

Influence of Work Motivation, Job Satisfaction and Organizational Commitment to Employee Performance In Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna

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Abstract: *This study aims to determine and analyze the influence of work motivation, job satisfaction, organizational commitment to the performance of employees of the Dinas Kependudukan dan Pencatatan Sipil Kabupaten Muna. This research was conducted by survey method to 60 employees of Dinas Kependudukan dan Pencatatan Sipil Kabupaten Muna. The data analysis was done by using multiple linear regression with the help of SPSS 23 program. The result showed that work motivation, job satisfaction, organizational commitment both simultaneously and partially have positive and significant influence on the employee performance of Dinas Kependudukan dan Pencatatan Sipil Kabupaten Muna.*

Keyword: *Work Motivation, Job Satisfaction, Organizational Commitment, Employee Performance, Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna*

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I. Introduction

The role of the state apparatus as a thinker and implementer of regional development and in running the government is very large, so the development of apparatus as human resources should get serious attention. The role of civil servants as an element of the state apparatus has substantial duties and responsibilities in the effort to achieve the success of national development. This is based on the fact that civil servants are the backbone of the state. Therefore, improving the quality of civil servants is very necessary, and strived in the increase is generated civil servants who really are able to carry out their duties. The objectives of human resource development include: preparing them as resources that have responsibility, skilled, and resilient in the face of social change. Improving the quality of human resources is fundamental to an effort to achieve success, including the performance of employees in the Department of Population and Civil Registration of Muna Regency. In performing its duties the Department of Population and Civil Registration of Muna Regency performs the functions of: (1). Preparation of programs and activities of the agency in the short, medium and long term; (2). Implementation of office administration affairs covering general affairs, financial affairs and personnel affairs; (3). Formulation of technical policies in the field of population, and civil registration; (4). Implementation of operational technical activities covering registration and population information, civil registration field and population control field; (5). Administration of administration and public services to the public within the scope of its duties; (6). Establishment of technical implementing units in accordance with their scope of duty; (7). Implementation of coordination with other related elements in every operational activity; (8). The execution of other duties given by the Regent in accordance with the scope of duties and functions.

In line with the restructuring conducted, it is necessary to improve the performance of employees in order to carry out the tasks as possible. For that it is necessary to note the basic attitude of employees to themselves, competence, current work and their picture of the opportunities that can be achieved in the organizational structure. But it can not be denied also that the factors of work motivation, job satisfaction and high organizational commitment is very important.

Job motivation, job satisfaction and organizational commitment factor become an important instrument in improving the performance of employees at the Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna, because it becomes the driving force of someone to carry out an activity in order to get the best results. Therefore it is not surprising that employees who have high work motivation usually have a high performance as well. For that work motivation employees need to be raised so that members can produce the best performance. In theory the various definitions of motivation usually contain desire, hope, needs, goals, objectives, drives and incentives. Thus a motive is a psychological state that encourages, activates and moves and that motive that

moves and distributes the behavior, attitudes and actions of someone who is always associated with the achievement of goals (Siagian, 1994: 142).

The results of previous research indicate that civil service in France pays public officials on the basis of their performance, and shows how this individual payroll practices can take place over the long term indicating reduced service motivation by civil servants (Forest, 2008). Other variables related to the organization is job satisfaction that affects the role of individuals in work. Job satisfaction is the general attitude of an individual to the work that is the difference between the amount of rewards received by a worker with the number of expectations they believe should be accepted, meaning that the more satisfied a managerial level employees in work will be more motivated to carry out their work and the higher performance of employees managerial level. Employees who feel job satisfaction hope fulfilled will be motivated or motivated to carry out the work.

Reid *et al.* (2008) examines Organizational Commitment, job engagement, and job satisfaction in the public or government sectors. A model that investigates work characteristics and work experience variables that together influence effective Organizational Commitment, job satisfaction and job engagement. At the same time, this discovery enhances our understanding of affective commitment and job satisfaction in the public sector and provides ideas for actions for department managers to maintain the values of employees. Overall there is a strong relationship between Organizational Commitment, employment engagement and employee job satisfaction in important segments of the public sector workplace in State government.

Job satisfaction variable is an endogenous variable that also functions as an intervening variable in which the dimension is satisfied with the task, satisfied with the supervision of the leader, satisfied with the rewards of duty, satisfied with the co-workers, satisfied with the working conditions, and satisfied with the opportunity to obtain promotion Smith, 1969 in Price and Mueller, 1986). Furthermore, the results of previous research also states that job satisfaction has a significant effect on Organizational Commitment (Maharaj *et al.*, 2007) The results showed there is a significant relationship between job satisfaction and Organizational Commitment. In addition, the results of previous research also states that job satisfaction has a significant effect on Organizational Commitment (Lok *et al.*, 2004).

Based on some previous research (Martin, 1992; Hatch, 1997; Zain, Isaac, Ghani, 2009; McKinnon, Harrison, Chow, and Wu, 2003; Kamdron, 2005; Reid *et al.*, 2008) The Influence of Work Motivation, Job Satisfaction and Organizational Commitment to Employee Performance on Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna".

II. Literature Review and Hypotheses

This study was conducted to determine the effect of motivation, job satisfaction and organizational commitment to the performance of employees at the Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna, therefore as a basis for understanding how motivation, job satisfaction and organizational commitment have a correlation and role in improving the employees at the Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna then in this section is explained by referring some previous theories and studies relevant to this research. The relationship between variables based on the model built in this study, described as follows:

1.1. Influence of Work Motivation, Job Satisfaction and Organizational Commitment on Employee Performance

Referring to some previous research results and literature review indicates that motivation, job satisfaction and organizational commitment are influential and have a very strong correlation to employee performance (Martin, 1992; Hatch, 1997; Zain, Isaac, Ghani, 2009; McKinnon, Harrison, Chow, and Wu, 2003); Kamdron, 2005; Reid *et al.*, 2008), then the proposed hypothesis 1 is:

Hypothesis 1: Work Motivation, job satisfaction and organizational commitment have a positive and significant effect on employee performance

2.2. Effect of Work Motivation on Employee Performance

The importance of work motivation in improving the performance of employees because of the starting point of the theory of motivation, humans will only do the job if the person has a work motivation and work is fun for him (Beel, 2007). Robbins (1991) states that the theory of Hierarchy of Needs is hypothesized that in each individual there is a tiered need. Therefore, the stronger the motivation of a person in his life shows the greater the desire to fulfill his life needs. In maintaining the existence of business activities, the spirit to increase productivity is needed because it is a consequence of one's desire in fulfilling the needs of his life. Based on this, the proposed hypothesis 2 is:

Hypothesis 2: Work motivation has a positive and significant effect on employee performance

2.3. Influence of Job Satisfaction on Employee Performance

Wexley and Yukl (1984) define job satisfaction as the way employees feel themselves or their work. Based on these opinions, it can be seen that job satisfaction is a feeling that supports or does not support in the employee associated with the job and his condition. Employees who have high satisfaction in work are characterized by five things: (1) believing that the organization will be satisfactory in the long term, (2) maintaining the quality of its work, (3) commitment to the organization, (4) having a high memory, and (5) more productive (Schermerhorn et al., 1996). Referring to it, the proposed hypothesis 3 is:

Hypothesis 3: Job satisfaction has a positive and significant effect on employee performance

2.4. The Effect of Organizational Commitment on Employee Performance

Organizational commitment is related to the total involvement of a person to the organization, both cognitively and affectively. Cognitive involvement includes a person's view or perception of the organization which then guides the person interested and accepts the organization's values, goals and objectives (Mowdey, Porter & Steers, 1982). Organizational commitment has an important role in improving employee performance (Chen, 2004; Dirani, 2009; Stela Timbuleng and Jacky S. B. Sumarauw, 2015). Based on this, the proposed hypothesis 4 is:

Hypothesis 4: Organizational commitment has a positive and significant effect on employee performance

III. Methodology

This research was conducted by using survey method on 60 civil servants of Dinas Kependudukan dan Pencatatan Sipil Kabupaten Muna. Data analysis was done by using multiple linear regression with the help of SPSS 23 program.

IV. Result and Discussion

Summary of calculation results of multiple linear regression analysis in this study can be seen in Table 4.1 as follows:

Table 4.1. Summary of Results of Multiple Linear Regression Analysis

No	Independent Variabel	Regression coefficient (β)	t	Sig
1.	Work Motivation	0,677	9,416	0,000
2.	Job Satisfaction	0,215	2,192	0,033
3.	Organizational Commitment	0,271	4,124	0,000
R = 0,961				
R Square (R ²) = 0,923				
F _{hitung} = 224,875				
F _{sig} = 0,000				
Standar Error = 0,98879				

Source: Processed data 2018

Based on the results of multiple linear regression analysis shown in Table 4.1 above then the results can be explained as follows:

1. R value of 0.961 or 96.1 percent indicates that the correlation between the variables of work motivation, job satisfaction and organizational commitment with employee performance is very strong, this is because the value of R produced close to 1.
2. The value of determination coefficient (R²) of 0.923 shows that 92.3 percent variation of the dependent variable of the performance of the personnel is explained or explained by the independent variable; the ability of personnel, job satisfaction and organizational commitment. The value of 0.077 or 7.7 percent other explained by other variables that are not included in the model.

After the data were analyzed then obtained the model of regression equation as follows:

$$Y = 0,677 X_1 + 0,215 X_2 + 0,271 X_3$$

Referring to Table 4.1 and above equations, it can be interpreted as follows:

1. The regression coefficient for work motivation variable (X₁) of 0.677 shows the positive effect of work motivation variable (X₁) on employee performance variable (Y). These results indicate that the better the work motivation of civil servants in carrying out their duties and work will be followed by increased performance of civil servants
2. Regression coefficient for job satisfaction variable (X₂) equal to 0,215 show the existence of positive influence from job satisfaction variable (X₂) to employee performance variable (Y). These results indicate that the better job satisfaction applied by civil servants assigned to Dinas Kependudukan dan Pencatatan

Sipil Kabupaten Muna in carrying out their duties and work will be followed by an increase in the performance of civil servants assigned to the Dinas Kependudukan dan Pencatatan Sipil Kabupaten Muna.

3. The regression coefficient for organizational commitment variable (X3) of 0.271 indicates a positive influence of organizational commitment variable (X3) on employee performance variable (Y). These results indicate that the better the organizational commitment of civil servants assigned to the population and civil registration of the muna districts in performing their duties, the performance of civil servants assigned to the population and civil registration of the muna district will increase. Hypothesis testing can be tested simultaneously based on F statistic or probability (FSig.). Based on the results of data analysis show in Table 4.1 it can be explained that:

Hypothesis 1: Work Motivation, job satisfaction and organizational commitment have a positive and significant effect on employee performance

The test results show that the value of F statistic generated is 224.875 with a probability level (sig.) Of 0.000. The resulting probability level (Sig.) Is smaller than the specified level of significance (α) of 0.05. Research that states work motivation, job satisfaction and organizational commitment simultaneously have a positive and significant effect on the performance of civil servants assigned to the Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna is acceptable.

Based on this it can be explained that the better the work motivation, job satisfaction and organizational commitment will improve the performance of every civil servant who served on the Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna.

Partial test of hypothesis in research is based on result of t statistic test which is used to test the level of significance partially between independent variable (X) and dependent (Y). This t test is used to determine the prediction accuracy of the obtained regression coefficients, the greater the t test value and the smaller the significance value, meaning the prediction accuracy specified in the regression model is more accurate. The results of partial hypothesis testing are described as follows:

Hypothesis 2: Work motivation has a positive and significant effect on employee performance

The test results show that the statistical t value for the motivation variable is 9,416 with the regression coefficient is 0,677 and the probability value (sig.) Is 0.000. The resulting probability value is smaller than the specified level of significance (α) value of 0.05. These results indicate that the hypothesis that the variable "work motivation has a positive and significant effect on employee performance" is acceptable. Based on this case, the findings can be explained that the better the work motivation of civil servants who are assigned to the Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna in carrying out their duties and jobs, the performance of civil servants will increase.

Hypothesis 3: Job satisfaction has a positive and significant effect on employee performance

The test results showed that the statistical t value for the job satisfaction variable was 2.192 with the regression coefficient of 0.215 and the probability value (sig.) Of 0.033. The resulting probability value is smaller than the specified level of significance (α) value of 0.05. These results indicate that the hypothesis that the variable "job satisfaction has a positive and significant effect on employee performance" is acceptable. Based on this case, the findings can be explained that the higher the job satisfaction of employees in performing their duties and work, the performance of civil servants assigned to the Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna will increase

Hypothesis 4: Organizational commitment has a positive and significant effect on employee performance

The test results show that the statistical t value for the organizational commitment variable is 4.124 with the regression coefficient of 0.271 and the probability value (sig.) Of 0.000. The resulting probability value is smaller than the specified level of significance (α) value of 0.05. These results indicate that the hypothesis that the variable "organizational commitment has a positive and significant effect on employee performance" is acceptable. Based on the above, the findings can be explained that the better the organization's commitment of the Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Muna, the performance of employees will increase

V. Limitation and Future Research

There are limitations of this research and therefore it is recommended for future research, ie the generalization capability of this research is still limited to civil servants at the office of population and civil registration of Muna Regency, therefore to improve the generalization ability of this research it is recommended to expand the population from the research focus of civil servants Kabupaten Muna.

The small number of respondents due to the limitations of research objects, this has an impact on the ability of the analysis of data collected in answering this research hypothesis. Therefore, for future research should do research on the area of generalization is greater.

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