ⁵⁾zainal_ruma@yahoo.com

Abstract

This study aims to (1) determine the effect of job satisfaction on employee performance, (2) determine the effect of employee commitment on employee performance, (3) determine the effect of job satisfaction and employee commitment jointly on employee performance at the Makassar City Social Service . The data used in this study are primary and secondary data with a total sample of 69 respondents. This study used a quantitative approach and was analyzed using multiple linear regression analysis with the help of SPSS 22 data processing to prove three hypotheses. The results of this study prove that the variable Job Satisfaction has a significant effect on Employee Performance with a t count of 2.964 > t table of 1.996. The Employee Commitment variable has a significant effect with a t count of 2.943 > t table of 1.996. Based on the results of this study it is also known that the independent variables jointly or simultaneously have a positive and significant effect on the dependent variable, namely Employee Performance at the Makassar City Social Service. Therefore, if job satisfaction and employee commitment continue to be improved, it will certainly increase employee performance.

Keywords: Job Satisfaction, Employee Commitment, Employee Performance

1. INTRODUCTION

1.1 Background

Employee performance is the result of work that can be achieved by employees in carrying out tasks in accordance with responsibilities within the company, from the results of these achievements an adjustment is made to the work results desired by the company through work standards that apply in the company. According to (Jermawiansyah, 2018) high performance can be measured through the timeliness of the programs being carried out. There are several factors that can affect performance, including leadership, work ethic, culture, job satisfaction, motivation, work discipline, training, commitment, position, compensation, real life quality and many more. This is related to real evidence, some are dominant and vice versa.

Employees are a very valuable company asset that must be managed properly, so that the company is able to contribute optimally. Job satisfaction is one of the main things that must be considered by the company, because in doing work employees do not feel comfortable, are not

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valued, cannot increase all the potential possessed by employees, so employees cannot focus fully on completing their work (Burhanuddin , 2012). Job satisfaction can be assessed from employees who have compared what is desired from the results of their work with what is obtained from their work (Ningkiswari, 2017).

In a company, employees have diverse interests and goals in making a decision to join a company, with this regarding the commitments of employees(Massora, 2017). The commitment possessed by employees to the company is certainly an important factor for a company which can make it difficult for employees to leave the company and employees feel they have a responsibility in achieving company goals where they work (Firmananda, 2016).

Efforts to create commitment are to create an atmosphere of mutual trust and provide support between employees and the company, so that each party can develop its contribution in achieving company goals and pay more attention to the needs and desires of employees (Sahabuddin, 2012).

The Social Service is an element of implementing government affairs which is the authority of the region and is led by the Head of Service who is located under and is responsible to the Regent through the Regional Secretary. The Social Service has the task of assisting the Regent in carrying out government affairs which are the authority of the Region and the co-administration tasks assigned to the Region in the social sector.

Job satisfaction and employee commitment are interrelated with each other which is also an important thing in the activities of a company including the Makassar City Social Service so that it becomes something that needs attention, if employees are satisfied with their work results they are increasingly committed to the company, as well as employees who are committed to Companies generally find high satisfaction.

Based on observations that have been made at the Makassar City Social Service, it is known that there are still problems, namely the performance of employees who are less than optimal is indicated by complaints from the public about services, but employees are not responsive in dealing with and solving problems that occur so that many people feel disappointed. The phenomenon of commitment that occurred at the Makassar City Social Service indicated that there were indications of a decrease in employee commitment, which could be illustrated by the existence of notes from personnel that there were several employees who started coming late to work and even some employees who did not come and rest on time. hamper the company's activities to achieve company goals.

1.2 Theoretical review

a. Job satisfaction

Job satisfaction is basically individual or individual where everyone will have different job satisfaction standards according to the assessment process that exists in each individual. Job satisfaction in an individual and feel the difference in other individuals. According to(Hasibuan, 2013) Job satisfaction is the perception of an employee who feels happy and likes his job. (Wibowo, 2010)explains that satisfaction is a person's general attitude towards their work, which shows the difference between the amount of reward they get and the amount they should get. According to(Hasibuan, 2013)Job satisfaction is the perception of an employee who feels happy and likes his job.

b. Employee Commitment

Commitment can show an attitude of acceptance and a high sense of confidence in the values and goals of the company, fully encouraging employees to want to stay and stay in a company to achieve company goals.(Lumbantoruan, 2015). Employee commitment is the loyalty of an employee in the company and is a stage in giving attention and involvement in the organization (Sutrisno, 2010).

According to (Meyer, 1997) there are three forms of commitment, namely:

1. Affective Commitment

Affective commitment is defined as the extent to which an employee has a psychological bond in a company that involves him based on thoughts such as loyalty and pleasure, because he agrees with organizational goals.

2. Continuance commitment

Continuance commitment is a commitment that is based on deficiencies if you leave the company, which is always defined as a calculative commitment.

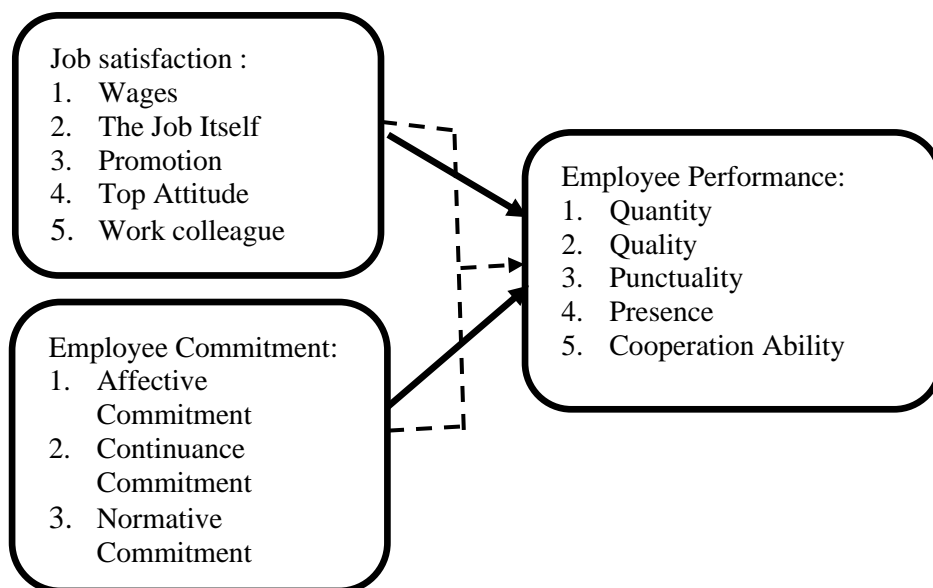
3. Normative Commitment

Normative commitment is the belief of employees who think that they need to stay and remain at the company because of personal loyalty, so that employees who have strong normative commitment can remain at the company.

c. Employee Performance

Performance according to(Adams, 2016)is the work performance produced by an employee on the basis of job qualifications (job requirements). Each job has certain qualifications to be able to be implemented so that goals can be achieved or commonly said by job standards, where work standards are referred to as something that is desired in a job so that it can be carried out optimally by employees at the company. On the other hand (Sinambela, 2016)said that employee performance needs to be planned in the long term, because increasing employee performance does not include incidents at a glance, but there is a need for more structured preparation and treatment within a predetermined period.

Figure 1. Conceptual framework



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Information : **—————** : Partial
 - - - - - : Simultaneous

Hypothesis:

H1: Job satisfaction has a positive and significant effect partially on the performance of employees at the Makassar City Social Service.

H2: Employee commitment has a partially positive and significant effect on employee performance at the Makassar City Social Service

H3: Job satisfaction and employee commitment have a positive and significant influence simultaneously on employee performance at the Makassar City Social Service.

2. RESEARCH METHODS

This study uses an associative research type that seeks to examine the causal relationship between the independent variables and the dependent variable. Data collection technique using a questionnaire which is done by giving the respondent several lists of questions to answer. The purpose of this questionnaire is to get responses from respondents. Respondents are selected individuals or groups who fill out the answers to the questionnaire. The variables studied in this study are independent variables or independent variables that affect or cause changes in the existence of a dependent (bound) variable. Independent variables are generally denoted by X, namely Job Satisfaction (X1) and Employee Commitment (X2), and for Dependent Variables or Variables are interpreted as influencing variables, due to the presence of independent variables. This variable is usually denoted by Y.

This study aims to determine the extent to which the influence of job satisfaction and employee commitment to the Makassar City Social Service is located at Jalan Arif Rahman Hakim No.50. The total population in this study was 69 permanent employees of the Makassar City Social Service. The sample used in this study is a saturated sample where all members of the population are sampled. The variable measurement in this study was designed based on a modified Likert scale by eliminating the middle answer choice category, called the Likert Scale Modification. The categories of answers SS (strongly agree), S (agree), TS (disagree), STS (strongly disagree) are to see the tendency of opinions towards strongly agree to strongly disagree.

To prove the hypothesis that has been put forward, the authors use a multiple linear regression model to determine the relationship between job satisfaction and commitment to employee performance, and how much influence job satisfaction and work stress (variable X) have on (variable Y). Regression analysis (fourth model) uses the regression equation formula, namely:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information:

Y = Employee Performance

X1 = Job Satisfaction

X2 = Employee Commitment

a = Constant

b1b2 = Regression coefficient

e = Standard error (Error level)

3. RESULTS AND DISCUSSION

3.1 Overview of Respondents

Respondents in this study amounted to 69 respondents who will be described based on several characteristics. The percentage of the number of employees based on gender is 46% male and 54% female. Based on the age of the respondents, ages 21-30 were 43%, 31-40 were 38%, 41-50 were 15%. And above 50 by 4%, based on the last education of the respondents. 6% Diploma graduates, 75% Bachelor graduates, 19% Masters graduates. Based on the working period of respondents who worked 1-5 years by 71%, 6-10 years by 26%, and who worked more than 10 years by 3%.

3.2 Validity Test

Validity test is done by testing the correlation between item scores and the total score of each variable, using Pearson correlation. Question items are said to be valid if the significance level is below 0.05.

Table 3.1 Validity Test Results

Question Items	Pearsons Correlation	Sig (2-Tailed)	Information	
Satisfaction Work (X1)	KK1	0.721**	0.000	Valid
	KK2	0.765**	0.000	Valid
	KK3	0.721**	0.000	Valid
	KK4	0.685**	0.000	Valid
	KK5	0.585**	0.000	Valid
	KK6	0.678**	0.000	Valid
	KK7	0.723**	0.000	Valid
	KK8	0.361**	0.000	Valid
	KK9	0.631**	0.000	Valid
	KK10	0.711**	0.000	Valid
Commitment Employee (X2)	KP1	0.731**	0.000	Valid
	KP2	0.738**	0.000	Valid
	KP3	0.696**	0.000	Valid
	KP4	0.643**	0.000	Valid
	KP5	0.724**	0.000	Valid
	KP6	0.667**	0.000	Valid
Employee Performance (X1)	KP1	0.789**	0.000	Valid
	KP2	0.875**	0.000	Valid
	KP3	0.842**	0.000	Valid
	KP4	0.745**	0.000	Valid
	KP5	0.796**	0.000	Valid
	KP6	0.692**	0.000	Valid
	KP7	0.789**	0.000	Valid
	KP8	0.678**	0.000	Valid
	KP9	0.806**	0.000	Valid
	KP10	0.867**	0.000	Valid

The variables of job satisfaction, employee commitment and employee performance have a significant value of more than 0.05 so it can be concluded that all question items in the study are valid.

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This reliability test was carried out to test the consistency of the answers from respondents through the questions given, using the Cronbach Alpha statistical method with a significance used of more than ($>$) 0.6

Table 3.2 Reliability Test Results

Variable	Cronbach's Alpha	Information
Job Satisfaction (X1)	0.854	Reliable
Employee Commitment (X2)	0.789	Reliable
Employee Performance (Y)	0.931	Reliable

The variables of job satisfaction, employee commitment and employee performance have Cronbach's alpha values greater than 0.6. This shows that the question items in this study are reliable.

3.4 Classical Assumption Test**a. Normality test**

The Normality Test is a test conducted to measure whether our data has a normal distribution so that it can be used in parametric statistics. The testing criteria used to test normality in this study were statistical analysis using the Kolmogrov-Smirnov Test.

Based on the results of the normality test, the Asymp value is obtained. Sig. (2-tailed) of 0.200 which indicates that the value is greater than 0.05, so it can be said that the data in this study are normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to test whether in a regression model a high or perfect correlation is found between the independent variables or the independent variables. This test can be identified by looking at the Tolerance value and the Variance Inflation Factor (VIF) value.

Based on the test results, the value of the Tolerance variable for job satisfaction (X1) is $0.983 > 0.10$ and the VIF value is $1.018 < 10$. Furthermore, for the employee commitment variable (X2) it is $0.983 > 0.10$ and the VIF value is $1.018 < 10$. Thus it can be stated that all the variables studied do not have a perfect correlation between the independent variables so that the regression model does not have multicollinearity.

c. Heteroscedasticity

The heteroscedasticity test aims to find out whether in the regression model there is an unequal variance from the residual one observation to another. Based on the results of the SPSS test, the value in the sig column shows. for the job satisfaction variable (X1) is $0.067 > 0.05$ and employee commitment variable (X2) is $0.107 > 0.05$ which means that the regression model for the independent variables studied does not have a heteroscedasticity pattern.

3.5 Multiple Linear Regression Analysis

Table 3.3 Multiple Linear Regression Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig
	B	std. Error	Betas		
1 (Constant)	5,670	4,756		1,192	0.237
Job Satisfaction (X1)	0.384	0.129	0.322	2,964	0.004
Employee Commitment	0.661	0.208	0.320	2,943	0.004

a. Dependent Variable: Employee Performance

The regression equation formed in this regression test is:

$$Y : 5.670 + 0.384 X1 + 0.611 X2 + e$$

The model can be interpreted as follows:

1. The constant value is 5.670. This indicates that, if the independent variables (job satisfaction and employee commitment) are zero (0), then the value of the dependent variable (employee performance) is 5.670 units.
2. The regression coefficient of job satisfaction (b1) is 0.384 and is positive. This means that the value of variable Y will increase by 0.384 if the value of variable X1 increases by one unit and the other independent variables have a fixed value. The coefficient with a positive sign indicates that there is a direct relationship between the job satisfaction variable (X1) and the employee performance variable (Y). The higher the employee job satisfaction, the better/higher the employee's performance.
3. The regression coefficient of job satisfaction (b2) is 0.661 and is positive. This means that the value of variable Y will increase by 0.661 if the value of variable X2 increases by one unit and the other independent variables have a fixed value. The coefficient with a positive sign indicates that there is a direct relationship between the employee commitment variable (X2) and the employee performance variable (Y). The higher the employee's commitment, the employee's performance will increase.

3.6 Hypothesis Testing

Hypothesis testing is used to obtain conclusions from this study, namely by conducting a thorough test, namely the F test and partially or self-test, namely the t test which is explained as follows:

a. Partial Test Results (t test)

Testing the hypothesis through this t test, the significance level used by the author is 5% or 0.05 two-sided testing so the significance value is 0.025 and the degrees of freedom with the formula $df = nk$ ($69-3 = 66$) shows a value of 1.996. The results of the t test using SPSS are as follows:

- First Hypothesis Testing (H1): The results of the t test for the variable job satisfaction (X1) on employee performance (Y) from table 4.14 can be seen that tcount is 2.964 > table 1.996, then Ho is rejected. Then the results obtained from the comparison of the significant value with the significance level can be seen that the significance is 0.004 < 0.05 This means that H1 is accepted

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so that it can be concluded that job satisfaction has a positive and significant effect on employee performance.

- Second Hypothesis Testing (H2): The results of the t test for the variable employee commitment (X1) to employee performance (Y) from table 4.14 can be seen that tcount is 2.943 > ttable 1.996, then Ho is rejected. Then the results obtained from the comparison of the significant value with the significance level can be seen that the significance is 0.004 < 0.05 This means that H2 is accepted so that it can be concluded that employee commitment has a positive and significant effect on employee performance.

b. Simultaneous Test (Test F)

Based on the test results, the Fcount value is 10.038. This value is greater than Ftable (10.038 > 3.138). The significant value in the F test is 0.000 which indicates that the value is less than 0.05 (0.000 < 0.05). The calculated F value is greater than Ftable and the significance value is less than 0.05, so it can be concluded that job satisfaction and employee commitment simultaneously affect employee performance at the Makassar City Social Service.

3.7 Test Results for the Coefficient of Determination (R Square Test)

The coefficient of determination test was carried out to find out how much the independent variable is simultaneously able to influence the dependent variable. The higher the value of R² (R Square) means the better the proposed research model. Based on the test results it is known that the coefficient of determination is 0.233 or 23.3%. This shows that employee performance is influenced by job satisfaction and employee commitment by 23.3% while the remaining 76.7% is influenced by other variables not examined in this study.

3.8 Discussion

1. The Effect of Job Satisfaction Variables on Employee Performance

Based on multiple linear regression analysis, it was found that job satisfaction affects employee performance. That the t count of the job satisfaction variable is 2.964 > t table is 1.996 then Ho is rejected and H1 is accepted. This means that the variable of job satisfaction affects the variable of employee performance. The regression coefficient of the job satisfaction variable is 0.384, meaning that if job satisfaction increases, employee performance will increase by 38.4%. Assuming other variables are held constant. The coefficient is positive and significant, meaning that there is a positive relationship between job satisfaction and employee performance.

In this case when the Makassar City Social Service employees are satisfied with their work, the resulting performance will be maximized. The more satisfaction aspects are fulfilled, the higher the level of job satisfaction. Job satisfaction can be formed one of them from the salary that is expected to meet their needs can be fulfilled by the company. This will encourage employee effort or effort in achieving predetermined performance. Employees who feel satisfied with the salary they get, will be encouraged to complete work on time and meet job demands in terms of quantity and quality of work.

2. The Effect of Employee Commitment Variable on Employee Performance

Based on multiple linear regression analysis, the results show that employee commitment influences employee performance. That the t count of the job satisfaction variable is $2.943 > t$ table is 1.996, then H_0 is rejected and H_2 is accepted. This means that the employee commitment variable affects employee performance. The regression coefficient of the employee commitment variable is 0.611, meaning that if job satisfaction increases, employee performance will also increase by 61.1%. Assuming other variables are held constant. The coefficient is positive, meaning that there is a positive relationship between job satisfaction and employee performance.

Makassar City Social Service employees who have a high commitment will have identification with the organization, be seriously involved in staffing and have loyalty to the organization. In addition, it shows effort in achieving company goals and a desire to remain with the company for a long time. Employee commitment brings positive results such as high performance which greatly influences employees to be loyal to the company by giving full attention to the company.

3. The Effect of Job Satisfaction and Employee Commitment on Employee Performance

Based on the F test together with the variables of job satisfaction and employee commitment to employee performance with F count of 10.038 this shows F count ($10.038 > F$ table (3.138) then H_0 is rejected and H_a is accepted. This means that the variables of job satisfaction and employee commitment jointly affect the employee performance variable (Dependent).

The higher the level of job satisfaction and employee commitment while working at the Makassar City Social Service, it can affect the level of employee performance, and vice versa the lower the level of job satisfaction and employee commitment owned will affect the level of employee performance. So that employees at the Makassar City Social Service who have high job satisfaction and have a commitment to the company tend to work optimally to get high performance.

4. Conclusion

This study aims to determine the effect of job satisfaction and employee commitment on employee performance at the Makassar City Social Service. Based on the results of the analysis and discussion, the following conclusions can be drawn:

1. There is a partial positive and significant effect of job satisfaction on employee performance at the Makassar City Social Service.
2. There is a positive and significant effect partially on employee commitment to employee performance at the Makassar City Social Service.
3. There is a simultaneous positive and significant effect of job satisfaction and employee commitment on employee performance at the Makassar City Social Service.

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