



## Analysis of the Effect of Organizational Commitment on Organizational Performance in Mediation of Job Satisfaction (Study on Bekasi City Government)

P. Eddy Sanusi Silitonga<sup>1</sup>, Djoko Setyo Widodo<sup>2</sup> and Hapzi Ali<sup>3</sup>

<sup>1,2</sup> Lecturer of Economic Faculty, Krisnadwipayana University, Jakarta Indonesia

<sup>3</sup> Lecturer of post graduate, Mercu Buana University, Jakarta Indonesia

**Abstract:** This study aims to analyze the influence of Organizational Commitment on Organizational Performance either directly or indirectly through Job Satisfaction. Quantitative research method, the unit of analysis of this research is all the Regional Device Work Unit (SKPD) in the City Government of Bekasi namely Head of Department, Head of Body and Head of Section who occupied the essay II and III in Bekasi City Government, the sample was 137 respondents. This research uses path analysis technique (path analysis). SPSS Analysis tool 21.00. The results of this study indicate that organizational commitment can directly affect the performance of the organization and can also have an indirect effect of organizational commitment to job satisfaction (as intervening variable) and then to the performance of the organization. The better the organization's commitment will provide employee job satisfaction as well as impact on better organizational performance on Bekasi City Government.

**Keywords:** Organizational Commitment, Job Satisfaction, and Organizational Performance.

### 1. INTRODUCTION

Law No.32 of 2004 on regional autonomy has been established. Every government, both regency / municipality and provincial governments have special authority to develop their respective territories. The implementation of regional autonomy based on the paradigm shift of centralization to the decentralization paradigm not only strengthens the authority of local government and produces the progress of democracy at the local level but also the sustainable empowerment of the provincial government, as well as the regency / municipal government, including the city of Bekasi.

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 improved 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 inadequate it will have implications for the decline in organizational performance.

Strategic issues that often arise in the era of regional autonomy include institutional issues, human resources (local government apparatus), network and environment are constantly changing, so it becomes a challenge for the Regional Device Work Unit as technical implementers in the wheels of local government, Each Regional Device Work Unit is required to always be responsive and quickly anticipate the situation and conditions of development of each region in order to adjust the development in accordance with the dynamics that occurred. This condition requires local governments to work more productively in creating more optimal performance in order to improve both social and economic conditions.

In order to implement the performance improvement, Bekasi City Government arranged a work agreement in accordance with Presidential Regulation No. 29 of 2014 on Government Institution Accountability System. According to the technical guidelines of performance agreements, performance reporting and evaluation procedures of government agencies contained in Permenpan no. 53 Period 2014, Performance Agreement is a sheet/document containing the assignment from the Regent/Mayor as a trustee to the Head of Regional Device Work Unit as the recipient of the mandate to implement the program/activity accompanied by performance indicators. This agreement aims to realize the commitment and agreement between the Regent/Mayor as a trustee and Regional Device Work Unit Leaders as the recipient of the mandate in order to have a measurable performance based on task, function and authority. Approved performance is not limited to the performance resulting from the activities of the year concerned, but includes performance that must be realized due to the activities of previous years, so as to achieve a continuity of performance each year.

In order to achieve these objectives then required the ability and performance of the maximum apparatus. This is in line with Osborne and Gaebler's (1992: 139) opinion that the main issue facing governments today is not to focus on what to do but how to do. 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: 24) that job satisfaction is a pleasant or unpleasant emotional state for employees associated with the job. This reflects that job satisfaction is something that is individual. Each individual has a different level of satisfaction in accordance with the prevailing value system. 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 influence on organizational performance. If 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 performance.

In this regard, in order to empower local government resources, it should first consider possible likelihood 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, in order to create good governance, government officials who have high commitment in performing their duties and functions as service element to public organization.

Commitment is the ability and willingness to align personal behavior with the needs and goals of the organization. Porter *et al.* (1974: 12) states commitment is the strength of the introduction and involvement of a person in a particular organization. While Becker (1960: 39-40) describes the commitment as a tendency to be bound in a consistent line of activity because it assumes there is a cost of implementation of other activities. Based on that opinion, then the city of Bekasi should be one of the spearheads of the government expect that every apparatus that works within has a commitment to the organization, in order to create job satisfaction that has implications for organizational performance. As stated by Sanii (2013), Kohtami (2012), Sarmawa (2015), that commitment has a significant effect on organizational performance.

#### Research purposes

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

- 1) Analyzing the influence of Organizational Commitment on Job Satisfaction partially.
- 2) Analyzing the influence of Organizational Commitment on Performance Organization partially.
- 3) Analyzing the influence of Job Satisfaction on Performance Organization partially.
- 4) Analyzing the influence of Organizational Commitment through Job Satisfaction on Organizational Performance in Bekasi City Government.

## 2. LITERATURE REVIEW

### Organizational Commitment

Commitment is a promise to yourself or to others reflected in the action. Commitment is a complete acknowledgment, as the true attitude that comes from the character and out of one's self. Commitment will encourage self-confidence, and morale runs the task towards a change toward the better.

Organizational commitment is a psychological state that characterizes employees' relationships with the organization or its implications that affect whether employees will remain in the organization 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) said that organizational commitment is a strong and strong feeling of a person towards the goals and values 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 a company's employees do not have a commitment in work, then the purpose of the company or organization will not be achieved.

Porter *et al.* (1974: 12), expressed commitment is the strength of the introduction and involvement of a person in a particular organization. Becker (1960: 24) describes commitment as a tendency to be bound

in a consistent line of activity because it considers the cost of implementing another activity (stop working). While Meyer and Allen (1993: 83) use the term affective commitment for the first opinion and continuance commitment for the second opinion.

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 role of employees towards the effort to achieve 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, continuance commitment and normative commitment.

- (a) Affective commitment is a person's emotional involvement 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: involves personal sacrifice when leaving the organization and the absence of alternatives available to the person.
- (c) Normative commitment is a moral dimension based on mandatory feelings and responsibilities to the employing organization.

### **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 perceive 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 from looking for work in other companies or it can be said that 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 emotional response to various aspects of work.

According to Davis (2002: 105) "job satisfaction is a set of employee feelings about fun or unpleasant work". So job satisfaction has a very important meaning, both from the side of workers and companies and for society in general. Therefore, creating a positive state in the work environment of a company is absolutely a duty of every ranks of the company leadership concerned. Herzberg (2000: 107) developed a theory of satisfaction called the theory of two factors ie dissatisfier factors and satisfied factors mean dissatisfaction and satisfaction is not a continuous variable.

Satisfied or not a person in doing the work is inseparable 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 Factor, 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, covering the type of work, setting time and rest period, 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 the guarantee and employee welfare that includes the system and the amount of salary, social security, various benefits, facilities provided, promotion and so forth.

In addition Kreitner and Kinicki (2001: 225) states there are five factors that can affect job satisfaction are:

- (a) *Need fulfillment*: Satisfaction is determined by the level of job characteristics providing an opportunity for the individual to meet the needs.
- (b) *Discrepancies*: Satisfaction is a result of fulfilling expectations. Fulfillment of expectations reflects the difference between what is expected and what the individual gains from the job. When expectations are greater than what is received, people will be dissatisfied. Instead individuals will be satisfied when receiving benefits above expectations.
- (c) *Value attainment*: Satisfaction is the result of the perception of the job of providing the fulfillment of the value of individual work that is important.
- (d) *Equity*: Satisfaction is a function of how fair individuals are treated in the workplace.
- (e) *Genetic components*: Job satisfaction is a function of personal traits and genetic factors. This implies the difference in the nature of the individual has an important meaning to explain job satisfaction in addition to the characteristics of the work environment.

The problem of job satisfaction is an interesting and important issue to investigate as it proves to be of great benefit to the interests of employees, corporations or organizations and society. But to be able to give job satisfaction very many factors that influence and each experts also provide different indicators, as proposed by Robbins (1996: 36), employee job satisfaction is influenced by factors:

- (a) Work that is mentally challenging. In general, individuals prefer jobs that provide opportunities to use skills and abilities and provide various tasks, freedom and feedback about how well work is done.
- (b) Appropriate rewards. Employees want a fair, unambiguous paycheck system, and are in line with employee expectations.
- (c) Supportive working conditions. Employees relate to the work environment for personal comfort and ease of doing good work.
- (d) Supportive colleagues. Individuals get something more than money or a tangible achievement from work but employees also meet the needs of social interaction.

Meanwhile, according to Rivai (2006: 478), the factors that affect employee job satisfaction can basically be divided into two groups: intrinsic factors and extrinsic factors. The intrinsic factor is a factor that comes from the employee's self and is carried by every employee since starting work in the workplace. While extrinsic factors concerning things that come from outside the self-employee, including the physical condition of the work environment, interaction with other employees, payroll systems and so on.

### **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). It also agrees with Mangkunegara (2008: 67) 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 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 achieved by employees or group 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, In accordance with morals and ethics. "Thus can be said organizational performance is a picture of the work of the organization in achieving goals that of course will be influenced by the resources owned by the organization.

The resources in question can be physical such as human and non-physical resources such as regulations, information, and policies, to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that every public organization provides services to the public and can be measured performance by using existing performance indicators to see whether the organization has done a good job and also to determine whether the established goals have been achieved or not.

According to Stout (1993: 112): "Performance measurement is the process of recording and measuring the achievement of activities in the direction of mission accomplishment through the results of products, services or processes." Furthermore, Yuwono et al. (2002: 264) "States that performance measurement is a measurement measure performed on various activities within the value chain contained within the company or organization." Thus the measurement of the performance of the public sector a process of assessing the progress of work against pre-determined goals and targets, including information on the efficiency of use Resources in the production of goods and services, the quality of goods and services, the results of activities compared to the intended purpose, and the effectiveness of actions in achieving the goals, vision and mission of the organization.

According Lohman (2003: 72) There are several key elements in a performance measurement, namely:

- (a) Establish organizational goals, objectives, and strategies. Goals are general statements about what the organization wants to achieve. Goals are organizational goals that have been explicitly



stated with clear time constraints. Strategy is the way or technique the organization uses to achieve its goals and objectives.

- (b) Formulate indicators and performance measures. Performance indicators refer to performance appraisals indirectly are things that are only a performance indication. Performance measures refer to performance appraisals directly.
- (c) Measures the level of achievement of organizational goals and objectives. If performance indicators and measures are clear, performance measures can be implemented. Measuring the level of achievement of goals, objectives and strategies is to compare actual results with predetermined indicators and performance measures.
- (d) Performance evaluation will provide an overview to the recipient of information on the value of the organization's performance.

Performance measurement if done continuously can motivate employees in achieving organizational goals by complying with predefined standards of behavior and will ultimately produce results as desired.

Measuring the performance of public organizations is quite difficult because it is multidimensional because stakeholder have different interests according to the needs of each. Some indicators that are usually used to measure the performance of public bureaucracy according to Dwiyanto (2008: 50-51) are:

- (a) *Productivity*: The concept of productivity not only measures the level of efficiency, but also the effectiveness of the service. Productivity is generally understood as the ratio between input and output.
- (b) *Quality of Service*: Service quality tends to become increasingly important in explaining the performance of public service organizations. Community satisfaction can be a parameter for assessing the performance of public organizations. The main advantage of using community satisfaction as a performance indicator is information about community satisfaction often available easily and inexpensively which can be obtained from the mass media as well as public discussion.
- (c) *Responsiveness*: Responsiveness is the ability of the organization to recognize the needs of the community in setting the agenda and priorities of service and developing public service programs in accordance with the needs and aspirations of the community.
- (d) *Responsibility*: Responsibility describes whether the implementation of the activities of the public organization is carried out in accordance with the principles of administration that are true or in accordance with the policy of the organization, both explicit and implicit.
- (e) *Accountability*: Public accountability shows how much the policies and activities of public organizations are subject to the political officials elected by the people, the assumption being that these political officials are elected by the people, in itself will always represent the interests of the people.

In addition, the performance of public organizations can be measured from efficiency, effectiveness, fairness and capability (Kumorotomo 2005: 64). These four sizes are interconnected with each other, from the consideration of a benefit gained in accordance with the vision and mission determined so that justice will be felt and then the capture power to 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 that is needed for the execution of activities to 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 the activity. 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) Outcome is anything that reflects the functioning of the output of activity in the medium term that has a direct effect. Outcome indicators provide an overview of the actual or expected results of goods or services produced by an organization.
- (e) Benefits are something related to the ultimate goal of the implementation of the activity. These performance indicators illustrate 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.*

### Concetual Framework

The improvement of organizational performance will be influenced by the improvement of organizational commitment as stated by Kohtami “ki (2012), and Sanii (2013), in his research stated that organizational commitment has a significant influence on organizational performance. In addition to improving organizational performance, organizational commitment will also affect On employee job satisfaction, as the result of Suma (2013) study which stated that organizational commitment will also affect employee job satisfaction so that job satisfaction is placed as mediation variable.

Based on Background, study of theory and relevant research hence conceptual framework of this research is like picture 1 below.

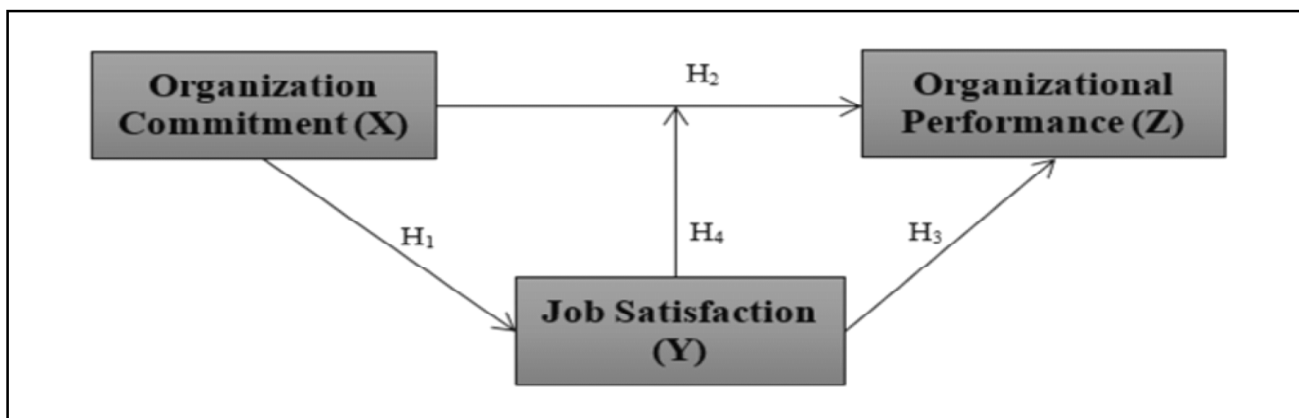


Figure 1: Concetual Framework

### Research Hypothesis

Pursuant to research purpose hence this research hypothesis is:

- 1) Organizational Commitment affects Partial Job Satisfaction.



- 2) Organizational Commitment affects Performance Organization partially.
- 3) Job Satisfaction affects Performance Organization partially.
- 4) Organizational Commitment through Job Satisfaction Influence on Organization Performance in Bekasi City Government.

### **3. METHODS**

The unit of analysis of this research is all the Regional Device Work Unit (SKPD) in City Government Bekasi namely Head of Department, Head of Body and Head of Division who occupied the essay II and III in Bekasi City Government, the sample was 137 respondents. The research approach used in this research is quantitative approach by using path analysis (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. SPSS version 21.0 application data analysis tool.

After analyzed then continued with test of determination analysis (R Square), partial hypothesis testing (t test) 5 percent error tolerance, and testing of hypothesis of mediation by Sobel test (Sobel test). But beforehand in the test instrument (research questionnaire) with validity and reliability test.

### **4. RESULT & 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 respondent's perception.

Based on the analysis results obtained that:

- 1) Organizational Commitment has three indicators: 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) Job Satisfaction has five indicators: the job itself, the relationship with the boss, coworkers, promotion, and salary. 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 goes 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 .
- 3) Performance has six indicators: input, process, output, outcomes, benefits, and impacts. These five indicators are able to explain the organization's 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 service to the community.

To answer the objectives in this study, the main structure in the research model was broken into two sub-structures. Where to answer goal 1 with the first sub-structure, and to answer objectives 2 and 3 using the second sub-structure. While to answer the purpose of 4 values taken is the output value of the first and second substructure to see the direct and indirect effects. The following is the SPSS output of the two structures summarized in the following table.

**Table 1**  
**SPSS Output Two Sub Structures**

<i>Model</i>	<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	Beta		
X – Y	0.253	3.044	0.003
X – Z	0.447	6.927	0.000
Y – Z	0.427	6.621	0.000

*Source:* Data is processed from SPSS output.

The above output results are inserted into the picture of the structural equation as follows:



**Figure 2: Path Analysis Results**

**Results of Determination Analysis (R2):** To see the total influence of Organizational Commitment (X) and Job satisfaction (Y) variable on organizational performance (Z) can be seen from the coefficient of determination R2 as seen in Table 2 below:

R value of 0.692 shows a double correlation (Organizational Commitment and Job Satisfaction) with organizational performance. Considering the variation of R Square value of 0.479 indicating the role or contribution of variable Organizational Commitment and Job Satisfaction able to explain variable

**Tabel 2**  
**Model Summary**  
**Model Summary**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.692 <sup>a</sup>	.479	.471	2.184

a. Predictors: (Constant), Y\_Job\_Satisfaction, X\_Organizational\_Commitment

Source: Output SPSS under 21.00

Organizational performance of 47.9 percent and the rest 52.1 percent influenced by other factors not revealed in this model. Where other factors can affect organizational performance can be in the form of competence and motivation (Havidz and Hapzi Ali, et al., 2017).

The results of this study are also reinforced by other research on other factors that affect the performance of:

- 1) Motivation and Job Satisfaction have a positive and significant effect on teacher performance either partially or simultaneously or in this context bias also to employees performance in general in company and other organization. The higher motivation and job satisfaction of employees will have a positive impact on performance (Setyo Riyanto, Adonia, Hapzi Ali: 2017);
- 2) Work Motivation and Job Satisfaction have positive and significant influence on Organizational Commitment and impact on Employee / Employee Performance, (Masydzulhak, Hapzi Ali, Leni: 2016); and
- 3) Work Discipline and Morale have a positive and significant impact on Padang Dua Primary Employee Office Employee Performance, either partially or simultaneously, (Agussalim, Hapzi Ali, et al. 2016)

### **Partial Effect Test Result (t test)**

Hypothesis testing aims to explain the characteristics of certain relationships or group differences or independence of two or more factors in a situation, (Ali, Hapzi., and Lima, N., 2013: 72). The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with  $\alpha = 0.05$  and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer the hypotheses of one, two and three of these studies.

#### **(a) The Effect of Organizational Commitment on Job Satisfaction**

From Table 1 above, it can be seen that the t count of Organizational Commitment (X) variable is 3,044, because the value of t arithmetic > T table (3.044 > 1.656), Ho is rejected and H1 is accepted, it means partially significant influence of Organizational Commitment to Job Satisfaction. In addition, to test based on significance test, it can be seen from the significance output of 0,003, because the level of significance is more <0.05 (0.003 <0.05) it can be concluded that Organizational Commitment have positive and significant impact on Job Satisfaction at Bekasi City Government. Thus the first hypothesis is proved and accepted.

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 the job satisfaction of employees 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.

### ***(b) The Influence of Organizational Commitment to Organizational Performance***

From Table 1 above, it can be seen that t count the Organizational Commit (X) variable is 6,927, because the value of  $t_{count} > t_{table}$  ( $6.927 > 1.656$ ) then  $H_0$  is rejected and  $H_1$  accepted, it means partially significant influence Organizational Commitment to Organizational Performance. In addition to test based on significance test, can be seen from the significance output of 0.000, because the number of significance level more  $< 0.05$  ( $0.000 < 0.05$ ) it can be concluded that Organizational Commitment has a positive and significant impact on Organizational Performance on Bekasi City Government. Thus the second hypothesis is proved and accepted.

Evaluation results have been done to prove that organizational commitment has an impact on improving organizational performance in the City Government of Bekasi. The performance of Bekasi City Government organization is reflected by the benefits of the work. The results of this study indicate that having the spirit to work better continuously will have an impact on the improvement of organizational performance in Bekasi City Government which is measured through the benefit of the work that is the increasing of prosperity felt by the society from the result of the work program done. The results of this study support the results of research conducted Kohtami “ki (2012), Sanii (2013), which proves that organizational commitment can improve organizational performance. This means that the better the commitment is owned by employees, the better the performance given by employees in the organization, because the employee will try to keep the work in accordance with the knowledge they have, and the employee will have the spirit to work better.

### ***(c) Influence of Job Satisfaction Against Job Satisfaction***

From Table 1 above, it can be seen that the t value of Job Satisfaction (Y) is 6,621, because the value of  $t_{count} > t_{table}$  ( $6.621 > 1.656$ ),  $H_0$  is rejected and  $H_1$  accepted, it means partially significant influence of Job Satisfaction on Organizational Performance. In addition, to test based on significance test, it can be seen from the significance output of 0.000, because the level of significance is more  $< 0.05$  ( $0.000 < 0.05$ ) it can be concluded that Job Satisfaction has positive and significant effect on Organizational Performance on Bekasi City Government. Thus the third hypothesis is proved and accepted.

Evaluation results have been done to prove that employee job satisfaction can have an effect on the improvement of organizational performance in the City Government of Bekasi. This study proves that cooperation on the basis of mutual respect for the opinions of others by the organization can provide job satisfaction to employees who then job satisfaction employees can create organizational performance improvement that is reflected by the improvement of welfare and services felt by the community. The

results of research on employee job satisfaction on organizational performance in the City Government of Bekasi support the results of research conducted by Yang, et al. (2011), Arifin (2015) stating that job satisfaction can improve organizational performance.

**(d) *The Influence of Organizational Commitment Through Job Satisfaction To Organizational Performance***

To find out whether Job Satisfaction variables are able to mediate Organizational Commitment to Organizational Performance variables as the following steps.

Direct Influence Organizational Commitment to Organizational Performance

$$= P_{yx_1} (p1)$$

$$= 0,447$$

Indirect Influence Organizational Commitment to Organizational Performance

$$= P_{yx_1} (p2) \times P_{zy} (p3)$$

$$= 0,253 \times 0,427 = 0,108031$$

Total influence (Organizational Commitment to Organizational Performance)

$$= p1 + (p2 \times p3)$$

$$= 0,447 + 0,108031 = 0,555031.$$

The result of path analysis shows that Organizational Commitment can have direct influence to Organization Performance and can also have an indirect effect that is from Organizational Commitment to Job Satisfaction (as intervening variable) then to Organizational Performance. To know the effect of mediation shown by multiplication coefficient (p2 x p3) 0,108031 significant or not, tested with Sobel test as follows:

Calculate the standard error of indirect effect coefficient (Sp2p3)

$$Sp2p3 = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^2 + Sp2^2 Sp3^2}$$

$$Sp2p3 = \sqrt{(0,427)^2(0,120)^2 + (0,253)^2(0,074)^2 + (0,120)^2(0,074)^2}$$

$$Sp2p3 = \sqrt{(0,182329.0,0144) + (0,064009.0,005476) + (0,0144.0,005476)}$$

$$Sp2p3 = \sqrt{(0,182329.0,0144)+(0,064009.0,005476)+(0,0144.0,005476)}$$

$$Sp2p3 = \sqrt{0,003054905284} = 0,055$$

Based on this Sp2p3 result we can calculate the value of t statistic influence of mediation with the following formula:

$$t = \frac{p2 p3}{Sp2 p3} = \frac{0,108031}{0,055} = 1,9642$$

Because the value of  $t$  arithmetic = 1.9642 greater than the value of  $t$  table with a significant level of 0.05 is 1.656, it can be concluded that the mediation coefficient 0.108031 significant meaning there is influence mediation. This means that job satisfaction can mediate organizational commitment to improve organizational performance in the City Government of Bekasi

## 5. CONSLUSSION AND SUGESTION

### Conclusion

Based on the results and discussion then the conclusions of this study are:

- 1) Organizational Commitment with the dimensions of affective commitment, continuous commitment, and normative commitment affect the Job Satisfaction partially with the dimensions of the work itself, relationships with superiors, co-workers, promotions, and salary. The better the Organizational Commitment, the better it will be with the Job Satisfaction of the employees of the City Government of Bekasi.
- 2) Organizational Commitment with the dimensions of affective commitment, continuous commitment, and normative commitment affect the performance of the organization partially with dimensions of input, process, output, outcomes, benefits, and impact. The better the Organizational Commitment will be better also with the Performance of the Organization, the City Government of Bekasi.
- 3) Job Satisfaction has five indicators: the job itself, the relationship with the boss, coworkers, promotion, and salary. These five indicators are able to explain the Organizational Performance, where promotional indicators are the dominant indicators in forming job satisfaction. Job Satisfaction has a positive effect on Organization Performance. These findings indicate that the Bekasi City Government should be able to provide job satisfaction to its employees. Because if employees have been satisfied in working, then the employee will always be able to provide optimal results for the organization.
- 4) The result of path analysis shows that Organizational Commitment can have direct influence to Organization Performance and can also have an indirect effect that is from Organizational Commitment to Job Satisfaction (as intervening variable) then to Organizational Performance. This indicates if the commitment of employee organizations is also supported with job satisfaction, then employees will always be able to provide more optimal work for the organization.

### Sugestion

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

- 1) Need to do research with a relatively larger sample involving organizations from other Governments that can be used as a comparison, so that generalization of research results can more represent the condition of Government in general in Indonesia.



- 2) It is necessary to consider other variables in shaping organizational performance in addition to indicators in organizational commitment, job satisfaction, and organizational performance. For example organizational culture variables, leadership style, competence in order to improve the performance of public organizations.

## REFERENCES

- Aima, Havidz and Ali Hapzi, *et al.*, (2017), Model of Employee Performance: Competence Analysis and Motivation (Case Study at PT. Bank Bukopin, Tbk Center). *Quest Journals Journal of Research in Business and Management*, ISSN (Online): 2347-3002. Volume 4~ Issue11 (2017) pp: 49-59.
- Ali Hapzi., & Lima, N., (2013), Research Methodology, Practical Guide to Business Problem Solving Preparation of Theses and Dissertation, ISBN: 978-602-280-044-6, Deepublish Yogyakarta, Indonesia.
- Allen N.J dan Meyer J. P., (1993), "Commitment to Organizations and Occupations: Extension and Test of a Three-component Conceptualization", *Journal of Applied Psychology*, Vol. 78, pp. 538-551.
- As'ad. (2004), *Psikologi Industri*, Edisi Keempat, Penerbit: Liberty, Yogyakarta.
- Bastian, Indra. (2001), Public sector accounting. Publisher BPFE, Gadjah Mada University, Yogyakarta.
- Becker, HS, (1960), *Notes on the concept of commitment*. Am. J. Sociol. 66: 32-40.
- Davis, Keith and John W. Newstrom, (2002), *Organizational Behavior: Human Behavior at Work*. 11th ed, Irwin/McGraw-Hill.
- Davis, K. dan Werther, W.B. (1996), *Human Resources And Personal Management*. International Edition. McGraw-Hill, Inc., USA.
- Durkin, Mark, (1999), *Employee Commitment in Retail Banking: Identifying and Exploring Hidden Dangers*.
- Dwiyanto, Agus (2008), *Achieving Good Governance Through Public Service*, Yogyakarta: Gadjah Mada University Press.
- Handoko T. Hani, (2008), *Personnel Management and Human Resources*. BPFE: Yogyakarta.
- Keban, Jeremias. T, (2004), *Six Strategic Dimensions of Public Administration, Concepts, Theories, and Issues*. Yogyakarta. Gava Media.
- Kreitner, Robert and Angelo Kinicki, (2001), *Organizational Behavior*. Fifth Edition. Irwin McGraw-Hill.
- Kumoro Tomo, Wahyudi. (2005), *Public Bureaucracy Accountability: sketches in transition*. Yogyakarta: Student Literature.
- Lohman, C, Fortuin, L. and Wouters, M. (2003), 'Designing a performance measurement system: A case study', *European Journal of Operational Research* 156(2), 267-286.
- Mahsun, Mohamad, (2006), *Public Sector Performance Measurement*, First Edition, Publisher BPFE: Yogyakarta.
- Mangkunegara, Anwar Prabu (2008), *Human Resource Management Company*. Youth Rosdakarya, Bandung.
- Margarita Thessa Maida, Setyo Riyanto, Hapzi Ali, (2017), Effect of Job Satisfaction and Leadership Style towards Employee Productivity at PT. Asuransi Umum Bumiputera Muda 1967. *Saudi Journal of Business and Management Studies (SJBMS)*. [www.scholarsmepub.com/sjbms](http://www.scholarsmepub.com/sjbms), ISSN 2415-6563 (Print), ISSN 2415-6671. DDI:10.21276/sjbms. Volume 2, Issue-3A (March, 2017).
- Masydzulhak, Hapzi Ali, Leni, (2016), The Influence of Work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment as an Satisfaction as an Intervening Variable, in PT. Asian Isuzu Casting Center. *Quest Journal of Research in Business and Management (QUEST-JBM)*.ISSN (Online): 2347-3002.[www.questjournals.org](http://www.questjournals.org).Vol.4, Issue10, 2016, page[01-10].
- Murphy, K.J. and Gibbons, R., (1990), "Optimal Incentive Contracts in the Presence of Career Concerns : Theory and Evidence," Papers 90-09, Rochester, Business - Managerial Economics Research Center.
- Neale, M., and Northcraft, G. B, (1994), "Organizational behavior: A management challenge", The Dryden Press, Florida.

- Osborne, David, Ted, Gaebler. (1992), *Menvirahabakan Birokrasi: Mentransformasikan Semangat Wirausaha ke Dalam Sektor Publik*. PT. Pustaka Binaman Pressindo: Jakarta.
- Pasolong, Harbani, (2007), *Teori Administrasi Publik*. Bandung : Alfabeta.
- Peraturan Pemerintah Republik Indonesia Nomor 23 Tahun 2004 Tentang Badan Nasional Sertifikasi Profesi.
- Porter, L.W., Steers, R.M., Mowday, R.T., dan Boulian, P.V. (1974), Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
- Rivai, Veithzal, (2006), *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori Ke Praktik*, Edisi Pertama, Penerbit PT. Raja Grafindo Persada, Jakarta.
- Robbins, Stephen P, (2007), *Organizational Behaviour*. 12nd edition. Upper Saddle River: New Jersey.
- Sanii, Achmad, (2013), Role of Procedural Justice, Organizational Commitment and Job Satisfaction on job Performance: The Mediating Effects of Organizational Citizenship Behavior, *International Journal of Business and Management*; Vol. 8, No. 15; 2013.
- Sarmawa, IWG, (2015), Commitment And Competency as an Organizational Citizenship Behaviour Predictor And Its Effect on the Performance A Study of Private Vocational High Schools in Klungkung Regency, Bali, Indonesia. *International Journal of Economics, Commerce and Management United Kingdom*[http:// ijecm.co.uk/](http://ijecm.co.uk/) Vol. III, Issue 1, Jan 2015 ISSN 2348 0386.
- Setyo Riyanto, Adonia, Hapzi Ali, (2017), Effect of Motivation and Job Satisfaction on the Performance of Teachers in Mentari School Bintaro (MSB). *International Journal: Scholars Bulletin*, ISSN2412-9771(Print), ISSN2412-897X(Online), [http:// scholarsbulletin.com/](http://scholarsbulletin.com/). Volume 3, Issue 3, March 2017.
- Stout L.D. (1993), *Assistant Commisiioner Federal Government Finance*, "Performance Measurement guide: Performance Measurement In The Federal Government". November.
- Suma, Saimir, (2013), Job Satisfaction and Organizational Comitment : The case of Shkodra Municipality, *European Scientific Journal* June 2013 edition vol. 9 No. 17, ISSN 1857. 7881.
- Sumartini, (2011), Kinerja Profesional Guru SMA Negeri di Kota Bekasi *Jurnal edukasi*, Vol. 3, No. 1.
- Undang-Undang Nomor 32 Tahun 2004 Tentang Pemerintahan Daerah, Pustaka Pergaulan, Jakarta.
- Wexley, Kenneth N. and Gary A. Yukl (1977), *Organizational Behavior and Personal Psychology*, Richard D. Irwin Inc., Homewood, Illinois.
- Yang, Li-Ren, Hsiu-Feng Yen and Yu-Fu Chiang, (2012), A framework for assessing impacts of leadership competency on police project performance Mediating role of job satisfaction and moderating role of project type, *Policing: An International Journal of Police Strategies dan Management Vol. 35 No. 3, 2012 pp. 528-550* Emerald Group Publishing Limited 1363-951X.
- Yuwono A. S., Hamacher T., Niess J., Boeker P. and Schulze Lammers P. (2002), *Odour measuring system using a mass sensitive sensor array and its performance improvement*. In: Proceeding of The Second World Engineering Congress, Kuching, Sarawak, Malaysia 21-25 July 2002.
- Zurnali, Cut, (2010), *Knowledge Worker: Kerangka Riset Manajemen Sumber Daya Manusia Masa Depan*, Penerbit Unpad Press, Bandung.