

Research Article

Antecedents and Consequences of Job Satisfaction: The Case of Public Organization in Indonesia

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Abstract: The purpose of this study is to empirically measure and analyze the mediating effect of job satisfaction on the influences of employee commitment and work attitude on employee performance at the Development Administration Bureau of the Regional Secretariat of Aceh Province, Indonesia. All 120 employees at the bureau were investigated as the respondents of the study, thus using the census sampling technique. The data were gathered using the questionnaires and analyzed using the Structural Equation Modeling (SEM) approach. The study found that employee commitment and work attitude positively and significantly affected job satisfaction and employee performance. The study also found a partial mediating effect of job satisfaction on the relationships between employee commitment, work attitude, and employee performance. These findings suggested that to further improve employee performance; the human resource manager should focus on promoting employees' job satisfaction by enhancing the commitment and work attitude of employees.

Keywords: Employee commitment, Work attitude, Job Satisfaction, Employee performance.

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INTRODUCTION

The presence of public organizations is to provide quality services to the public and not for seeking maximum profit. The Development Administration Bureau of the Regional Secretariat of Aceh Province, Indonesia is one of the provincial official units under the Governor office that serves the public interest. The public services provided by the bureau are very much depending on the result of work both in quality and quantity that can be achieved by all employees in accordance with their respective duties and functions.

Based on the initial field observations at the bureau, there were still employees who were not able to show the performance as expected. The situation that has occurred so far is the decline in the performance, especially in achieving several predetermined work targets. This phenomenon is at least seen from the unfulfilled expectations of leaders on the work results of employees, both in terms of quantity and quality.

According to Simamora (2013), employee performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities. To achieve the objectives of the organization in question, the employee should not violate the law and following moral and ethics. This is related to the employee work ethic factor that has not been as optimal as the expectations of the leadership.

The efforts to improving employee performance cannot be separated from job satisfaction, the commitment of employees, and work attitude. The empirical evidence on the effect of job satisfaction on performance has been mixed (Crossman and Abou-Zaki, 2003). Thus, high job satisfaction might lead to high performance and high performers might be satisfied with their jobs. According to Crossman and Abou-Zaki (2003), some studies found a weak link between job satisfaction and performance, while others found a significant relationship between these variables. The cause and effect determinants have been still unclear, thus it cannot be assumed that satisfaction leads to high performance, or that high performers are necessarily satisfied with their jobs.

Employee commitment is also identified as a potential determinant of employee performance. Employee commitment is the identification and involvement of someone who is relatively strong towards the organization. Employees who have a strong commitment to the organization are capital in achieving organizational goals, to provide maximum benefits to the organization. Employee commitment given to the organization is also needed to resolve internal organizational problems such as reduced operational costs and conflict within an organization. Strong commitment also allows every employee to try to face the challenges and pressures that exist (Anindya, 2011).

Thus, the employees who succeed in facing these challenges will foster a sense of pride towards the organization. The strongest spirit is generally the spirit of the leader of the organization who will move and influence the enthusiasm of other individuals, then unites in the same rhythm of work. Employees with high commitment feel the existence of loyalty and a sense of belonging to the organization so that it will have an impact on improving employee performance. In addition to employee commitment to achieving performance, the work environment also plays a role in improving performance.

Furthermore, the work attitude is also found to be one of the potential factors affecting employee performance. Work attitudes that include warmth, affection and loyalty to the organization are an evaluation of commitment, as well as the existence of emotional ties and attachments between organizations and employees (Soper, 2014). Employees with high commitment feel the existence of loyalty and a sense of belonging to the organization so that it will have an impact on improving employee performance. In addition to employee commitment to achieving performance, the work environment also plays a role in improving performance. Robertson *et al.*, (2012) in the meta-analysis study provided support for their model in which work attitudes are connected to performance at work. Positive employee attitudes play a role in improving performance.

Referring to the above delineation, this study intends to empirically measure and analyze the mediating effect of job satisfaction on the influences of employee commitment and work attitude on employee performance at the Development Administration Bureau of the Regional Secretariat of Aceh Province, Indonesia using the Structural Equation Modeling (SEM) technique. The findings of this study are hoped to provide a constructive recommendation for promoting job satisfaction and consequently the performance of the employees at the public organization.

The rest of this study proceeds to review selected relevant literature in Section 2, followed by providing the empirical framework and data used in the study. Section 4 discusses the findings and their implications, and finally, Section 5 concludes the paper.

LITERATURE STUDY

Employee Performance

The success of an organization is influenced by the performance of employees, for that each company will strive to improve the performance of its employees in achieving organizational goals that have been set. A growing and well-maintained organizational culture will be able to spur the organization towards better development. On the other hand, the ability of leaders to mobilize and empower employees will affect performance. Employee performance refers to a

person's achievements measured based on standards and criteria set by the company. Management to achieve high human resource performance is intended to improve the company as a whole (Safitri *et al.*, 2012; and Mas'ud, 2014).

Furthermore, Waldman (1994) defines performance as a combination of behavior with the achievement of what is expected and choice or part of the assignment requirements that exist in each individual in the organization. Meanwhile, according to Mangkunegara (2010), performance is as a result of work in the quality and quantity that can be achieved by an employee in carrying out tasks following the responsibilities given to him. Soeprihantono (2011) states that performance is the result of the work of an employee for a certain period compared to various possibilities, for example, standards, targets, criteria that have been determined in advance and have been agreed upon.

Job Satisfaction

Job satisfaction is felt by employees because there are things that underlie it. A person will feel comfortable and the level of loyalty in his work will be high if in working the person gets job satisfaction following what is desired. Job satisfaction is a reflection of workers' feelings for their work. According to Wani *et al.*, (2018), job satisfaction of an individual depends on individual characteristics and work situations. Each individual will have a different level of job satisfaction by the interests and expectations of the individual so that the level of satisfaction felt is higher, and vice versa.

Employees will feel satisfied in working if the aspects of work and aspects of themselves support and vice versa if these aspects do not support, employees will feel dissatisfied. Along with the development of technology that is growing very rapidly, where all kinds of work equipment have been created by humans to accelerate and simplify work to be able to produce higher quality products, but human resources still play an important role because even though the equipment is very modern, but the equipment remains will not run and even only is an inanimate object and can also be damaged if the human does not have the ability or inaccurate operation.

Basically, an individual has different levels of satisfaction according to the values that apply to him. This is because of the differences in each individual, the more aspects in the work that is in accordance with the wishes of the individual, the higher the level of satisfaction obtained, and the lower the level of satisfaction if the opposite occurs. Luthans (2013), states that job satisfaction is an emotional state that is pleasant or unpleasant with which employees view their work. This opinion is understood that employees must be placed in jobs that are in accordance with their abilities and background skills. This kind of practice is

certainly intended to achieve employee job satisfaction in his work.

Employee Commitment

The commitment of member employees in an organization is very necessary. Porter *et al.*, (2013) describe employee commitment relates to how far a person identifies and engages himself in his organization and the desire to stay in the organization. They define employee commitment as a relative strength of the individual in identifying his involvement in the organization.

Meanwhile, Robbins (2012) views employee commitment as one of the work attitudes. It reflects someone's feelings (likes or dislikes) on the organization where he works. It is an individual orientation towards organizations that includes loyalty, identification, and involvement. Thus, employee commitment is an active relationship orientation between individuals and their organizations. The orientation of the relationship results in an employee at his willingness to give something that is given illustrates his support for achieving organizational goals.

In essence, some definitions of employee commitment from several experts above have almost the same emphasis, namely the process of the employee in identifying themselves with the values, rules, and goals of the organization. Besides, employee commitment implies something that is more than passive loyalty to the organization, in other words, employee commitment implies an employee's relationship with the company or organization actively. Employees with high commitment have the desire to provide more energy and responsibility to support the welfare and success of the organization where they work.

Work Attitude

Understanding attitude is a reaction or process someone who is still closed to a stimulus or object. Attitudes cannot be seen directly but can only be interpreted in advance from closed behavior. The real attitude shows the connotation of the suitability of the reaction to a particular stimulus. In everyday life is an emotional reaction to a social stimulus (Notoatmodjo, 2013). Not only work skills and work experience are needed to improve employee performance, but they are also good attitudes toward work and attitudes to good employees. Attitude is defined by Robbins (2012) as an evaluative statement, both pleasant and unpleasant towards objects, individuals, or events.

Furthermore, work attitude is a response or statement that is both pleasant and unpleasant in doing work or sacrifice of services, body, and mind to produce goods or services, which can be measured in the belief that good performance comes from working hard, feeling, and behavior to achieve goals. The attitude in doing work is the craft of an employee is doing his job and attitude in building a good working relationship

with other employees. If when this element is considered in conducting work placements, it will have an impact on employee work performance.

Finally, the attitude as an organization of beliefs that contain cognitive, connotative and affective aspects is a psychological readiness to react and act positively or negatively towards certain objects. Attitudes can change and can be influenced, can be fostered in various fields of life. Negative attitudes can be influenced so that they become positive, which is not happy to be happy; the antipathy becomes sympathetic, and so on.

Review of Selected Previous Studies

Previous studies have examined many factors that influence employee performance, including job satisfaction, employee commitment, and work attitude. For example, Luthans (2012) states that when employees feel satisfied with the work they do, then the employee will work optimally in completing his work, even doing some things that may be outside of his duties. Likewise, when someone has a high commitment to the organization, then that person will do anything to advance the company because of their belief in the organization. A positive relationship between job satisfaction and employee performance was also found by Crossman and Abou-Zaki (2003). Employees who are more satisfied with their work will have a high commitment to completing office tasks. If employees are satisfied with their work, coworkers, payments, superiors, and overall job satisfaction, they are more committed to the organization (Setiani, 2011).

Furthermore, attitudes in doing work have an impact on increasing employee job satisfaction; because good work attitudes will have an impact on increasing employee job satisfaction. Therefore, leaders must be able to assess good work attitudes so that they can improve employee performance and automatically increase the productivity of the company itself (Famella, 2015). In his research, Syauta *et al.*, (2012) found a significant relationship between employee commitment and employee performance through job satisfaction. If employees are satisfied with their work, then they further improve their performance in the organization (Sativa *et al.*, 2018; Majid *et al.*, 2016; and Rukayah *et al.*, 2019).

In contrast, Susanty and Miradipta (2013) found no significant relationship between employee commitment and employee performance through the level of employee job satisfaction. Thus it can be concluded that the high commitment of employees owned by employees will have an impact on improving employee performance through increased job satisfaction felt by employees. In addition, job satisfaction felt by employees will have an impact on improving better performance. With the existence of the employee's work attitude will have an impact on

improving employee performance through job satisfaction that has been felt by the employee concerned.

Based on these reviewed studies, the present study proposes the following research model to be estimated.

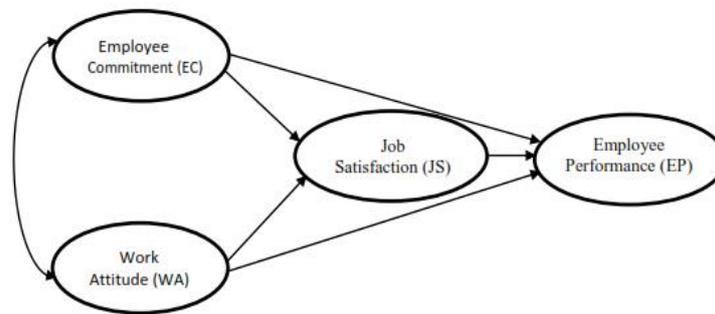


Figure1. The Proposed Research Model

Based on The Proposed Research Model as illustrated in Figure 1, the study proposes the following hypotheses to be tested.

- Employee commitment affects job satisfaction.
- Work attitude affects job satisfaction.
- Job satisfaction affects employee performance.
- Employee commitment affects employee performance.
- Work attitude affects employee performance.
- Job satisfaction mediates the effect of employee commitment on employee performance.
- Job satisfaction mediates the effect of work attitude on employee performance.

RESEARCH METHODS

This research is conducted at the Development Administration Bureau of the Regional Secretariat of the Aceh Province, Indonesia. The sample of this study is all 120 employees at the bureau, thus this study uses the census technique to select the respondents. The object in this study is related to employee commitment, work attitude, job satisfaction, and employee performance. Thus, this study examined two exogenous variables (i.e., employee competence and work attitude), one endogenous variable (i.e., employee performance), and one mediating variable (i.e., job

satisfaction). These investigated variables were measured using the Likert scale of 1 to 5, referring to the indicators proposed by previous studies.

To empirically assess the direct effects of employee competence and work attitude on job satisfaction and employee performances as well as the mediating effects of job satisfaction on the influences of employee competence and work attitude on the employee performance, the following Structural Equation Modeling (SEM) equations are estimated:

$$JS = \gamma_{11}EC + \gamma_{12}WA + \zeta_1 \quad (1)$$

$$EP = \gamma_{21}EC + \gamma_{22}WA + \gamma_{23}JS + \zeta_2 \quad (2)$$

Where JS is the job satisfaction, EC is the employee competence, WA is the work attitude, JS is the job satisfaction, EP is the employee performance, γ_{ii} are the estimated loading factors for each variable, and ζ_i are the structured error terms.

In this study, the tests of the instrument, comprising validity and reliability and the tests of goodness of fit indices to ensure the suitability of the estimated models will be performed before the findings of the above-estimated SEM equations are presented and discussed.

FINDINGS AND DISCUSSION

The Development Administration Bureau of the Regional Secretariat of Aceh Province, Indonesia is a supporting element of the Governor Assistant for economy and development administrative affairs. The bureau has to prepare guidance, control, technical guidance and coordination of implementation in the fields of infrastructure administration, construction services, provincial, district development administration, monitoring, evaluation and control of development administration.

To perform its duties, the bureau is supported by 120 staff. Of the 120 staff, 70.0% of them were male, while the rest 30.0% were female respondents. Based on the age of respondents, 2.5% of them aged 20-29 years old, respondents with an age level of 30-39 years old were 23.3%, respondents with an age level of 40-49 years old were 45.0%, and respondents with an

age over 50 years old was 29.2%. In views of marital status, 14.2% were single, 81.7% were married, and only 4.2% were widow/widower. Finally, in terms of education level, 18.3% having a high school education, 9.2% having a Diploma degree, 63.3% having a Bachelor's degree, and 9.2% having a Master's degree.

As mentioned in the earlier section, prior to testing the proposed SEM equations, the instrument tests of validity and reliability tests were performed first to determine the precision and consistency of the indicators that measure the variables. The study found that all indicators were valid and reliable, indicated by the critical value of the product-moment correlation and the values of Cronbach Alpha of greater than 0.50 (Malhotra *et al.*, 2006).

In the following step, the study presents the goodness of fit indices of the estimated SEM to ensure the goodness of the proposed model. As shown by Table 1, the study found that all the goodness of fit indices comprising X²-Chi-Square Statistics, Root Mean Square

Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Augmented Goodness of Fit Index (AGFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI) were a better fit. The estimated value of the goodness of fit indices was above the cut-off value, indicating that the overall estimated SEM models better fit to provide the answer for the objectives of the study.

Table 1, in turn, reports the direct effects of employee commitment and work attitude on job satisfaction and employee performance. As illustrated in Table 1, the study found the positive direct effect effects of employee commitment and work attitude on job satisfaction at the 1% level of significance with the estimated values of 0.321 and 0.271, respectively. Specifically, these findings showed that as the employee commitment and work attitude increased by one unit on the Likert scale, it led to an increase in job satisfaction of the employees at the Development Administration Bureau of the Aceh Regional Secretariat, Indonesia by 0.321 and 0.271, respectively.

Table1. The Direct Effects of Employee Commitment and Work Attitude on Job Satisfaction and Employee Performance

Hypothesis	Estimate	Critical Ratio	P-Value
1. Employee commitment affects the job satisfaction	0.321	3.117	0.000
2. Work attitude affects the job satisfaction	0.271	3.662	0.000
3. Job satisfaction affects employee performance	0.452	3.863	0.000
4. Employee commitment affects employee performance	0.338	4.390	0.000
5. Work attitude affects employee performance	0.421	8.096	0.000

These findings showed the importance of enhancing employee commitment and work attitudes to further promote job satisfaction. However, the study found that employee commitment has a greater effect as compared to the work attitudes on the enhancement of job satisfaction. These findings are in line with previous studies of Jery and Sherlly (2014) who found significant roles of employee commitment and work attitudes on job satisfaction.

Table 1 also reports the direct effects of employee commitment and work attitude on employee performance. As shown in the table, the study found the positive direct effect effects of employee commitment and work attitude on employee performance at the 1% level of significance with the estimated values of 0.338 and 0.421, respectively. Specifically, these findings showed that as the employee commitment and work attitude increased by one unit on the Likert scale, it led to an increase in employee performance by 0.338 and 0.421, respectively. Besides, job satisfaction is found to significantly improve employee performance with the estimated value of 0.452, showing an increase in employee performance by 0.452 units on the Likert scale as the job satisfaction increased by one unit on a

similar scale.

These findings showed the importance of improving employee commitment, work attitudes, and job satisfaction to further promote employee performance. However, the study found that the work attitude has a greater effect as compared to employee commitment to the enhancement of employee performance. These findings are in line with previous studies of Famella (2015), Syauta *et al.*, (2012), Subakti (2013), Marlina *et al.*, (2018), Hariyonyoto *et al.*, (2019), Fariana *et al.*, (2017), Hidayat *et al.*, (2017), and Hanafi *et al.*, (2018) that proved that employee commitment and work attitudes improved employee performance. Job satisfaction is also found to improve employee performance (Organ and Konovsky, 1989).

Finally, Figure 2 shows mediating effect of job satisfaction (JS) on the influence of employee commitment (EC) on employee performance (EP) (Figure 2a) and the mediating effects of job satisfaction (JS) on the influence of work attitude (WA) on employee performance (EP) (Figure 2b) based on the Sobel test of the Baron and Keney's (1986) framework.

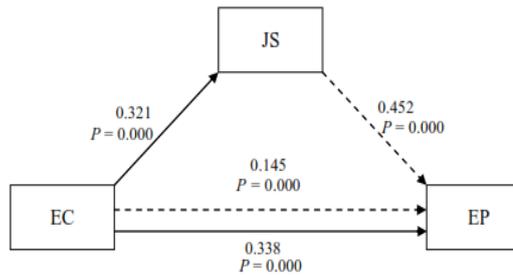


Figure2a. EC → JS → EP

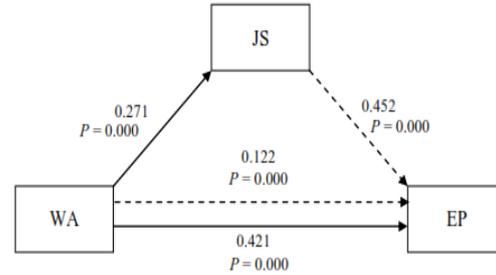


Figure2b. WA → JS → EP

As illustrated in Figure 2a, the study found a significant mediating effect of job satisfaction (JS) on the influence of employee commitment (EC) on employee performance (EP) at the 1% level of significance with the estimated value of 0.145. This finding implies that to enhance employee performance, the focus should be given on improving job satisfaction based on promoting employee commitment.

Furthermore, Figure 2b illustrates the significant mediating effect of job satisfaction (JS) on the influence of work attitude (WA) on employee performance (EP) at the 1% level of significance with the estimated value of 0.122. This finding implies that to enhance employee performance, the focus should be given on improving job satisfaction based on enhancing the work attitudes of employees.

Since the direct effects of employee commitment and work attitude on employee performance are found to be significant; and the indirect effects of employee commitment and work attitude on employee performance are via the employees' job satisfaction, thus, in this study, the variable of job satisfaction is found to act at the partially mediated variable. Overall, these findings imply that any efforts aimed to promote the performance of employees, the human resources manager should emphasize improving the employees' job satisfaction by enhancing employee commitment and their work attitudes.

CONCLUSIONS

The study empirically measured and analyzed the mediating effect of job satisfaction on the influences of employee commitment and work attitude on employee performance at the Development Administration Bureau of the Regional Secretariat of Aceh Province, Indonesia using the Structural Equation Modeling (SEM) approach. The study found that employee commitment and work attitude positively and significantly affected job satisfaction and employee performance. The study also found a partial mediating effect of job satisfaction on the relationships between employee commitment, work attitude, and employee performance.

These findings suggested that to further improve employee performance; the human resource manager should

focus on promoting employees' job satisfaction by enhancing the commitment and work attitude of employees. Specifically, to improve job satisfaction and performance of employees, the commitment of employees must be promoted based on the capabilities possessed by employees. Related to job satisfaction and employee performance based on work attitude variables, the employees should be encouraged to respond to any events in the offices. It should be the concern of the leadership to make employees feel comfortable in the work environment to carry out work. Last but not the least, to improve employee performance, then what needs to get attention and run is that every activity carried out by employees must be completed within a specified time according to the program that has been set.

Future studies on this topic could provide reliable and convincing findings by taking into account more antecedents and consequences into the model of analysis. These antecedents and consequences could include both internal and external determinants contributing to employee performances. Finally, incorporating more public organizations into the analysis could produce enriching empirical findings.

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