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RESEARCH ARTICLE

ANALYSIS OF ORGANIZATION COMMITMENT AND COMPETENCE TO JOB SATISFACTION AND ORGANIZATIONAL PERFORMANCE AT BEKASI CITY GOVERNMENT.

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Abstract

This study aims to analyze the influence of organizational commitment and competence on job satisfaction and organizational performance either partially or simultaneously on the City Government of Bekasi. The population of this research is all the Regional Device Work Unit in Bekasi City Government, Head of Department, Head of Agency and Head of Division who occupy essay II and III in Bekasi City Government which amounted to 208 people consist of 36 echelon II and 172 persons Echelon III officials. The sample size in this study using Slovin formula with α size used is 5%, thus the sample size is 137 people. Quantitative analysis method using path analysis, followed by determination analysis (R Square), partial hypothesis testing (t test) and simultaneous (F test) with alpha 5 percent (0,05). Before the first analysis is done first test the normality. Analytical tool using SPSS version 21.0 for windows. The result of the research shows that organizational commitment and competency partially and simultaneously have a positive and significant influence on job satisfaction and organizational performance, as well as job satisfaction have an influence on organizational performance in Bekasi City Government.

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Introduction:-

In the era of openness and globalization of Civil Servant which is as human resource that exist in organization is not merely a tool to achieve organization target alone, but also as organization asset that must be maintained and developed. Human resources are no longer merely as a complement in the network of activities to achieve goals, but as a determinant of the success of the activities undertaken. Under these conditions forced civil servants to be able to improve professionalism.

Not to mention also with Bekasi as one of the city on the outskirts of the center of the capital is an area that has the potential to improve the welfare of the community through increased performance. Improved organizational performance is determined by the mentality and capacity of human resources. Therefore the mentality of human resources is important for the organization considering the human resources is the subject of organizational movers. If the mentality of human resources possessed is inadequate it will have implications for the decline in organizational performance.

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Lately the main issue facing the government today is not focused on what to do but how to work (Osborne and Gaebler, 1992). To be able to achieve a good organizational performance, it is necessary to create job satisfaction for the executor of the task, because with the more satisfied the implementation of the task the higher the results of work produced. As described by Handoko (2008) that job satisfaction is a pleasant or unpleasant emotional state for employees associated with work. This reflects that job satisfaction is something that is individual. The higher the assessment of the activity the higher the satisfaction of the activity.

Therefore the Government of Bekasi City needs to create employee job satisfaction in order to create an organizational performance as proposed by Yang, et al. (2011) that job satisfaction has a significant effect on organizational performance. If the job satisfaction is not created, then the performance of the organization will not be created as revealed by Sumartini (2011) in his research on the relationship between job satisfaction with professional performance, where the results showed that the teacher job satisfaction is low so the performance generated by the the teacher is also low.

In this regard, in order to empower local government resources, it should first consider possible factors such as opportunities, opportunities, challenges and constraints. So that resources are utilized will give optimal result of work in doing service to society and finally produce good governance. Therefore, to be able to create good governance required government officers who have good commitment and competence in performing their duties and functions as an element of service to public organizations.

Commitment is the ability and willingness to align personal behavior with the needs and goals of the organization. Porter et al. (1974) states commitment is the strength of the introduction and involvement of a person in a particular organization. Based on that opinion, then Bekasi city should be one of the spearhead of government expect that every apparatus that work in have commitment to organization, in order to create job satisfaction which have implication to organizational performance. As said by Sanii (2013) and Sarmawa (2015), that commitment has a significant effect on organizational performance.

In addition to commitment, employee competence is also a factor that can create increased job satisfaction and organizational performance. According to Lynn (1985:33) competence can include repetition of facts and concepts to further skills up to learning behaviors and professional values. While Byars and Rue (1997:46) states that competence as a trait or characteristic required by a steward to be able to carry out a good position, or characteristic of a person easily visible including knowledge, expertise, and behavior that allows to perform.

Competence as a person's characteristics is related to effective performance in a job or situation. As the results of research conducted by Sarmawa (2015), Chae, et al. (2014), states that competence has a significant effect on performance. Thus in order to create an organizational performance, then an organization must have employees who have competence.

Based on the background and problems, the objectives of this research are:

- 1) Analyzing the influence of organizational commitment to job satisfaction partially.
- 2) Analyzing the influence of competence on job satisfaction partially.
- 3) Analyzing the influence of organizational commitment and competence on job satisfaction simultaneously.
- 4) Analyzing the influence of organizational commitment to organizational performance partially.
- 5) Analyzing the influence of competence on organizational performance partially.
- 6) Analyzing the influence of job satisfaction on the performance of the organization partially.
- 7) Analyzing the influence of organizational commitment, competence and job satisfaction on organizational performance simultaneously.

Literature Review:-

Organizational Commitment:-

Organizational commitment is a psychological state that characterizes employees' relationships with the organization or its implications that affect whether employees will survive in organizations or not, identified in three components: affective commitment, continual commitment and normative commitment (Allen and Meyer, 1993:83).

Commitment to the organization is an aspect that plays an important role in an organization, because the commitment to the organization can affect the improvement of effectiveness and work efficiency. According to

Northcraft and Neale (1994:73) generally employees who have a high commitment to the organization will show more effort in doing the task. Zurnali (2010:56) says that organizational commitment is a strong and strong feeling of a person towards the purpose and value of an organization in relation to the role of efforts to achieve the goals and values. Therefore every person who works in a company or organization must have a commitment in working because if an employee of a company does not have a commitment in working, then the purpose of the company or organization will not be achieved.

According to Durkin (1999:127), organizational commitment is a strong and strong feeling of a person towards the goals and values of an organization in relation to the employee's role towards achieving the goals and values. It then states that a clearer picture of the definition of organizational commitment is put forward by Allen and Meyer (1993:83), arguing that organizational commitment is a psychological state characterizing employees' relationships with the organization or its implications that affect whether employees will survive in the organization or Not, identified in three components: affective commitment, continual commitment and normative commitment.

- a. Affective commitment is the emotional involvement of a person in the organization in the form of feelings of love to the organization.
- b. Continuous commitment is one's perception of costs and risks by leaving the organization today. That is, there are two aspects to a continuous commitment, namely: involving personal sacrifice when leaving the organization and the absence of alternatives available to the person.
- c. Normative commitment is a moral dimension based on a sense of obligation and responsibility to the employing organization.

Competence:-

Competence is "the ability or capacity of a person to perform various tasks in a job, where this ability is determined by two factors namely intellectual ability and physical ability (Robbins, 2007: 38). Meanwhile, according to Wibowo (2007: 86), argued competence is defined as the ability to perform or perform a job or task based on the skills and knowledge of work demanded by the job. Thus the competence shows the skills or knowledge characterized by professionalism in a particular field.

Fogg (2004: 90) divides competencies into 2 (two) categories: Threshold and differentiating and distinguishes these two competencies according to the performance criteria of a job: Threshold competencies are the main characteristics Usually in the form of basic knowledge or skills such as the ability to read, while differentiating competence is a competence that makes a person different from others.

Limited competence and special competence for a particular job are patterns or guidelines in personal selection, succession planning, performance appraisal and development. In other words, competence is the mastery of a set of knowledge, skills, values and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession.

Competence is the utilization of knowledge and work skills in order to achieve optimal performance. Thus can be said that the competence is everything that is owned by someone in the form of knowledge skills and internal factors other individuals to be able to do a job. In other words, competence is the ability to perform tasks based on the knowledge and skills possessed by each individual.

Job Satisfaction:-

Job satisfaction is a form of feeling and expression of a person when able or unable to meet the expectations of work processes and performance. Job satisfaction is also a pleasant emotional state resulting from a job assessment or work experience. According to Wexley and Yukl (1977: 242), job satisfaction is what employees feel about work. That feeling is a general attitude of a person to work, based on an assessment of the work aspect.

Davis and Werther (1996: 136) say that job satisfaction is a pleasant or unpleasant situation where employees view work. And job satisfaction is the degree to which individuals feel positive or negative about a job. Job satisfaction at some level can prevent employees to find work in other companies or can be said employees tend to survive, although not all aspects that affect job satisfaction are met, so that employees have a sense of attachment or greater commitment. Kreitner and Kinicki (2001: 225) states that job satisfaction is an effectiveness or an emotional response to various aspects of work.

Satisfied or not a person in the work cannot be separated from factors that can affect the person, while that can affect job satisfaction will be known by looking at some things that are factors that can cause and encourage job satisfaction, as said by As'ad (2004: 115) that is:

- a. Psychological factors, is a factor associated with psychiatric employees that include interest, tranquility in work, attitudes toward work, talents and skills.
- b. Social factors, is a factor associated with social interaction both fellow employees with employers and employees of different types of work.
- c. Physical factors, are factors related to the physical condition of the work environment and the physical condition of the employee, including the type of work, time and rest settings, work equipment, the condition of the room, temperature, lighting, air exchange, employee health conditions, age and so on.
- d. Financial factor, is a factor associated with employee guarantees and welfare covering the system and the amount of salary, social security, various benefits, facilities provided, promotion and so forth.

Organizational Performance:-

Performance is a tool that can be used to measure the level of achievement or policy groups and individuals. Performance is a translation of performance that is often interpreted as "appearance, demonstration or achievement" (Keban, 2004:191). This also agrees with Mangkunegara (2008: 67) said that the term performance comes from the word job performance or actual performance that is the performance or achievement to be achieved. Murphy (1990:74) states that performance is a set of behaviors that are relevant to the goals of the organization or organizational unit of the workplace.

While the meaning of organizational performance is as a description of the level of achievement of the implementation of an organization's tasks in an effort to realize the goals, goals, mission and vision of the organization (Bastian, 2001: 329). Then another definition of organizational performance proposed by Pasolong (2007: 176) is the work that can be achieved by employees or groups of employees within an organization, in accordance with the authority and responsibility of each in an effort to achieve the objectives of the relevant organization legally, According to morals and ethics. "Thus can be said organizational performance is a description of the work of the organization in achieving goals that of course will be influenced by the resources owned by the organization.

Measuring the performance of public organizations is quite difficult because it is multidimensional because stakeholders have different interests according to their individual needs. Some of the indicators commonly used to measure the performance of public organizations can be measured by efficiency, effectiveness, fairness and capability (Kumorotomo 2005: 64). These four sizes are interconnected with each other, starting from consideration of the benefits gained in accordance with the vision and mission determined so that justice will be felt and then the ability to catch the community will be more optimal. According to Mahsun et al (2006: 31) measurement of the performance of public organizations include the following aspects:

- a. Input is everything needed for the implementation of activities can run to produce output. Input is everything that is used to produce output and outcome.
- b. Process is a measure of activity, both in terms of speed, determination, and accuracy of the implementation of these activities. This indicator contains a description of the steps undertaken in carrying out the service.
- c. Output is something that is expected directly achieved from an activity that can be tangible or intangible.
- d. Outcomes are anything that reflects the functioning of the output of activities in the medium term that have a direct effect. Outcome indicators provide an overview of the actual or expected results of goods or services produced by an organization.
- e. Benefits is something that is related to the ultimate goal of the implementation of activities. This performance indicator illustrates the benefits derived from the outcome indicator.
- f. Impact is the effect of either positive or negative. The impact indicator provides an overview of the direct or indirect effects resulting from the achievement of the program objectives.

Conceptual Framework:-

Based on the formulation of the problem and the literature review described in the previous chapter, the conceptual framework of the study refers to earlier relevant theories and research. As a comprehensive overview of the interrelationships between variables used in the research model, the following is presented in the conceptual framework of the study. Where the framework of the study can be described in (figure 1) as follows:

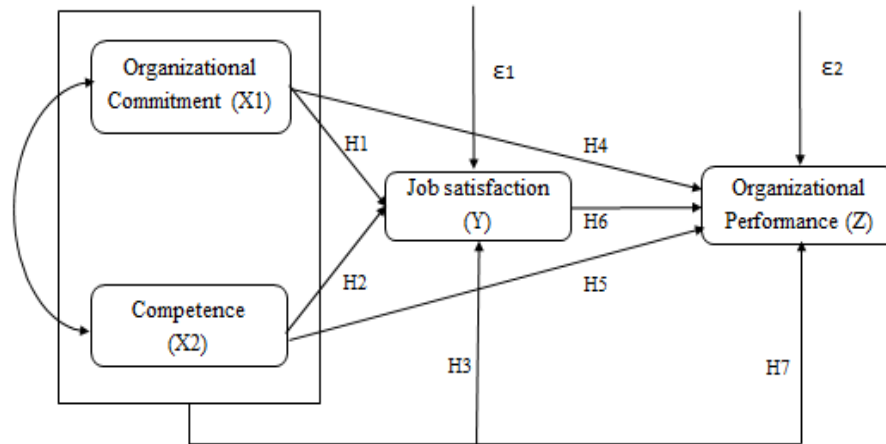


Figure 1:- Conceptual Framework

Based on research objectives and theoretical reviews, the research hypothesis is:

- 1) Organizational commitment has an effect on job satisfaction partially.
- 2) Competence affects partial job satisfaction.
- 3) Organizational commitment and competence affect the job satisfaction simultaneously.
- 4) Organizational commitment effect the performance of the organization partially.
- 5) Competence affects partial organizational performance.
- 6) Job satisfaction affects partial organizational performance.
- 7) Organizational commitment, competence, and job satisfaction affect the performance of the organization simultaneously.

Methods:-

The unit of analysis of this research is all the Regional Device Work Unit in City Government Bekasi namely Head of Department, Head of Body and Head of Division who occupies the essay II and III in City Government of Bekasi, the sample was 137 respondents.

The research approach used in this research is quantitative approach by using path analysis. This analysis is an expansion of the regression equation, which is an option in studying the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships. Path analysis is one of the analytical tools developed by (Dillon and Goldstein in Ali Hapzi and Limakrisna, N, 2013). Wright developed a method for knowing the direct and indirect effects of a variable, in which there are exogenous variables and endogenous variables.

The path diagram consists of two substructures with two equations, where X_1 and X_2 are exogenous variables ie variables with no explicit cause, this variable serves as the independent variable/cause of the next sequence variable Y and Z as the endogenous variable

Before the analysis, tested the questionnaire instrument with validity and reliability test, and normality test to test whether in the regression model, the dependent variable and free have normal distribution or not. Normality assumption is a very important requirement on significance test (significance) regression coefficient. A good regression model is a regression model that has a normal or near-normal distribution, so it is feasible to do statistical testing.

Result and Discussion:-

In general, respondents gave a good perception of the questionnaires distributed in the City Government of Bekasi responded agree and strongly agree on the items of the questionnaire. This shows that Organizational Commitment, Job Satisfaction and Organizational Performance have been run in accordance with the perception of respondents.

Based on the analysis results obtained That:-

- 1) Organizational Commitment has three indicators of affective commitment, continuous commitment, and normative commitment. These three indicators are able to explain organizational commitment and indicators of continuous commitment is a dominant indicator in explaining organizational commitment. This explains that employees have a commitment to develop the organization in the future, Employees try to maintain work in accordance with the knowledge they have, and Employees have the spirit to work better.
- 2) Competence in this study is measured through indicators of motives, innate factors, self-concept, knowledge, and skills. Where from the results of research conducted the largest contribution to competence variables are on self-concept indicators. This shows that employees in the work can show attitude and pleasant behavior in carrying out duties, employees have good language speech and can provide clear information in carrying out duties, and in carrying out their duties employees always behave good and polite, which is applied through Employees should have good language speech and provide clear information.
- 3) Job satisfaction is measured from the job itself, relationships with superiors, coworkers, promotions, and salaries. These five indicators are able to explain job satisfaction and promotional indicators are dominant indicators in explaining job satisfaction. This indicates that employees have been satisfied with the promotion that has been going on so far that the promotion done by Bekasi City Government agencies to employees is always based on applicable procedures, employees will always get guidance and guidance on promotion of positions, and employees have the same opportunity to be promoted .
- 4) Performance has six indicators: input, process, output, outcomes, benefits, and impacts. These five indicators are able to explain organizational performance and benefit indicators are dominant indicators in explaining organizational performance. This shows that the benefits of activities undertaken by the City Government of Bekasi reflects the improvement of community welfare, work programs undertaken Bekasi City Government can be directly utilized by the community, as well as programs undertaken by the City Government of Bekasi can improve services to the community.

Normality Test Results:-

Before stepping into hypothesis testing, first tested normality. The test is done by using SPSS 21.0 as a tool in this research is obtained result that the data in this research is normal distribution, it is proved from the result of significance value (Asymp Sig. 2-tailed) bigger than 0,05, that is (0,653 > 0.05) so it can be concluded that the data in this study is normally distributed.

Path Analysis:-

This analysis is an option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships.

To answer the objectives in this study, the main structure in the research model was broken into two sub-structures. Where to answer objectives 1, 2 and 3 with the first sub-structure, and to answer objectives 4, 5, 6 and 7 using the second sub-structure.

The output of the first structure equation in this research using SPSS 21.0 software as follows.

Table 1:- Coefficients regression

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.592	1.654		3.382	.001
	X1_Organizational_Commitment	.308	.126	.188	2.439	.016
	X2_Compentence	.641	.095	.521	6.749	.000

a. Dependent Variable: Y_Job_Satisfaction

Statistically the output of the above coefficients table obtained the following equation.

$$Y = \text{Pyx}_1 \cdot X_1 + \text{Pyx}_2 \cdot X_2 + e_1$$

$$Y = 0,188 \cdot X_1 + 0,521 \cdot X_2 + e_1$$

The result of the above equation is inserted into the picture of structural equation as below:

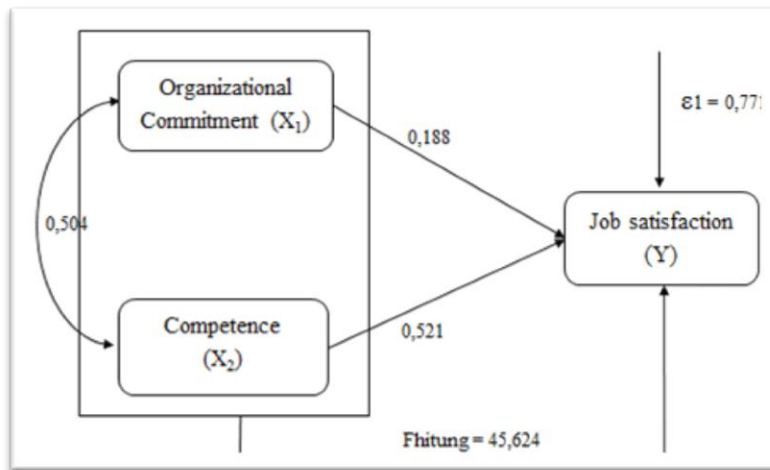


Figure 2:- Result of Sub Line Analysis of Structure I

To see the direct and indirect effects, it can be seen in the following table:

Table 2:- Summary of Coefficient of Line of Organizational Commitment and Competence to Job Satisfaction.

Variable	Directly	Indirect		Sub Total	Total
		X ₁	X ₂		
X1_Organizational Commitment	3,53%		4,94%	4,94%	8,47%
X2_Kompetensi	27,14%	4,94%		4,94%	32,08%
Influence X₁, X₂					40,55%
Influence of Other Variables					59,45%

From result of path analysis which done by direct influence of organizational commitment to job satisfaction equal to 3,53%, competence to job satisfaction equal to 27,14%, and total influence of organizational commitment and competence to job satisfaction directly or indirectly equal to 40,55. The value describes the coefficient of determination R² Square As shown in the following table.

Table 3:- Model summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.405	.396	2.040
a. Predictors: (Constant), X2_Competence, X1_Organizational_Commitment				

R value of 0.636 shows a double correlation (organizational commitment and competence) with job satisfaction. Considering the variation of R Square Value of 0.405, it has the meaning of role or contribution of organizational commitment variable and competence able to explain job satisfaction variable equal to 40,5%. While the rest of 59.5% influenced by other variables that are not included in this model.

Partial Test Results (t test) and Simultaneous Influence (F test):-

Hypothesis testing aims to explain the characteristics of certain relationships or differences between groups or the independence of two or more factors in a situation, (Ali Hapzi and Limakrisna, N., 2013). The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with α = 0.05 and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

Table 4:- t Test Results (Partial)

Model		t	Sig.
1	(Constant)	3.382	.001
	X1_Organizational_Commitment	2.439	.016
	X2_Compentence	6.749	.000

Source: Output SPSS under 21.0 for windows

Influence Organizational Commitment on Job Satisfaction:-

From the result of SPSS output as shown in Table 4, the value of t arithmetic variable X_1 is 2,439, with significance level equal to 0,016, because the level of significance is more <0.05 ($0.016 < 0.05$) it can be concluded that organizational commitment has an effect on job satisfaction. Based on the explanation H_0 is therefore rejected and H_1 accepted, it means organizational commitment affect the job satisfaction.

Influence of Competence on Job Satisfaction:-

From result of output of SPSS as seen in Table 4 obtained value t count variable X_2 equal to 6,749, with significance level equal to 0.000, because level of significance level more < 0.05 ($0.000 < 0,05$) hence can be concluded that competence influence to job satisfaction. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning that the competence effect on job satisfaction.

Influence of Competence and Organization Culture on Motivation Simultaneously:-

To answer the third hypothesis that organizational commitment and competence affect work satisfaction simultaneously can be seen from Table 5 below.

Table 5:- F test Results Simultaneously

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	379.890	2	189.945	45.624	.000 ^b
	Residual	557.877	134	4.163		
	Total	937.766	136			
a. Dependent Variable: Y_Job_Satisfaction						
b. Predictors: (Constant), X2_Compentence, X1_Organizational_Commitment						

From the Anova or F test as shown in Table 5 with the obtained F count of 45,624 with the probability p-value of 0.000, because the value F count $> F$ table ($45.624 > 2.67$) so it can be concluded that the null hypothesis (H_0) is rejected and Alternative hypothesis (H_1) accepted, meaning there is a significant influence between organizational commitment and competence together affect the job satisfaction. Thus the fifth hypothesis is accepted.

The output of the second structure equation in this study by using SPSS 21.0 software as follows.

Table 6:- Coefficients regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.476	1.912		2.863	.005
	X1_Organizational_Commitment	.481	.143	.257	3.356	.001
	X2_Compentence	.445	.122	.316	3.648	.000
	Y_Job_Satisfaction	.263	.096	.230	2.740	.007
a. Dependent Variable: Z_Organizational_Performance						

Statistically the output of the above coefficients table obtained the following equation.

$$Z = Pzx_1 \cdot X_1 + Pzx_2 \cdot X_2 + Pzy \cdot Y + e_2$$

$$Z = 0,257 \cdot X_1 + 0,316 \cdot X_2 + 0,230 \cdot Y + e_2$$

The result of the above equation is inserted into the picture of structural equation as below:

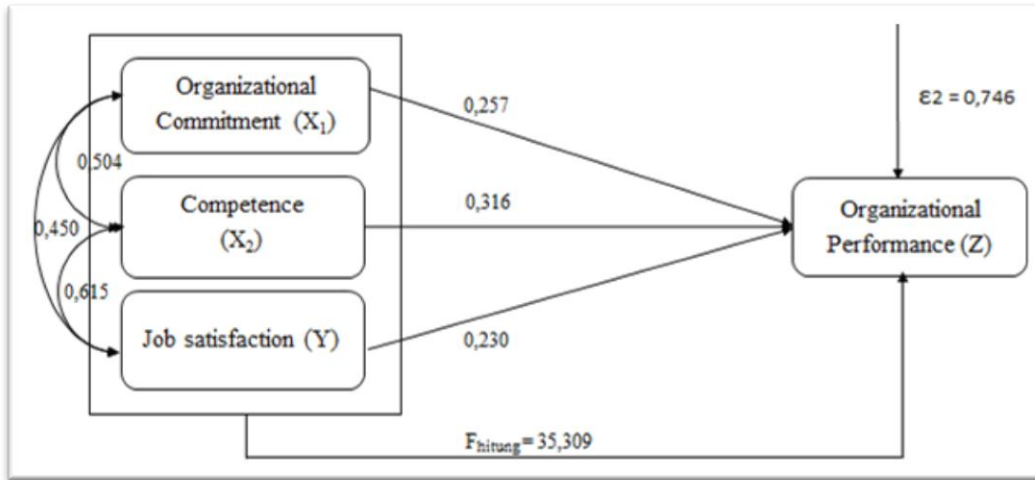


Figure 3:- Result of Sub Line Structure Analysis II

To see the direct and indirect effects, it can be seen in the following table:

Table 7:- Summary of the Coefficient of Line of Organizational Commitment, Competence and Job Satisfaction on Organizational Performance

Variable	Directly	Indirect			Sub Total	Total
		X ₁	X ₂	Y		
X1_ Organization_ Commitment	6,60%		4,09%	2,66%	6,75%	13,35%
X2_ Competence	9,98%	4,09%		4,47%	8,56%	18,54%
Y_ Job_ Satisfaction	5,29%	2,66%	4,47%		7,13%	12,42%
Influence X₁, X₂, and Y						44,31%
Influence of Other Variables						55,69%

Source: Output SPSS under 21.0 for windows is processed.

From the result of path analysis conducted by direct influence of organizational commitment to organizational performance equal to 6,60%, competence to organizational performance equal to 9,98%, job satisfaction to organizational performance equal to 5,29 and total influence of organizational commitment, competence and job satisfaction toward The performance of the organization directly or indirectly amounted to 44.31. The value describes the coefficient of determination R² Square As shown in the following table.

Table 8:- Model summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 ^a	.443	.431	2.265

a. Predictors: (Constant), Y_Job_Satisfaction, X1_Organizational_Commitment, X2_Competence

R value of 0.666 shows a double correlation (organizational commitment, competence and job satisfaction) with organizational performance. Considering the variation of R Square Value of 0.443, it has significance of role or contribution of organizational commitment variable, competence and job satisfaction able to explain organizational performance variable equal to 44,3%. While the rest of 55.7% influenced by other variables that are not included in this model.

Partial Test Results (t test) and Simultaneous Influence (F Test):-

The partial test (t test) for structure two is performed to answer the four, five and six hypotheses of this study. The partial test output can be seen in the following table.

Table 9:- t Test Results (Partial)

Model		t	Sig.
1	(Constant)	2.863	.005
	X1_Organizational_Commitment	3.356	.001
	X2_Compentence	3.648	.000
	Y_Job_Satisfaction	2.740	.007

Source: Output SPSS under 21.0 for windows

Influence of Organizational Commitment on Organizational Performance:-

From result of output of SPSS as shown in Table 9 that is got obtained value t count value of variable X_1 equal to 3,356, with level of significance equal to 0,001, because level of significance level more < 0.05 ($0.001 < 0.05$) hence can be concluded that organizational commitment influence to organizational performance. Based on the explanation H_0 is therefore rejected and H_1 accepted, it means organizational commitment affect the performance of the organization.

Influence of Competence on Organizational Performance:-

From the result of SPSS output as shown in Table 9, it is found that the value of t count of variable X_2 is 3,648, with significance level 0.000, because the level of significance is more < 0.05 ($0.000 < 0.05$) it can be concluded that competence influence to organizational performance. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning that the competence effect on organizational performance.

Influence of Job Satisfaction on Organization Performance;-

From the output of SPSS as shown in Table 9, it is found that the value of t count variable Y is 2,740, with significance level 0,007, because the level of significance is more < 0.05 ($0.007 < 0.05$) it can be concluded that job satisfaction has an effect on organizational performance. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning job satisfaction affect the performance of the organization.

Influence of Organizational Commitment, Competence, and Job Satisfaction on Organization Performance Simultaneously:-

To answer the seventh hypothesis that organizational commitment, competence and job satisfaction affect the performance of the organization simultaneously can be seen from Table 10 below.

Table 10:- F test results simultaneously

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	543.524	3	181.175	35.309	.000 ^b
	Residual	682.447	133	5.131		
	Total	1225.971	136			
a. Dependent Variable: Z_Organizational_Performance						
b. Predictors: (Constant), Y_Job_Satisfaction, X1_Organizational_Commitment, X2_Compentence						

From the Anova or F test as shown in Table 10 with the value of F count of 35.309 with the probability p-value of 0.000, because the value F count $> F$ table ($35.309 > 2.67$) so it can be concluded that the null hypothesis (H_0) is rejected and Alternative hypothesis (H_1) accepted, meaning there is a significant influence between organizational commitment, competence and job satisfaction together affect the performance of the organization. Thus the seventh hypothesis is accepted.

From the interpretation of the above data it can be discussed that:-

Organizational Commitment to Job Satisfaction:-

Organizational commitment has an effect on satisfaction. Organizational commitment with an indicator of affective commitment, continuous commitment, and normative commitment have an effect on job satisfaction partially with job indicator itself, relationship with superiors, coworkers, promotion, and salary. Based on the results of evaluations that have been done indicate that the implementation of continuous commitment that is applied with the spirit to work better can have a positive impact on improvements to employee job satisfaction in the City

Government of Bekasi especially to colleagues who are reflected with the desire to do cooperation based on attitude Mutual respect for the opinions of others is a work culture undertaken by the organization. The results of this study provide support to the results of research that has been done by Suma (2013) which proves that organizational commitment can improve employee job satisfaction.

Competence to Job Satisfaction:-

Competence affects job satisfaction. Competence with indicators of motives, innate factors, self-concept, knowledge, and skills affect the Job Satisfaction partially with the indicator of the work itself, the relationship with superiors, co-workers, promotion, and salary. It means that the better the competencies of the employees will be more satisfied also employees in work as well as should. The findings of this study are in line with research conducted by Yang, et al. (2011) who have tested that competence can encourage employee job satisfaction.

Organizational Commitment and Competence to Job Satisfaction:-

Competence and organizational culture together affect the motivation. The findings provide an understanding that the job satisfaction of a person in carrying out his work can be supported through organizational commitment and competence. This means that the better the commitment of employees in the organization, and have a good competence of funds in accordance with the implementation of the main tasks and functions, it will be able to provide job satisfaction.

Organizational Commitment to Organizational Performance:-

Organizational commitment affects organizational performance. Organizational commitment with indicators of affective commitment, continuous commitment, and normative commitment affect partial organizational performance with input, process, output, outcomes, benefit, and impact indicators). These findings show similar results with research conducted by Sanii (2013) which shows that organizational commitment has a positive influence on organizational performance. This means that if employees have a high commitment to the organization where they take shelter, then the employee will always be able to provide optimal results of work.

Competence to Performance:-

Competence affects performance. Competence with motive indicators, innate factors, self-concept, knowledge, and skills affect the performance of the organization partially with input, process, output, outcomes, benefits, impact. These findings show similar results with a study conducted by Chae et al. (2014), which suggests that competence is positively correlated with organizational performance. In addition Agha (2012) found that core competence has a strong and positive influence on organizational performance. This means that if employees have good competence in carrying out the main tasks and functions, then the employee will be able to provide good results also on the organization.

Job Satisfaction on Organizational Performance:-

Job satisfaction significantly affects organizational performance. Job satisfaction with job indicators itself, relationships with superiors, coworkers, promotions, and salaries affect the performance of the organization partially with input indicators input, process, output, outcomes, benefits, and impact. The results of this study support the results of research conducted by Yang, et al. (2011), Arifin (2015) stating that job satisfaction can improve organizational performance. This study proves that cooperation on the basis of mutual respect for the opinions of others conducted by the organization can provide job satisfaction to employees who then job satisfaction employees can create organizational performance improvement that is reflected by improving the welfare and services felt by the community.

Organizational Commitment, Competence and Job Satisfaction on Organizational Performance:-

Organizational commitment, competence and job satisfaction together affect the performance of the organization. The findings provide an understanding that organizational performance can be supported by organizational commitment, competence and employee job satisfaction. This means that the better the commitment of the employee, the competence possessed and employee job satisfaction, it will increasingly affect the performance of the organization.

Conclusion:-

Based on the results and discussion then the conclusion of this research are:

- 1) Organizational commitment partially effect the positive and significant to job satisfaction.
- 2) Competence partially have a positive and significant effect on job satisfaction.
- 3) Organizational commitment and competence simultaneously have a positive and significant effect on job satisfaction.
- 4) Organizational commitment partially have an effect on positive and significant to organizational performance.
- 5) Competence partially have an effect on positive and significant to organizational performance.
- 6) Job satisfaction partially have an effect on positive and significant to organizational performance.
- 7) Organizational commitment, competence and job satisfaction simultaneously have a positive and significant effect on organizational performance.

Suggestion:-

Based on data analysis, statistical calculation process, empirical research model test and discussion of study results conducted, submitted some suggestions as follows:

- 1) The organization's performance in Bekasi City Government still needs to be improved, by applying organizational commitment, competence and good job satisfaction to the organization by balancing affective commitment, continuous commitment, and normative commitment to achieve better achievement. In addition, with the implementation of organizational learning model with shared vision and good working relationships and build the values of the organization will be able to improve organizational performance in the City Government of Bekasi.
- 2) Given this study still has shortcomings, then for the next researchers can conduct further research on other government organizations and use a larger sample of the samples that researchers do in this study.
- 3) The next researcher may consider using other variables in order to improve organizational performance, such as work climate variables, leadership style variables, work culture variables and others.

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