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## Perception of Work and Organization Commitment toward Employee Satisfaction on Non-Ministerial Government Agencies in Bandung Indonesia

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*Some research indicates the importance of comfort working in an organization, which is expected to provide job satisfaction and can improve work effectiveness. It is thus necessary role of organizational commitment in order to create a comfortable working environment so as to improve the behavior of employees in work efficiency. This study aims to determine the effect of the perception of the work, organizational commitment, and employee attitude and employee satisfaction.*

*Exploratory research methods with data analysis techniques using Structural Equation Modeling, component-based Partial Least Squares (PLS). The number of respondents was 131 employees from non-Ministry of Government agencies in Bandung with data collection simple random sampling. The results showed that employee perceptions regarding significant effect on employee satisfaction and organizational commitment but no significant effect on employee attitudes, while significantly influence the organizational commitment and employee satisfaction. Simultaneously the test results prove that organizational commitment, attitude and employee satisfaction proved significant.*

*This suggests that the need for the implementation of the organization's commitment to implement the working comfort for employees*

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*so that employee satisfaction can be improved as well as work more optimal effectiveness.*

**Keywords:** *perception of work, organizational commitment, employee satisfaction*

**JEL Classification:** *M1, L21, D23*

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## **Introduction**

Each organization must have the goals to be achieved this goal can be achieved by utilization of existing resources in the organization. Of all the resources available within the organization, both public and private organizations, human resources of the most important and decisive, the potential of human resources affects the organization's efforts to achieve success in achieving its goal, because it is the human resources is an asset that needs to be fostered and maintained. (Sidharta and Lusyana, 2014) However the rapid advancement of technology, the development of information, availability of capital and inadequate materials but without good human resources and professional would be difficult for the organization to achieve the goals of the organization. No matter how good the formulation of goals and plans of the organization will be in vain if the elements of human resources unnoticed, especially if abandoned. Organizational behavior theory states that people will do something if the activity is given stimulus or encouragement. (Griffin and Moorhead, 2013) Foster the urge employees to want to work in achieving the goals and objectives specific and efficient institutions can be different because of the behavior of each individual is different. There are some special factors that cause individual differences in behavior are: perception, attitude and personality of each individual. Achievement motive is an inner urge employee to perform an activity or task as well as possible to be able to achieve optimum performance.

Perceptions about the work of each employee raises competitive stance, among employees who will drive to always find the successful results of his labors in the future. So that they will understand their job satisfaction

and feel when success has been in front of him, the more employees feel rewarded for his achievements. (Lau et al., 2002) Employee satisfaction is the degree of a person's feelings both positive and negative on the job (Rivai and Sagala, 2013). Employee satisfaction showed that nature is based on an assessment of various aspects such as salary, the relationship between the employee and the job itself. (Millner-Harlee, 2010) With a high level of job satisfaction can improve employee performance because of the high satisfaction levels of employees who will be motivated to perform better.

Based on the phenomenon of the above problems, the formulation of the problem is as follows; the influence perception of work and organization commitment and attitude toward employee satisfaction on a non - ministerial government agencies in Bandung Indonesia. The purpose of this study was to determine the influence of perception of work and organization commitment and attitude toward employee satisfaction on non-ministerial government agencies in Bandung Indonesia. So with this study may be useful as a material development or scientific theories being tested, and can be used as a barometer in the development of employee satisfaction.

## **Literature Review and Framework**

### **Perception of Work**

Ability to motivate employees is the managerial skills that must be mastered by a corporate leader. Psychologically, the leadership may not be able to affect the motivation of employees without first understanding what is needed by employees. (Shieh, 2014) Work maximum satisfaction to be easily achieved through understanding the motivation is inside employees, the employees will make it easier to understand the motivation of leaders expect employee satisfaction. (Sidharta and Lusyana, 2015) In principle, the work is a continuous process of influence and change work related to specific job characteristics that are expected to motivate the employees. Implementation of job design is done in an effort to address the flexibility of motivation and decreased work productivity. Working behavior relating to (1) Value awards that are expected of employees; (2) Perceptions of employees in the attempt to achieve the award; (3) The business to be done; (3) Ability and properties; (4) Perception of Role; (5) The perception of work required to achieve the

award; (6) Awards extrinsic-intrinsic and awards; (7) The perception of a fair award; (8) The level of job satisfaction is achieved by employees.

## **Organizational Commitment**

Organizational commitment seen from the point is how to understand the commitment of the members to the organization, at least not to be understood in two dimensions, namely decisions to participate and decisions to produce. Dimensions 'decisions to participate associated with motivation or desire of the individual members to remain a member of the organization, whereas' decisions to produce related to the individual's motivation to accept the goals and values of the organization, as well as the member's efforts to advance the organization and that the commitment of the organization as the process by which the goals of the organization and reviews those of the individual become increasingly integrated or congruent. (Hall and Schneider, 1972) More clearly, according Mowday et al., (1982) stated that the strength of an individual's identification with and involvement in a particular organization, characterizing it by three psychological factors: desire to remain in the organization, willingness to exert considerable effort on its behalf, and belief in and acceptance of its goals and values.

Newstrom and Davis (2002) describes the organizational commitment is individual attitudes towards organizations that are characterized by (a) acceptance of organizational goals and values, (b) Willingness to help the organization Achieve its goals, and (c) the desire to remain within the organization. Robbin and Judge (2013) argues that the organizational commitment as well as an attitude; the degree to roommates on employee indentifies with a particular organization and its goals, and wishes to maintain membership in the organization. Meyer and Allen (1991) added that the commitment of the organization can be divided into affective commitment, shows the emotional bonding and identification of individual members to the values and goals of the organization, continuance commitment, namely the desire of members to advance the organization due consideration of sacrifice or loss should covered if out of the organization, and normative commitment, namely the assessment of members feel any obligation or requirement to remain a member of the organization.

## **Employee Satisfaction**

Employee Satisfaction in general refers to the attitude of a servant. Each individual has a different level of job satisfaction in accordance with the system of values prevailing itself, because each individual has a wide range of different perceptions of job satisfaction itself. (Lau et al, 2002) Employee satisfaction regarding a person's attitude about his work, because it involves attitude, sense of job satisfaction involves several things, such as joint venture, a person's emotional and behavioral tendencies. Job satisfaction is an emotional state and attitude of employees towards their work are usually based on the circumstances whether or not the intersection occurs between the remuneration of employees of the organization with the level of remuneration which is desired by the employee. (Shragay and Tziner, 2011) To achieve a positive situation in the work environment, employee satisfaction has a function and an important role for the company. Job satisfaction is worth noting because it can affect the behavior of work such as: productivity, labor turnover, complaints and others issues.

## **Hypotheses and Framework**

In light of the above it is necessary to know about the influence perception of work, organizational commitment, employee attitude and satisfaction. Based on the literature review and previous studies, the hypotheses of this study are as follows.

- H1. High perception of work would lead to higher employee attitude.
- H2. High organizational commitment would lead to higher employee attitude.
- H3. High perception of work would lead to higher organizational commitment.
- H4. High perception of work and organizational commitment simultaneously would lead to higher employee attitude.
- H5. High perception of work would lead to higher employee satisfaction.
- H6. High organizational commitment would lead to higher employee satisfaction.
- H7. High employee attitude would lead to higher employee satisfaction.

H8. High perception of work, employee attitude and organizational commitment simultaneously would lead to higher employee satisfaction.

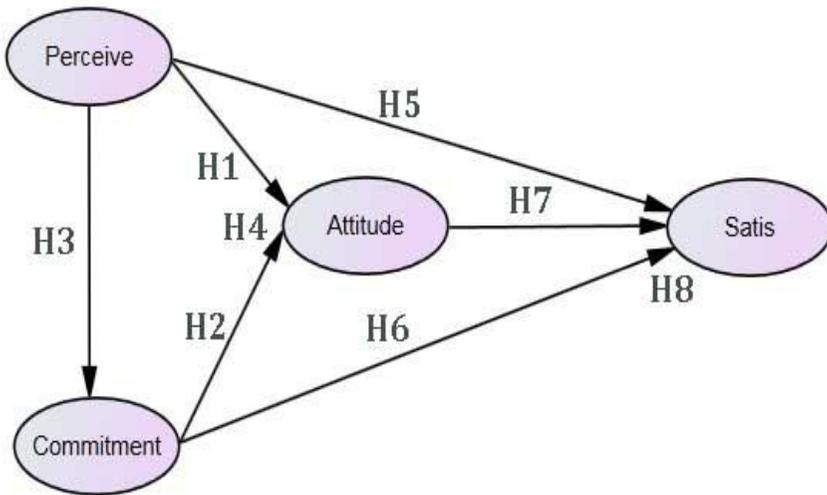


Figure 1: Framework

## Research Methodology

This study uses an exploratory method, which is to create a picture of the situation or phenomenon intended to causal- predictive analysis. Sampling of the population studied by the method of survey and sampling techniques using simple random sampling of employees in non - ministerial government agencies in Bandung was 131 respondents. Methods of data collection is done by distributing questionnaires directly to the respondents who fit the criteria predetermined sample and observations made directly on the object of research. Data processing was done using Excel program for Windows and SmartPLS 3.

The instrument of perceived of work was adopted from a study by Rivai and Sagala (2013) which had been modified in accordance with the study, namely 1) like your work, 2) satisfied with your job, 3) proud to work in organization, 4) the more work that you expect will affect the overall behavior of relatives to work, 5) working conditions influence the behavior of

work, 6) the behavior of manager will affect your work. Organizational Commitment instrument was adopted from a study by Porter et al., (1974) which had been modified in accordance with the study, namely 1) convinced the success of the work program which has been established by organization, 2) important changes to improve their performance effectively, 3) understand the work program established by organization, 4) relationship between your work relates to the work program. Attitude instrument was adopted from a study by Ajzen (1991) which had been modified in accordance with the study, namely 1) feel comfortable in working, 2) feel that organizational commitment accordance with the work program which has been set. Employee satisfaction instrument was adopted from a study by Martins and Proença (2012) which had been modified in accordance with the study, namely 1) feel there is a variety of work, 2) manager can afford to take a decision, 3) reward received adequate, 4) there is a definite job description, 5) opportunity for self-actualization and freedom in creativity, 5) opportunity for devotion to country, and 6) manager practicable to make policy.

Data analysis techniques using Structural Equation Modeling (SEM), component-based Partial Least Squares (PLS) uses SmartPLS 3. Measurement models PLS Partial Least Squares (PLS) based on measurement predictions that have the nature of non-parametric through convergent validity, ie where size reflective individually correlated with the value of the loading greater than 0,50 (Chin , 1988) and the value discriminant validity by comparing the value of the square root of average variance extracted (AVE), if the value AVE is greater than the value of the correlation between the constructs with the model then said to have discriminant validity good (Fornell and Larcker, 1981). While the structural models were evaluated using coefficients Path to construct first order. (Chin, 1996)

## Results and Discussion

Data analysis was performed by entering all the data of respondents and tests the convergent validity, discriminant validity and significance tests. Counting results showed all the indicators that meet the loading > 0.5 so that all indicators are eligible for testing the model testing criteria Partial

Least Squares (PLS). And the results of calculation of Alpha Cronbachs, Composite Reliability and Average Variance Extracted as follow:

**Table 1:** Cronbachs Alpha, Composite Reliability and Average Variance Extracted

	Cronbachs Alpha	AVE	Composite Reliability
Attitude	0.651	0.688	0.815
Commitment	0.833	0.668	0.889
Perceive	0.843	0.569	0.886
Satisfaction	0.899	0.652	0.929

The calculations show that all have a value above 0.5 for Cronbachs alpha and average variance extracted and the results of composite reliability > 0.7. Hypothesis testing, the results of path analysis and significance test calculation as follows;

**Table 2:** Value Path coefficient and Decision Making

	Original Sample	T Statistics	P Values	Decision
Attitude -> Satisfaction	0.456	3.412	0.001	Accept
Commitment -> Attitude	0.654	3.777	0.000	Accept
Commitment -> Satisfaction	0.214	2.486	0.028	Accept
Commitment -> Perceive	0.850	11.180	0.000	Accept
Perceive -> Attitude	0.260	1.590	0.112	Reject
Perceive -> Satisfaction	0.335	2.176	0.030	Accept

The results above show that only one variable that is not significant at 0.05 is perceive to Attitude, while all significant variables with P values below 0.05. While results adjusted R squares as shown in the table below;

**Table 3:** Value R Squares adjusted and Decision Making

	Original Sample	T Statistics	P Values	Decision
Attitude	0.769	10.207	0.000	Accept

Satis	0.898	21.037	0.000	Accept
Commitment	0.712	5.898	0.000	Accept

The above table shows that all the research hypothesis significant with p value under 0.05. The research models as follows:

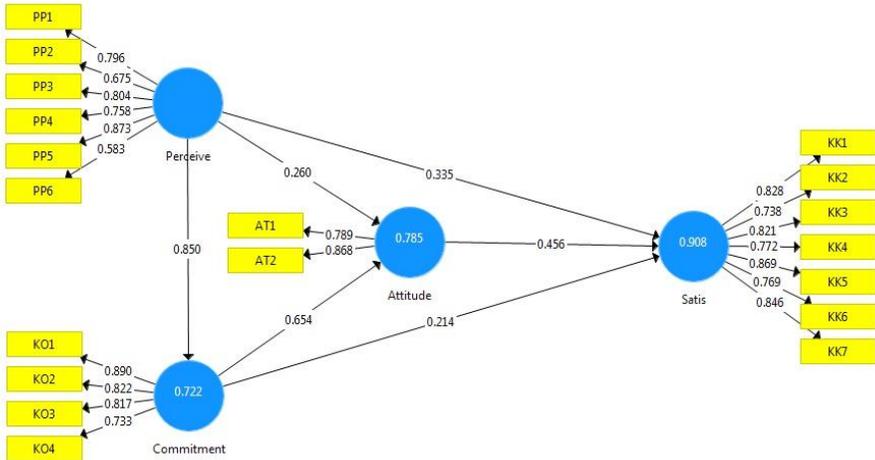


Figure 2: Research Model

From the picture above shows the results of the research, it can be concluded that:

1. Work Perception, perception of work on employee attitudes have results of path coefficient 0.260 with T value 0.598. Results T value is smaller than the significance level of 5%, so that the perception of the work does not significantly influence employee attitudes. These results contrast with research Faye and Long (2014) which states that the perception of the job for the public sector did not prove significantly influence employee behavior on the job. These results indicate that employee perception of their work did not show a change in attitude of employees this is presumably due to the lack varies existing work and less job duties in accordance with the interests of employees.  
Perception of work on employee satisfaction has a path coefficient 0.335 with T value 4.052. Results T value is greater than the significance level of 5%, so the Perception of work significant effect

on employee satisfaction. The results are consistent with research conducted Millner-Harlee (2010) which states that the perception of work significant effect on employee satisfaction.

2. Organizational Commitment, Organizational commitments toward employee attitudes have results of path coefficient 0.654 with T value 2,717. Results T value is greater than the significance level of 5%, so the organizational commitment significantly influence employee attitudes. These results support the research Tarin and Ariani (2014) which states that organizational commitment significantly influence employee perceptions about the job. Organizational commitments toward work perceptions have the results of path coefficient of 0.850 with a T value 1,988. Results T value is greater than the significance level of 5%, so the organizational commitment significantly influence the perception of the work. These results support the research Joo and Park (2010) which states that organizational commitment significantly influence employee perceptions about the job. Further research Slack et al., (2010) conducted a study on 900 companies in the United States found that organizational commitment established by organizational vision will shape the perception of employees regarding their work will then form behavior with respect to the employee work satisfaction. Similarly, research conducted by Shieh (2014), which proves that the commitment the organization has an impact on the perception of the job.

Organizational commitments toward employee satisfactions have results for 0.322 with a path coefficient and T value 1,988. Results Q value is greater than the significance level of 5%, thus significantly influence the organizational commitment to employee satisfaction. These results support the research Cable and DeRue (2002) which states that organizational commitment significantly influence employee perceptions about the job. These results are consistent with the statement Reinardy (2012) that the results of a national survey of newspaper journalists to prove that organizational commitment, employee perceptions about job significantly influence employee attitudes and satisfaction of employees in the workplace.

3. Employee Attitude, employee attitude towards employee satisfaction has a coefficient results with value of 0.456. Results T value is smaller than the significance level of 5%, so the attitude of employees does not significantly influence employee satisfaction. These results are supported by research conducted by McNeese-Smith, (1996) which states that the behavior of employee have significant effect on employee satisfaction. Likewise thereto research conducted by Falkenburg and Schyns (2007) found that job satisfaction is influenced by the attitude of employees. Research Najafi et al., (2011) also proved that the attitude of employees have direct effect on job satisfaction.
4. Employee Attitude, Attitude Influence simultaneous employee perceptions of work and organizational commitment have results adjusted R-square of 0.769 with a value equal to the T value 10.207. Results T value is greater than the significance level of 5 %, so the attitude of employees simultaneously significantly affected by perceptions of job and organizational commitment. These results are supported by research conducted by Joo and Park (2010) which states that organizational commitment can shape the attitudes of employees. Employee attitudes can be influenced by perceptions of job and organizational commitment in connection with employee satisfaction this is evidenced further by Fu and Deshpande (2014) which examines the behavior of employees, organizational commitment, job satisfaction and performance of employees in insurance companies in China.
5. Employee satisfaction, employee satisfaction simultaneous influence on employee attitudes has an adjusted R-square result for 0.898 with a value equal to the value T 21.037. Results T value is greater than the significance level of 5%, so that employee satisfaction significantly affected simultaneously by perceptions of job and organizational commitment and employee attitudes. The results support the research conducted by Lau et al., (2002) which states that organizational commitment influence on employee attitudes and satisfaction of employees, further Al-Tit and Suifan (2015) also found that there is a significant influence perception regarding work on the behavior of employees which in turn increases employee satisfaction.

These results indicate that there is a partial study variables were not significantly variable perception of the work on the attitudes of employees, while the other variables significantly influence employee attitudes and satisfaction. However, the overall test results produced an adjusted R squares for each of 0.712, 0.769 and 0.898. These results indicate that the structural model of the influence of the perception of work and organizational commitment to employee attitudes and satisfaction of employees in both categories. Perception of work can be explained by the organization's commitment for 0.712, or 71.2% while the rest is determined by other factors. Employee attitudes can be explained by perceptions of job and organizational commitment for 0.769, or 76.9% while the rest influenced by other factors. And employee satisfaction can be explained by the perception of work, organizational commitment and attitude of 0.898 or 89.8% while the rest is determined other factors not included in this study.

## Conclusions

The results showed that employee perceptions regarding significant effect on job satisfaction and organizational commitment but no significant effect on employee attitudes, while significantly influence the organizational commitment and employee satisfaction. Simultaneously the test results prove that organizational commitment, attitude and employee satisfaction proved significant. This suggests that the need for the implementation of the organization's commitment to implement the working comfort for employees so that employee satisfaction can be improved as well as work more optimal effectiveness. In this research, there are still some limitations with respect to employee perceptions of research models, organizational commitment, employee attitudes and satisfaction of employees. There needs to be further study to include some variables are supposed to influence the attitudes of employees and employee satisfaction factors such as gender, demographics and the complexity of the organizational structure as well as reward and punishment, so it can produce a picture of a more comprehensive research results again.

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