

The Influence of Organizational Commitment, Quality of Service and Performance of Employees on Community Satisfaction in Employees Part Proto Kol and Tu Leadership Regional Secretariat of the District Dharmasraya

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Abstract: This study aims to determine the effect of organizational commitment, service quality, and employee performance of community satisfaction on employees of the Protocol Section and TU of the Head of the Regional Secretariat of Dharmasraya Regency. The method used in this research is quantitative research with a descriptive approach. The population in this study were employees in the Protocol Section and TU Leaders of the Dharmasraya District Secretariat. The sample is used as many as 144 people using saturated sampling techniques (census). The data analysis technique is multiple linear regression. The results showed that: (1) Organizational Commitment has a positive and significant effect on community satisfaction. (2) Service quality has a positive and significant effect on community satisfaction. (3) Employee performance has a positive and significant effect on community satisfaction. (4) Organizational commitment, service quality, employee performance together has a positive and significant effect on community satisfaction in the Protocol Section and Administration Board of the Regional Secretariat of the Dharmasraya Regency.

Keywords: Organizational Commitment, Service Quality, Employee Performance, Community Satisfaction

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I. Preliminary

One thing that until now is often still a problem in the relationship between the people and the government in the area is in the field of *public service*, especially in terms of public satisfaction with the quality and quality of government employee services to the community. According to Putra et al (2015) community satisfaction is a comparison between people's beliefs that the customer himself will receive and the quality of service he receives in the form of performance. The level of service quality is perceived as satisfying and good, and if the quality of the service provided exceeds the community's expectations, it is perceived as ideal.

In the public service process carried out by the Protocol Section and TU of the Head of the Regional Secretariat of the Dharmasraya Regency, based on an initial *survey* through interviews with 25 people who received services, it was concluded that there were still problems with public dissatisfaction with services, which can be seen in Table 1 below:

No	Information	Community Satisfaction (%)	
		Satisfied	Not satisfied
1	Service procedure	40	60
2	Service time	32	68
3	Service competence	52	48
4	Employee behavior	44	56
5	Handling complaints, suggestions and input	40	60
	Average	42	58

Source: Results of the Community Satisfaction Survey, 2019

Table 1. shows that the evaluation of public services in the Protocol Section and TU of the Head of the Regional Secretariat of the Dharmasraya Regency was generally expressed as dissatisfied with the assessment, which was 58%. In terms of service procedures by 60%, service time by 68%, service competence by 48%, employee behavior in providing services by 56% and handling complaints, suggestions and input to employees by 60%. Meanwhile, overall community satisfaction with public services in the Protocol Section and Administration Board of the Regional Secretariat of Dharmasraya Regency was 42% in the satisfied category. The problem of public dissatisfaction in the Protocol Section and TU of the Dharmasraya Regency

Leadership was allegedly due to the low organizational commitment, service quality and employee performance .

Harnoto and Tukijan (2010) stated that commitment influences community satisfaction. If the organizational commitment is not good, it can cause employees to work less optimally and ultimately have an impact on the satisfaction of the community who seem not to provide good service. Conversely, employees will work optimally, if the work commitment of employees is high. High organizational commitment to employees will provide good and quality services to provide satisfaction to the community. Commitment of employees of the Dharmasraya Regency Administration and Administration Unit TU can be seen in the implementation of the tasks there are still employees who do not arrive at the office so that the community must wait for service employees to come to the office. In addition, employees sometimes postpone the completion of services that could have been completed that day due to the large number of reports that came in, resulting in the accumulation of community report files.

Society at all times demands quality public services that is easy, cheap and fast (Rezha et al, 2012). Research conducted by Nova, et al (2018) shows the quality of service has a significant effect on community satisfaction. High quality services will have a positive impact on community satisfaction in the Protocol Section and the TU of the Dharmasraya Regency Leadership. Based on the results of preliminary observations in the Protocol Section and Administration Board of the Dharmasraya Regency, several problems regarding service quality were obtained. Some of these problems are

1. Employees are considered not responsive in handling complaints from the public who come to the office.
2. The need to increase facilities / waiting room facilities for the community so that people who come to get services feel comfortable when waiting for the service queue.
3. The attitude towards employees is felt not to be friendly in welcoming the people who come, so that people feel they are not served well.

Another factor influencing the satisfaction of civil servants for the services of the Dharmasraya District Leadership Protocol and Administration Unit is employee performance. Research on the influence of employee performance on community satisfaction previously conducted by Prayogo and Ismiyati (2018) found that employee performance and a significant positive effect on community satisfaction. Other research conducted by Sutrisno and Mariyono (2016) shows that employee performance has a positive and significant effect on community satisfaction. The low performance of employees can be seen from the achievement of employee performance where the average employee performance is only 78%, and the work behavior of employees on average is only 85% of the 100% target set by the Protocol Section and the TU of the Regional Secretariat of Dharmasraya Regency. this proves that employee performance is relatively low, so that it can cause low public satisfaction with service.

The purpose of this research is to find out empirically : 1) The effect of organizational commitment on community satisfaction of employees of the Protocol Section and Administration Head of the Dharmasraya Regency Secretariat , 2) The influence of service quality on community satisfaction on the employees of the Protocol Section and the Head of the Regional Secretariat of Dharmasraya Regency , 3) The effect of employee performance on community satisfaction on employees of the Dharmasraya Regency Secretariat Regional Administration and Administration Section Head , and 4) The effect of organizational commitment, service quality and employee performance simultaneously on community satisfaction on the employees of the Protocol and Administration Division Head of the Dharmasraya Regency Secretariat .

II. Basis Of Theory And Hypotheses

Organizational commitment is defined by Kreitner and Kinicki (2014: 165) as the level at which a person recognizes an organization and is bound to its goals. This is an important work attitude because committed people are expected to be able to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in an organization. Meanwhile, Robbins and Judge (2013: 75) stated that organizational commitment is a condition where an employee sides with a particular organization and its goals and desires to maintain membership in the organization. According to Moorhead and Griffin (2013: 73) *organizational commitment* is an attitude that reflects the extent to which an individual knows and is bound to his organization. Hellriegel and Slocum (2011: 91), defines organizational commitment as the strength of employee involvement in the organization. Employees who stay with their organization for a long period of time tend to be more committed to the organization than those who work for a shorter period of time. Previous studies show the fact that organizational commitment influences community satisfaction. Hildayanti, et al (2018) in their research found that customer (community) satisfaction is influenced by value, service quality and organizational commitment. In addition, according to Harnoto and Tukijan (2010) states that commitment affects community satisfaction. Based on the description in the above ,

researchers formulate hypotheses as follows :

H₁ : Organizational commitment has a significant effect on community satisfaction among employees of the Protocol Section and TU of the Head of the Regional Secretariat of Dharmasraya Regency .

Tjiptono (2012 : 268) argues that the quality of service is a level of excellence (excellent) are expected to and control over the advantages that to meet the needs of consumers . The quality of service perceived good and satisfactory if the services are received in accordance with the expected consumer and perceived as a quality which is ideal if the services were received exceeded the expectations of consumers . It it applies vice versa if the services are received is not in accordance with the expected . By so good or not quality of service depends on the ability of providers of services to meet the expectations of consumers is consistent . Kotler and Keller (2012: 131), defines the quality of service is the ability to satisfy the needs and desires of consumers . Pasolong's opinion (2016: 132) about quality is basically a word that bears relative meaning because it is abstract, quality can be used to assess or determine the degree of adjustment of a matter to its requirements or specifications. If the requirements or specifications that are met means quality of something things are meant to say either . Research supporting the influence of service quality on community satisfaction, among others, conducted by Nova, et al (2018) shows the quality of service has a significant effect on community satisfaction. In addition, according to Karlina, et al (2019) the quality of service affects community satisfaction. Based on the description in the above , researchers formulate hypotheses as follows :

H₂ : Service quality has a significant effect on community satisfaction with employees of the Protocol Section and the Administration Board of the Regional Secretariat of Dharmasraya Regency.

Opinion Sedarmayanti (2016: 187), the performance is the value of a set of behaviors of employees who contribute , either in a positive or negative towards the fulfillment of the purpose of the company . Performance can be interpreted as the result of a process that refers to and measured during the period of time specified by the terms or agreements which have been set before (Edison et al , 2016: 190). Abdullah (2014: 3) provides an understanding that performance is the result of work that has a strong relationship with the goals of organizational strategy, customer satisfaction and economic contribution. Understanding of performance according to Moehersono (2012: 95) is a picture of the level of achievement of the implementation of an activity program or policy in realize the goals, objectives , vision and mission of the organization as outlined through an organization's strategic planning . The research result Sutrisno and Mariyono (2016) showed that the quality of service and the employee's performance is shared equally as well as a partial influence positively and significant late to the satisfaction of the public . In line with the research Prayogo and Ismiyati (2018) found the performance of employees and disciplined work affects positively to the satisfaction of the community are significantly Based on the description in the above , researchers formulate hypotheses as follows :

H₃ : Employee performance has a significant effect on community satisfaction with employees of the Protocol Section and the Administration Board of the Regional Secretariat of Dharmasraya Regency .

Lupiyoadi (2013: 212-228) defines the level of satisfaction is a feeling where the person stating the results of the comparison on the performance of the products or services are received with the expected . Kotler in Nova, et al (2018), states that satisfaction is a feeling of pleasure or disappointment someone who comes from the comparison between his impression of the performance or results of a product and its expectations. This shows that satisfaction is a function of the impression of performance and expectations. If performance is below expectations, the community is not satisfied. Conversely , if the performance meets the expectations of the community will be satisfied . Karlina , et al (2019) showed that there is the influence of the variable quality of service and discipline of work in together to the satisfaction of the public . While Sutrisno and Mariyono's research (2016) shows that the effect of service quality and employee performance on community satisfaction .

H₄ : Organizational commitment, service quality and employee performance simultaneously have a significant effect on community satisfaction among employees of the Protocol Section and TU of the Head of the Regional Secretariat of the Dharmasraya Regency .

III. Research Methods

This research was conducted at the Protocol Section and TU Leadership of the Regional Secretariat of the Dharmasraya Regency . Data obtained using a questionnaire. The population in this study are all people who make services in the Protocol Section and the Administration Secretariat of the Dharmasraya Regency . The number of samples in this study is unknown, so a technique or formula is used in accordance with the theory of Malhotra. According to Malhotra (2006: 291) the sample must be at least four or five times the number of question items. So in this study using 144 samples obtained from 4x36 (number of question items) . The data analysis method in this research uses multiple linear regression analysis to get a comprehensive picture of the

effect of organizational commitment, service quality and employee performance on community satisfaction using the SPSS for windows program .

IV. Research Results And Discussion

Multiple linear regression analysis was used to see the effect of the independent variables of organizational commitment, service quality and employee performance on the dependent variable of community satisfaction performed on 144 people of Dharmasraya Regency . The results of the study used multiple linear regression analysis through SPSS for Windows software with the results that can be seen in table 2 :

Variable	Regression Coefficient	t _{count}	Significance
Organizational Commitment	0,419	3,203	0,002
Service quality	0,476	4,207	0,000
Employee Performance	0,222	2,377	0,019

Source: Primary data processed, 2020

Based on the regression results from Table 2 above, we can determine the multiple linear regression equation in this study as follows:

$$Y = 7.322 + 0,419X_1 + 0,476X_2 + 0,222X_3$$

The results partially obtained: 1) The constant of 7.322 states that if organizational commitment variable (X_1), quality of service (X_2), and the performance of employees (X_3) assumed to be constant or ignored, then the public's satisfaction at 7.322. 2) The regression coefficient of organizational commitment (X_1) is 0.419 means that if another independent variable value is fixed and organizational commitment to increase 1 unit of weight, the satisfaction of the people will be decreased by 0.419, as well as in the opposite situation. Positive coefficient means that organizational commitment has a positive effect on community satisfaction. 3) The regression coefficient of service quality (X_2) is 0.476 meaning that if other independent variables have a fixed value and the quality of service has increased by 1 unit of weight, then community satisfaction will increase by 0.476, and also the opposite. Positive coefficient means that service quality has a positive effect on community satisfaction and 4) Employee performance regression coefficient (X_3) is 0.222 meaning that if other independent variables have a fixed value and employee performance has increased by 1 unit of weight, then community satisfaction will increase by 0.222, so too in reverse. Positive coefficient means that employee performance has a positive effect on community satisfaction.

Hypotheses 1, 2 and 3 in this study were tested for truth by using partial tests. T test is a test where the test is carried out to find out whether a hypothesis is accepted or rejected. A hypothesis is accepted when $t_{arithmetic} > T_{table}$. The results for the t test can be seen in table 1 above, can be described as follows:

- The results were obtained regression coefficient of 0.419 and the value of $t_{count} > t_{table}$ ($3.203 > 1.976$) with significance $0.002 < \alpha 0.05$, H_1 is accepted. It can be concluded that organizational commitment has a positive and significant effect on community satisfaction. That is, the higher the organizational commitment, the community satisfaction is increasing. Conversely, the lower the organizational commitment the lower the community satisfaction.
- The results showed the value of regression coefficient of 0.476 and the value of $t_{count} > t_{table}$ ($4.207 > 1.976$) with a significance of $0.000 < \alpha 0.05$, H_2 is received. It can be concluded that the quality of service has a positive and significant effect on people's satisfaction. That is, the higher the quality of service, the community satisfaction will increase. Conversely, the lower the quality of service, the community satisfaction decreases.
- The results showed a regression coefficient of 0.222 and a value of $t_{arithmetic} > t_{table}$ ($2.387 > 1.976$) with a significance of $0.019 < \alpha 0.05$, then H_3 was accepted. It can be concluded that employee performance has a positive and significant effect on community satisfaction. That is, the higher the performance of employees, the community satisfaction is increasing. Conversely, the lower the performance of employees, the lower the community satisfaction.

To answer a hypothetical fourth dal am this research can be seen in Table 3 below.

N	Df	Mean Square	Fcount	Sig
76	3	255,327	39,932	0,000

Source: Primary data processed, 2020

H acyl research shows the value of $F_{count} > F_{table}$ ($49.008 > 3.06$) with significance $0.000 < 0.05$ (α), then H_4 received. This means that the variables of organizational commitment, service quality, and employee performance together have a significant effect on community satisfaction on the employees of the Protocol Section and TU of the Head of the Regional Secretariat of the Dharmasraya Regency .

V. Conclusion

Based on data analysis and interpretation presented in the previous chapter, a number of conclusions can be drawn, namely: 1) Organizational commitment has a positive and significant effect on community satisfaction among employees of the Protocol Section and the Chief of the Regional Secretariat of Dharmasraya Regency. Means that the higher the organizational commitment, the community satisfaction will increase. 2) The quality of service has a positive and significant impact on community satisfaction among employees of the Protocol Section and the Administration Board of the Regional Secretariat of Dharmasraya Regency. This means that the higher the quality of service, the community satisfaction will increase. 3) Employee performance has a positive and significant effect on community satisfaction on the employees of the Protocol Section and the Administration Board of the Regional Secretariat of Dharmasraya Regency. This result means that the higher employee performance, the community satisfaction is increasing and 4) Organizational commitment, service quality, and employee performance jointly have a significant effect on public satisfaction on employees of the Protocol Section and Administration Board of the Regional Secretariat of the Dharmasraya Regency.

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