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RESEARCH ARTICLE

THE EFFECTS OF COMMITMENT, COMPETENCE, WORK SATISFACTION ON MOTIVATION, AND PERFORMANCE OF EMPLOYEES AT INTEGRATED SERVICE OFFICE OF EAST JAVA

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Abstract

Before reform, performance of employees in License Services Agency/Office in Indonesia is still felt sluggish, convoluted and there is no certainty of cost and how long service duration can be completed. Post-reform people require employee performance be improved, then established Service Agency/Office in an integrated manner by the Government of Indonesia through Presidential Decree No. 27 of 2009.

This study purposed to examine the effects of commitment, competence, motivation and work satisfaction on employee performance. The method used is survey with employee population in 7 regencies Province of East Java, Indonesia amounted to 250 respondents. Samples were taken from 154 respondents at random. Data analysis method using Equation Structural Modeling (SEM) with Amos Version 20.

The results showed that after implemented one door integrated services had been increased employee performance due to by work motivation partially mediate the effect of work satisfaction on employee performance. Dominant variable in affecting employee motivation is a commitment, subsequently competence and work satisfaction. Dominant variable in affecting employee performance is motivation, afterwards satisfaction, commitment, and competence. Dominant variable in affecting employee performance is motivation, then satisfaction, commitment, and competence.

In general it can be concluded that commitment, competence, and work satisfaction respectively have significant effect on the motivation of employees who working at the Integrated Services Office of East Java. Commitment, competence and work satisfaction each also have a significant effect on the employees performance at the Integrated Services Office in East Java, accepted the truth. Meanwhile, work motivation significant effect on the performance of employees in the Integrated Services Office in province of East Java.

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Introduction:-

Pressure on public organizations sector, particularly organizations both central and local government as well as government companies, and other public sector organizations to improve their performance management system organization pushing for performance-based management. The emergence of performance-based management is part of the reform of New Public Management (NPM) were carried out by developed countries in Europe Anglo-

America since 1980. The focus of performance-based management is performance measurement of public sector organizations oriented measurement results (Mahmudi, 2013:1). While in Indonesia the implementation of NPM is the enactment of Minister of Administration of Civil Servant and Bureaucracy Reform (MENPAN) Decree No. 25 of 2004 and No. 12 of 2009 about employee performance assessment that all Government institutions should be measured their performance.

Regulation of the Minister of Administration of Civil Servant and Bureaucracy Reform Number 63 Year 2011 on Guidelines for Performance Allowance Structuring System of Civil Servants Article 2 (1) Performance allowance is a function of the successful implementation of bureaucratic reform programme on the basis of performance has been achieved by an individual employee, (2) Performance an employee referred to in paragraph 1 must be in line with the agency performance to be achieved. Therefore, measurement of individual performance of civil servants or Government employees is very important to do.

Organizational behavior theory discuss organization as a process of individual, group and organizational. The orientation of organizational behavior is individual outcomes in the form of performance and organizational commitment (Colquitt *et al.*, 2009). According to Robbins and Judge (2008) the principles of individual behavior is the ability or competence, work satisfaction, commitment to the organization, personality and values, and motivation. According to Gibson (2009) factors which affecting performance are (1) individual factors, (2) psychological factors, (3) organization.

Based on the results of previous studies there are four conflicting research results as follows

Vandenbale, (2009)	Did not find the influence between commitment and motivation
Babakus, (1996)	not find a significant relationship between work satisfaction and motivation
Rob van der Kruijs, (2010)	Did not find a significant effect between work satisfaction and performance
Cataing, (2006)	Finding a low impact between work satisfaction and motivation

The study suggested that commitment affects the motivation (Meyer *et al.*, 1991), commitment affects the performance (Zajac, 1990), competence affects the motivation (Boyatzis, 1982), competence affect the performance (Malcolm, 1995), work satisfaction affects the motivation (Meyer *et al.*, 1991), work satisfaction affects the performance (Montmarquette, 2004), work motivation affect the performance (Ryan, 2008).

Theoretically work satisfaction affects work motivation, but in study of Vandenelee (2009) found effect nothing. Therefore, this study retest the theory. Theoretically work satisfaction will affect motivation, but research of Babakus (1996), Rob van der Kruijs (2011), Castaing (2006) found no effects between work satisfaction and performance. From the various test results of previous studies, the research gap shows there is still disagree with the commitment effect on work motivation, the effect of work satisfaction on work motivation, the effect of commitment on performance and the effect of work satisfaction on performance. Among the researchers with other researchers showed conflicting results.

Statement of the Problem:-

Based on the background mentioned above, as well as the results of previous researches, the problem in this research is formulated as follows:

1. What are commitment, competence, work satisfaction affect motivation of the employee?
2. What are motivation, commitment, competence and work satisfaction affect performance of the employee?

Research Purposes:-

Based on the formulation of the problem mentioned above, the purpose of this study was to:

1. Determine the effects of commitment, competence, work satisfaction on employee motivation
2. Knowing the effects of work motivation, commitment, competence and employee satisfaction to employee performance.

Benefits of Research:-

This research is to develop previous studies on the effect of commitment, competence, work satisfaction, toward development of integrated services organization in East Java. To contribute in the field of human resource management in particular knowledge of organizational behavior.

Contribution thought to managerial practice for the Government, especially Provincial Government of East Java in managing the Integrated Services Agency/Office in order to serve the public have maximum performance. Empirically testing factors of commitment, competence, work satisfaction, motivation and performance are expected to be used as a discourse or knowledge management in government service offices.

Research Authenticity:-

The research is the model development that have been found by Xiahua, (2008) with a variables of work satisfaction, commitment, motivation effect on the performance of employees in government sector in China. Model development research conducted Vandenebelee (2009) with variables of commitment and work motivation on the Government sector in the Netherlands. Both researchers from China and the Netherlands further emphasize commitment, work satisfaction, and motivation in predicting effects on performance in the Government sector.

This study developed a competency variable from previous studies to predict the performance of employees in the Government sector in Integrated Services Agency / Office of East Java. Simultaneously testing the variables of X1 is commitment, X2 is Competence, X3 is work satisfaction, Y1 is motivation and Y2 is performance using Equation Modelling Structural (SEM) analysis.

This study uses a new approach to measuring performance in Government sector by using employee performance unit, recently used by the Indonesian Government in 2012. Since the enactment of Government Regulation that each Civil Service should be based on the performance their activity.

This study developed an effect model of commitment, competence, motivation and work satisfaction on the performance of the public sector, which was previously the variables used to predict the performance of the business sector.

Theoretical approaches:-

Before explaining the theory of commitment, competence, work satisfaction, motivation and performance in this study first described the sense of organizational behavior. With the aim that human resources are very important in an organization concerned with how people act and react in all kinds of organizations. In organizational life of people be employed, educated, and trained, informed, protected, and developed. In other words, the behavior is how people behave in an organization.

Some writers give a different understanding of the organization, but complementary each other. Organizations are social units consciously coordinated two or more individuals who functioned relatively sustainable for a common goal or set of goals (Robbins, 2008:39). Kreitner, (2010:5) defines that the organization is a system of consciously coordinated activities of two people or more.

Robbins (2008: 39) gives a view of organizational behavior is as follows: organizational behavior is a field of study that investigates the impact of the behavior of individuals, groups and organizational structure, with the intention of applying knowledge to improve organizational effectiveness. According to Greenberg and Baron (2003: 4) organizational behavior is a field that is seeking for increased knowledge in all aspects of behavior in organizational settings through scientific method. Meanwhile, according to Colquitt (2009) organizational behavior is an interdisciplinary field that is dedicated to better understanding and managing people at work. Orientation of organization behavior is the attainment of organizational effectiveness. Colquitt view is emphasized as a result of individual come out in the form of job performance. Robbin and Judge (2008) explains that the foundations of individual behavior is the ability or competence, work satisfaction, commitment to the organization, motivation is a very important variable in organizational behavior than other variables.

Developing hypotheses:-

The Effect of Organizational Commitment on Work Motivation:-

According to Lopez (2007), in the model that proposed by the effects of work motivation-related to commitment, said that in general a person wants to maintain or strengthen relationships with their environment with the aim to meet intrinsic and extrinsic motives for keeping its commitment in the future. Commitment of an employee if it met the needs of intrinsic and extrinsic motivation will increase its commitment, which in turn will improve its motivation, motivation of its commitment will be higher too.

The result of the Xiaohua (2008) study, shows that organisational commitment has significant effect on motivation. The practice of High Performance Work System (HPWS), must be focused and strive to improve motivation in the intrinsic form within their organizations. Positive effect on affective commitment of employees, in turn, can be beneficial to improve organizational performance. The result of Raigama's research (2010), give suggestion about managerial policies by applying motivational theories written by David McClelland in McClelland's Achievement Motivation Theory, ERG theory of motivation written by Clayton Alderfer and Emotional intelligence (EI) theory written by Daniel Goleman (1995), to increase commitment and competence of employees. While Meyer *et al.* (1989), said that there is an effect between affective commitment with motivation, other one, Siders *et al.* (2001), states that internal commitments related to motivation for reward organizationally, whereas external commitments had relevant effect on motivation of reward by consumers. From the findings of the researchers mentioned demonstrate that organizational commitment is a very important element to increase motivation of members of the organization. Higher employee commitment to the organization, higher motivation works which means high employee commitment will significantly effect on employee motivation.

Meyer *et al.* (1989), examine the effect of the upper level of affective motivation and continuance commitment in service companies, the results of research that affective motivation affecting commitment, whereas continuance commitment affect motivation. Based on these findings show that affective commitment is more important than another commitment because it can increase employee motivation, which in turn will improve performance. Employee motivation is very important for an organization, the higher motivation of the organization that will be superior than organizations with low employee motivation. Therefore in this study can be formulated hypotheses :

H1: organizational commitment of employee has effect on employee motivation

The Effect of Competence on Work Motivation

Employees with good competence and accordingly will be able to understand what to do and what his function in the job. Good understanding of the function and adequate competence of an employee will foster a highly motivated towards organization. An employee with high intellectual competence, will perform the work quickly because of his competence and always will be motivated to do the work as well as possible, it can be said that the competence will have an effect on the emergence of motivation to work perfectly. As stated by Spencer (1993) that one of the indicators of competence is the motive where characteristics of high motivation employees who are competent is an employees who are always thinking and stimulated to always work well with skill and prowess. As illustrated by Spencer below:

Contemporary Management Research 50

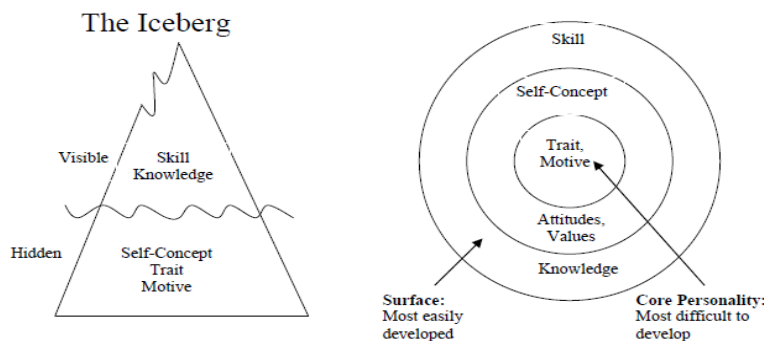


Figure 1. The Iceberg Model and Central and Surface Conferences

Based on the above description, it can be formulated hypotheses: performance. The same opinion was also delivered by Verhagen that affective commitment associated with higher
 H2: Employee competence has effect on employee motivation.

The Effect of Work satisfaction on Work Motivation:-

Someone will be satisfied in a job if the economic and social needs are met well. Employees who are satisfied will be motivated to continue to work well to support the organization's goals. Therefore, a leader must strive to continue to always know the satisfaction level of human resources organizations, satisfaction conditions of his employees with the goal to maintaining stability of the employees. Due to low employee satisfaction will have implications on the low motivation to work well (Wirawan, 2013).

According to Rob van der Kruijs, (2010) that work satisfaction have an effect on motivation, when employees are happy above all organizational policies, motivation will increase and vice versa if dissatisfaction increases, the impact will be lowered motivation and in turn would lower morale, lower participation to the organization. An employee is satisfied with the organization he will support all policy leadership, motivation will also increase, due to increased work motivation aspiration and desire of all can be met by the organization. Positive employee behaviors tend to like to come to work early, always wanted to show that the work could be done better, always active to give advice and solutions to the problem of service in his unit. Therefore, the hypotheses is formulated:

H3: Employee work satisfaction has effect on employee work motivation

The Effect of Work Motivation on Performance:-

Xiohuai (2010) found that public service motivation affected on work satisfaction, organizational commitment and individual performance. Li's research generate that motivation has a significant effect on performance relationship. Inspired by this research, this study outlines the effect between public service motivation and performance of government employees with empirical data on the

Chinese government agencies. This study verifies that the motivation of service is positively and significantly correlated with work satisfaction. Government employees with a higher PSM will be more satisfied with their work, public service motivation can predict the ability to satisfaction. Motivation of public service employees has a positive correlation with organizational commitment. Government employees reported higher levels of public service motivation, resulting in higher levels of organizational commitment. And furthermore, public service motivation can only explain differences of affective and normative dimensions of organizational commitment. Motivation of public services have a significant effect to the performance of government officials. Motivation public services have a direct effect on the performance of the government and employees also have an indirect effect on work satisfaction. The effects of organizational commitment and performance, this research getting mixed results. Path analysis in this study shows that the effects of commitment and performance is not direct, and work satisfaction is one mediator as described below:

Therefore, assessing motivation of public service as a special and unique contribution to the results of work. While Sujana (2012), found that motivation significantly affect performance. That is, higher motivation of employees, higher the resulting performance. Conversely the lower the motivation of employees, the lower the resulting performance. The findings of these studies strongly suspected that the employee work motivation will also significantly influence the performance. In principle, if the employee has a strong motivation to serve the public, the service performance increases and in turn the public will be satisfied, which means high performance.

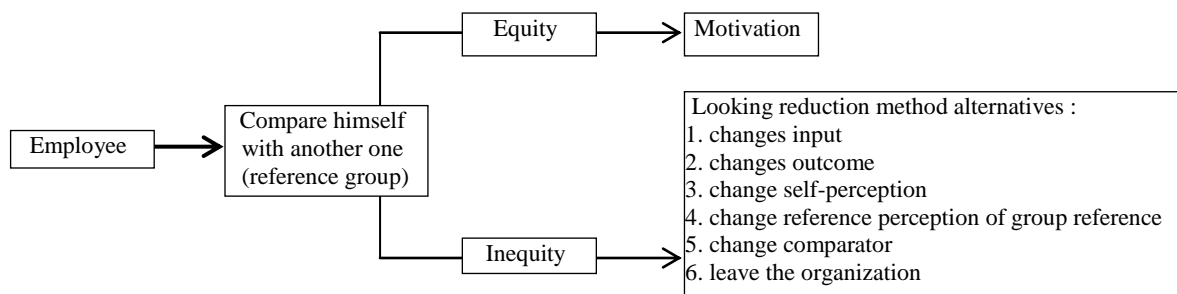


Figure 3. Model of Equity Motivation Theory

Motivation is a function of interest, someone will be positive if the interest is reached or fulfilled, it will be a significant manner, all the goals of the organization will be done well and situation will continue to be repeated because motivation has been given by the organization. The state will continue to be repeated by the employee because of any increased his motivation and performance increased and the organization always respond with a decent reward. In motivation theory expectations in figure 3.6 shows that a person who has expectation to achieve something then they will be motivated to try to reach increasingly high expectations of motivation then that person will endeavor which in turn will result in higher performance like his expected.

In Equity Motivation theory an employee tend to compare with other groups, if they are not treated equally then it will change into a low motivation or vice versa if treated be equity. The implication is that it will change the input, the result, change self-perception, change perception of reference group, change comparator or left the organization. Therefore, in order to maintained the motivation, employees should be treated as equity so that its performance is maintained always increasing. Based on these descriptions, can be formulated hypotheses:

H4: Work motivation of employee has effect on employee performance.

The Effect of Organizational Commitment on Performance:-

Li Xiaohua (2012), found that the results of his research on the commitment has effect on individual performance while other scholars Castaing (2006); Rainey (2007), found a significant effect. As a result of autonomous motivation in a positive work results. Sujana (2012), organizational commitment has significant effect on performance. That is, higher commitment of employee to organization, higher performance that generated by employees toward organization.

Organizational commitment has effect on the performance of an employee because the employee has a high level of commitment to the organization tends to have a bias attitude, love, and high liability to the organization so that it would motivate them to complete the work assigned to them by psychologically mature and responsible, All of this in turn will improve employee performance both from the aspect of employment as well as from the aspect of personal characteristics. This is supported by research findings of Meyer et al. (1989), Mowday et. al. (1977), which concluded that organizational commitment and significant positive effect on employee performance.

Commitment is a significant attitude and behavior toward organizational, higher commitment it will have a significant effect to the performance of public services. Any command will be done and obeyed by the organization as well as orders of the organization to improve the public services quality. Therefore commitment of employees to be continuously maintained for the organization sustainability. As presented by Christopher (1997), which makes a model of the effect of work motivation and organizational leadership that can be described as follows:

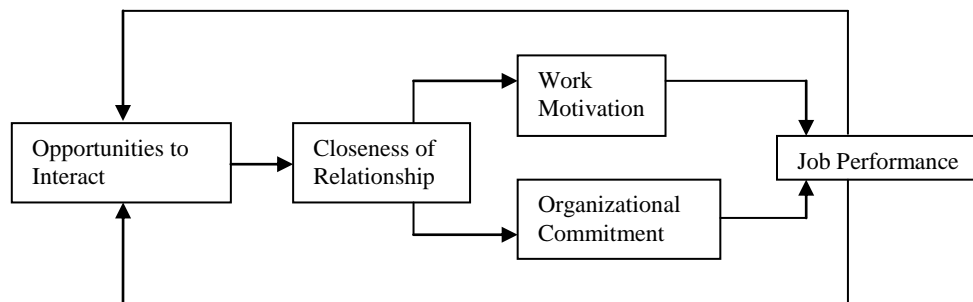


Figure 4. Work Motivation and Leadership

Source: Orpen (1997)

Based on Figure 4 shows that there are an effect between organizational commitment and service performance. It means that the commitment will also improve performance. The effect of the same results of research conducted by Meyer et al. (1989), that affective commitment has effect to organization's performance. Affective commitment usually have effect with the performance of individual employees, a higher commitment of employees tend to work harder because they feel that the organization is his future, his home, his family hopes for survival. Beginning from

commitment of the employees will improve its performance automatically, and will continue to increase its performance when matched with a decent reward. Based on these descriptions, it can be formulated hypotheses:
H5: Commitment organizational of the employee has effect on employee performance

The Effect of Competence on Performance:-

Sujana (2012), Santiasih (2012), Pratama (2009), has been testing the significant effect occurred between the competence and performance of the employee. From these findings indicate that there is significant effect between competence with performance of the public service. In Sujana's research (2012), showed that higher competency of employees and in accordance with the demands of the job performance of employees will increase as a competent employee usually has ability and willingness of work quickly to resolve the problems that encountered, does the job quietly and full with confidence, look at the job as an obligation that must be done willingly, and openly improving oneself through the learning process. Psychologically it will provide meaningful work experience and a sense of personal responsibility on the results of the work that carried out, which in the end all this will improve the performance of employees. This is supported by a statement of Spencer (1993), that competence has positive effect on employee performance.

Competence is an employee skill both in terms of theoretical knowledge, as well as practice in doing his job. Therefore, the performance will be very productive and can be said to be more competent an employee then the performance will be very high. Theoretically the competence level of human resources affect the motivation as practiced by that competency positive effect on performance as practiced by (Santiasih *et al*, 2012), shows that competence of employees affects employee performance in the Pupuan sub-district office employees of Tabanan regency.

In the figure below shows that the vision of the strategy and competence policy in public administration division requires a competent general director include the skills, knowledge, motivation, and independence will get effect the effectiveness of employee performance.

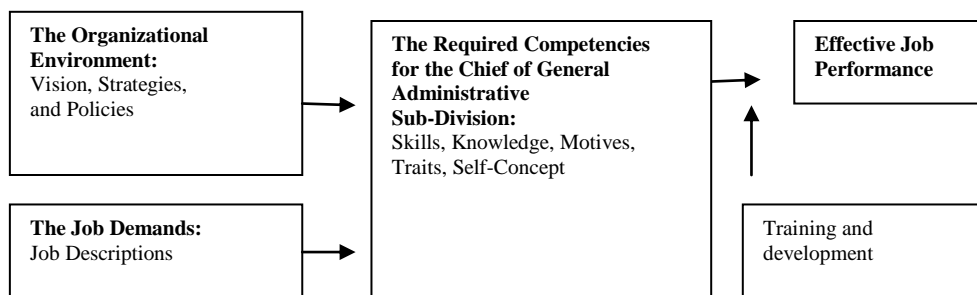


Figure 5. The Conceptual Framework Adapted From A Model Of Effective Job Performance (Boyatzis, 1982)

Figure 5 shows that the policy of strategic vision, job demand, job description is influential with competence, skill, knowledge, traits, and self-concept and influence on the performance effectiveness. In fact, an employee who has the skills, knowledge, triggered by high motivation will generate high performance as an example of a public service employees who have skills in technology, extensive knowledge in the field of public service, have an outgoing personality and friendly, supported by good managerial organization will impact on increased performance.

Based on these descriptions, can be formulated hypotheses:

H6: Employee Competence has effect on employee performance

The Effect of Work satisfaction on Performance:-

Vandenable (2010), found no effect between work satisfaction and motivation of public service. The more satisfied with the organization then work motivation will increase too. Work satisfaction is concerned with several variables. But among the experts give different emphasis on different aspects. Colquitt (2011), emphasis on the linkage work satisfaction with job performance, while Robbins and Judge (2011), discuss Job Performance with Work satisfaction, organizational citizenship behavior, customer satisfaction, absenteeism, turn over and workplace deviance. While other experts say that influence work satisfaction is enjoys his job, proud of his work, low job stress, high work motivation, high performance, low complaint, lower turnover, lower absenteeism, and a good working relationship (Wirawan, 2013: 700).

Various theories and opinions can be concluded that work satisfaction has a significant effect on the motivation and performance of the organization. In the practice of human resources employee satisfaction should be maintained because of the satisfaction of employees will have an impact on motivation, if the employee dissatisfied with the organization it will disrupt the work motivation, which is usually the employees to be lazy, work casually and boycotted his friends. Conversely, if the employees are satisfied with the organization policies, his motivation increases and always complied with the organization policy whose goal is to improve performance in the areas of administration is the performance of public services.

Employee satisfaction to work will make employees feel good about the organization, because satisfied with their work environment, colleagues, leadership, achievement certainty and revenue, the sense of belonging of high organization, which in turn will improve his performance. Satisfied mood is always followed by productive work.

Basically an employee if given sufficient satisfaction it will trigger a performance or if it is formulated as follows that satisfaction is a function of the performance of $K = F(K)$. Employee satisfaction is a happy feeling to do and what is given by the organization, giving rise to feelings of satisfaction will psyches, physical, mental and spiritual and that can be grouped into three, namely: 1. Physical satisfaction, 2. Psychology Satisfaction and 3. Leadership satisfaction.

Therefore, the hypotheses that can be formulated are:

H7: Work satisfaction of the employee has effect on the employee performance

Theoretical framework for thought:-

The conceptual model in this study stated that relationship between variables is built based on literature review and supported by previous research. Conceptual frame that used in this study is expected to provide an overview of research conducted by researchers plan.

Based on the organizational behavior theory which determining factors of the organization performance or individual performance are competence, work satisfaction and motivation Colquitt (2009). While Robbins and Judge (2008) explains that the basics individual behavior are competence, work satisfaction, commitment to the organization and motivation is a very important variable in an organization. Organizational behavior theory has interdisciplinary nature then the variable of commitment, compensation, work satisfaction, motivation in an organization is very important to know in order to support the objectives of an organization that is performance, good organizational performance if individual performance is also good.

In order to understand the relationship between variables of commitment, competence, work satisfaction, motivation and performance of employees. Used commitment theory (Allen Mayer, 1991; Steer 1984), competence, (Boyatzis, 1982; Milcovich, 2009; Spencer, 1993), work satisfaction (Levy Garboria & Montmarquette; 2004 ; Wayne Cascio 1990), motivation (Deci, Edward L. & Ryan, M. Richard, 2005), performance, (Gomez, Government Rule No. 46 of 2011 on the performance of civil servants).

The conceptual framework is supported by previous studies that contained relationship between variables is shown in Figure 6.

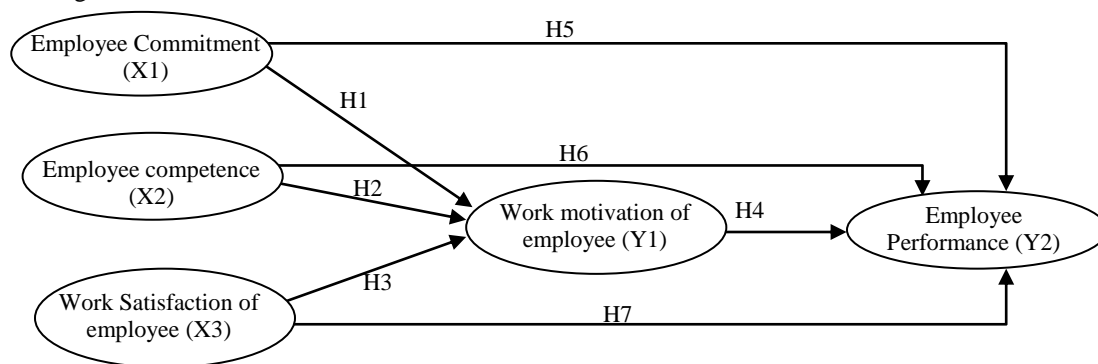


Figure 6. Conceptual framework effect of Commitment, Competence, Work satisfaction on Performance of the employee

Research methods:-

This study is an empirical test that will test the hypotheses. Therefore, the approach used in this study is positivism (quantitative). This is an inductive study that purposes to generalize the results of empirical findings from samples taken from the employees at Integrated Service Office in East Java is the general conclusions. While this type of research as a confirmatory study that describes the relationship between the variables through hypotheses testing.

Population and Sample:-

The population in this study were all employees of the existing Integrated Services Office and its employees in the Province of East Java in 38 Districts/ Cities. Sampling technique in this study were taken through two stages, first stage determining Integrated Service Office in East Java as many as 38 offices, of the amount will be taken of the Integrated Services Office in each Deputy Office of the Governor by purposive sampling with consideration of heterogeneity characteristics of district / municipality with a population in each unit region. Secondly, determines population of the employee amounted to 250 employees and determined total sample by Sovin formula set as many as 154 employees.

Definition of Variable Operational:-

In this study comprise five variables consist of three exogenous and two endogenous variables. Exogenous variables include employee commitment, employee competence, employee satisfaction and two endogenous variables are employee motivation and performance of employees, the sense of operational definitions are elements of research that tells how to measure variables.

Commitment to Organizations (X 1):-

Employee commitment is a positive attitude towards organization with the indicators (1) identification with the goals of the organization (2) a feeling of involvement in the tasks of the organization, and (3) feeling of loyal to the organization, with 15 question items in Annex 10.

Competence:-

Competence is the willingness and ability of a relatively stable individual when faced with situations and workplaces that are formed from the synergy among the character, self-concept, internal motivation, as well as the capacity of conceptual knowledge.

This variable consists of an indicator that the behavioral competencies question items as many as 13 items in Annex 10.

Work Satisfaction (X2):-

Work satisfaction is a significant feeling about the work as a result of the evaluation of characteristics. The extent to which individuals feel positively or negatively various factors or dimensions of the tasks in the job. With indicators (1) physical satisfaction, (2) psychological satisfaction, (3) leadership satisfaction, there are 20 question items.

Work Motivation (Y1):-

Motivation is individual perseverance and hard work after the intrinsic and extrinsic objectives are met, with the following items: The indicator used are 1. intrinsic motivation, 2. extrinsic motivation with as many 23 question items consisting of 14 items of intrinsic motivation and extrinsic motivation of 9 questions item.

Performance (Y2):-

Performance is the result of the quality and quantity of work achieved by an employee in performing their duties in accordance with the responsibilities given to him by 10 indicators.

In this study using performance indicators for Civil Servants held under Government Regulation No. 46 Year 2011 on the implementation of the Civil Service Employment adapted to Gomez's statement. Indicators used in Government Regulation No. 46 Year 2011 on the Implementation of Civil Servants Assessment Employment and

performance indicators by Gomez includes : 1) total jobs ; 2) work quality; 3) timely work implementation; 4) service orientation; 5) integrity; 6) discipline ; 7) co-operation ; 8) initiative ; 9) work knowledge about his job ; 10) Employees qualities with 10 question items.

Data Analysis Technique:-

In this study using SEM analysis tools are useful to predict dependent variable is performance of the employees with a number of independent variables are variables of commitment, competence, work satisfaction and motivation variable as an intervening variable.

Testing a hypotheses about the relationship between variables greatly depends on data quality that used in testing. Therefore, data must be valid and reliable. Validity indicates the degree to which a measuring device to measure what you want to measure. In this study used a questionnaire as a measuring tool therefore should be valid questionnaires. While reliability is an index which indicates the extent to which a reliable measuring instrument, which means that the measuring instrument used if it used more than once, the results remain consistent.

Goodness of Fit Criteria:-

This stage done suitability testing of the model through a review of the various goodness of fit criteria. Here are some indexes suitability and cut-off value to test whether a model can be accepted or rejected, as required, namely:

1. χ^2 -Chi-square statistics, 2. RMSEA (The Root Mean Error of Approximation). 3. GFI (Goodness of Fit Index). 4. AGFI (Adjusted Goodness of Fit Index). 5. CMIN / DF, is The Minimum Simple Discrepancy Function divided by Degree of Freedom. 6. TLI (Tucker Lewis Index), 7. CFI (Comparative Fit Index). The indicator is based on a model acceptable or not should be qualified as shown in Table 1 below:

Table 1. Goodness of Fit Criteria

<i>Goodness of Fit Index</i>	<i>Cut-of Value</i>	<i>Remarks</i>
Chi Square (X)	As small as possible	
<i>Significant Probability</i>	≥ 0.05	Sig Prob value ≥ 0.5 indicates SEM model obtained is feasible
RMSEA	≤ 0.08	RMSEA value $\leq 0:08$ indicate SEM models obtained is feasible
GFI	≥ 0.90 close to 1	GFI value ≥ 0.90 indicates SEM model obtained is feasible
AGFI	≥ 0.90 close to 1	AGFI value ≥ 0.90 indicates SEM model obtained is feasible
CMIN/DF	≤ 2.00	CMIN/DF value $\leq 2:00$ indicate SEM model obtained is feasible
TLI	≥ 0.95 close to 1	TLI value ≥ 0.95 indicates SEM model obtained is feasible
CFI	≥ 0.95 close to 1	CFI value ≥ 0.95 indicates SEM model obtained is feasible

Source: Zainal Mustafa & Toni Wijaya (2012)

Results and discussion:-

The result of modification model using theoretical guidelines and modification index is presented in Figure 7 below.

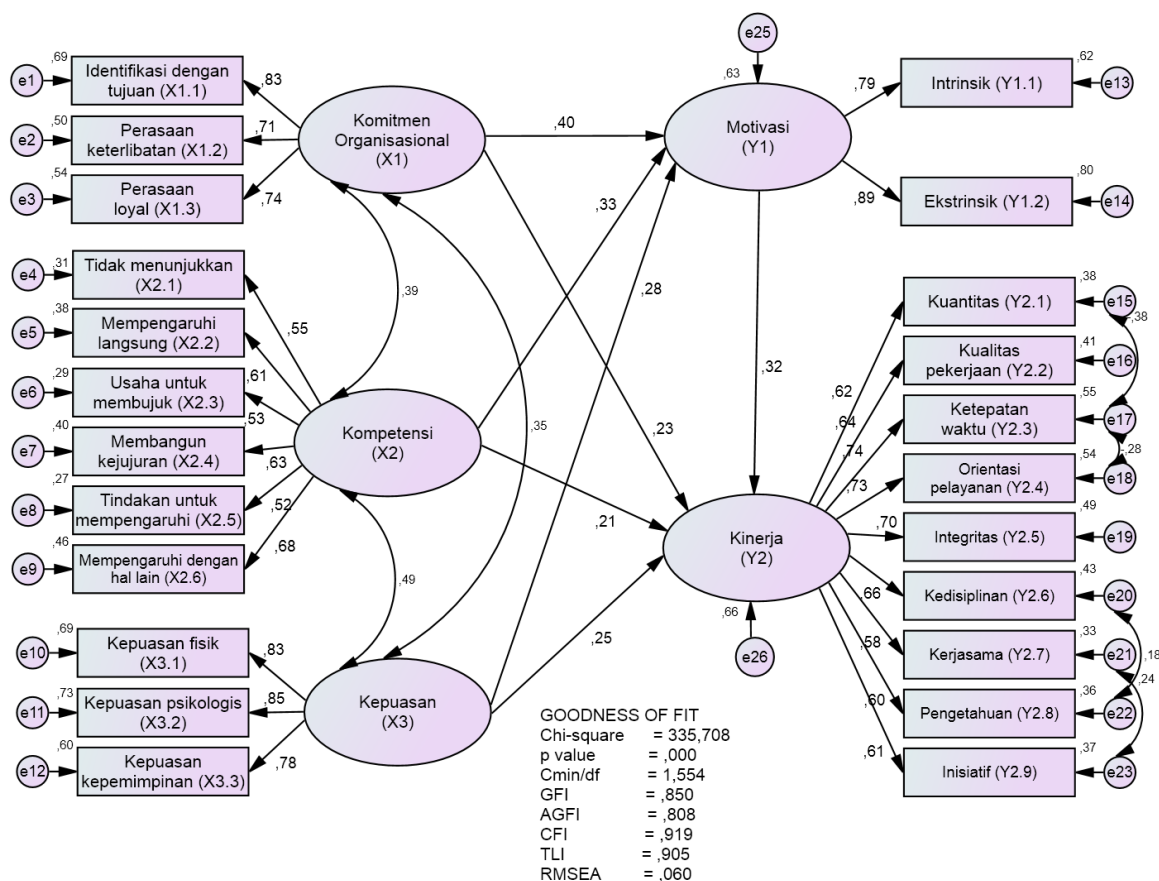


Figure 7. Modification Model .

Table 2. Value of Goodness of fit and cut off value of modification model

Criteria	Model Test Result	Critical score	Description
Probability Chi-Square	≥ 0,05	0,001	Unfit
CMIN/DF	≤ 2,0	1,554	Unfit
GFI	≥ 0,90	0,850	Marginal
AGFI	≥ 0,90	0,808	Marginal
CFI	≥ 0,90	0,919	Fit
TLI	≥ 0,90	0,905	Fit
RMSEA	≤ 0,08	0,060	Fit

Hypotheses testing of Structural Equation:-

Causality relationship	<i>Estimate</i>	<i>Critical Ratio</i>	<i>p-value</i>
Commitment (X ₁) → Work motivation (Y ₁)	0,402	4,327	0,000
Competence (X ₂) → Work motivation (Y ₁)	0,335	3,192	0,001
Work satisfaction (X ₃) → Work motivation (Y ₁)	0,280	3,106	0,002
Work motivation (Y ₁) → Performance (Y ₂)	0,324	2,450	0,014
Commitment (X ₁) → Performance (Y ₂)	0,231	2,407	0,016
Competence (X ₂) → Performance (Y ₂)	0,207	1,969	0,049
Work satisfaction (X ₃) → Performance (Y ₂)	0,245	2,669	0,008

The Effect of Work Satisfaction on Work Motivation:-

The result of hypotheses testing about the effect among variables with AMOS Software 20.0 shows the effect of work satisfaction on work motivation. Amount of work satisfaction variables path coefficient on work motivation of employees at Integrated Services Office in East Java amounted to 0,280 with a p-value 0,002 smaller than 5%, meaning that work satisfaction has significant effect on work motivation of employees at the Integrated Services Office of East Java. Thus the third hypotheses (H3) in this study which states that work satisfaction affects work motivation of employees at the Integrated Services Office of East Java is acceptable. Therefore, employee satisfaction should always be improved either psychological satisfaction, physical satisfaction or of leadership satisfaction, because by increasing satisfaction it will be able to increase employee motivation.

As the findings of this study is to support the theories that have been expressed by Wirawan (2013) who said that the low employee satisfaction will have implications on the low work motivation as well. One employee will feel satisfied in a job if the economic and social needs are met well, employees who are satisfied will be motivated to continue to work well to support the organization's goals. Therefore, a leader must strive to continue to always know the satisfaction level of human resources in the organization, how satisfaction conditions of the employees with the aim of maintaining stability of the employees. Kruijs (2010) explained through developed model that work satisfaction have effect relationship with motivation, when employees are happy above all organizational policies, motivation will increase and vice versa if dissatisfaction increases, the impact will be lowered motivation and in turn would reducing morale and low participation to the organization. Employee behaviors tend to be positive such as come to work early, always wanted to show that the work could be done better, always active to give advice and solutions to the problem of service in his unit.

The Effect of Work Motivation on Performance:-

The result of hypotheses testing about the effect among variables with AMOS Software 20.0 shows the effect of work motivation on performance. Amount of work motivation variable path coefficient on employees performance at Integrated Services Office of East Java amounted to 0,324 with p-value 0,014 smaller than 5%, meaning that work motivation have a significant effect on the employees performance at the Integrated Services Office of East Java. Thus the fourth hypotheses (H4) in this study which states that work motivation affects employees performance at the Integrated Services Office of East Java is acceptable.

As the findings of this study is to support the theories that have been expressed by Xiohuai (2013) who said that motivation of public service affected on individual performance as well. Sujana (2012) in his study also finding that motivation have effect on performance, higher motivation of the employee, so higher performed resulted in. In principle, employee who has strong motivation to serve people then service performance is up and in turn people will satisfied that mean that is higher performance. One who has expectation to reached something then he will be motivated to endeavor to reached that expectation higher motivation it will be then one will be strive at one time will produce high performance like he expected.

The Effect of Commitment on Performance:-

The result of hypotheses testing about the effect among variables with AMOS Software 20.0 shows the effect of commitment on performance. Amount of commitment variable path coefficient on the employees performance at

Integrated Services Office of East Java amounted to 0,231 with p-value 0,016 smaller than 5%, meaning that commitment have a significant effect on the employees performance at the Integrated Services Office of East Java. Thus the fifth hypotheses (H5) in this study which states that commitment affects employees performance at the Integrated Services Office of East Java is acceptable.

As the findings of this study is to support the theories that have been proposed by Xiaohua (2012); Castaing (2006); and Rainey (2007) who found that commitment has effect on the individual performance. Sujana (2012) in his study also explained that organizational commitment significantly affect performance, higher employee commitment to the organization, so higher performance that generated by employees toward organization. Christopher (1997) who made a model of the effect of work motivation and organizational leadership shows that there is effect between organizational commitment and service performance, high commitment will improve performance. Meyer *et al.* (1989) and Mowday *et al.* (1977) also concluded positively effect of organizational commitment on employee performance. Organizational commitment affect the performance of an employee because employee who has a high level of commitment on organization tends to have a bias attitude, love, and high liability to the organization so that it would motivate them to complete the work assigned to them by psychologically mature and responsible. All of this in turn will improve employee performance both from employment aspect as well as from personal characteristics aspect.

The Effect of Competence on Performance:-

The result of hypotheses testing about the effect among variables with AMOS Software 20.0 shows the effect of competence on performance. Amount of competence variable path coefficient on employees performance at Integrated Services Office of East Java amounted to 0,207 with p-value 0,049 smaller than 5%, meaning that competence have a significant effect on the employees performance at the Integrated Services Office of East Java. Thus the sixth hypotheses (H6) in this study which states that competence affects employees performance at the Integrated Services Office of East Java is acceptable.

As the findings of this study is to support theories that have been expressed by Sujana (2012), Santiasih (2012), and Pratt (2009) in their research that showed an effect between competence on employee performance. Spencer (1993) also showed that competence has positive effect on employee performance. Santiasih *et al.* (2012) also demonstrates employee competency affect employee performance at the Pupuan District Office of Tabanan Regency. Sujana (2012) adds that higher competency of employees and in accordance with the job demands so the performance of employees will increase as a competent employee usually has ability and willingness of work quickly to resolve the problems encountered, does the job quietly and full of confident, view work as an obligation that must be done willingly, and openly improving oneself through the learning process. Psychologically it will provide meaningful work experience and a sense of personal responsibility on the results of the work carried out, which in the end all this will improves performance of the employees.

The Effect of Work Satisfaction on Performance :-

The result of hypotheses testing about the effect among variables with AMOS Software 20.0 shows the effect of work satisfaction on performance. Amount of work satisfaction variable path coefficient on employees performance at Integrated Services Office of East Java amounted to 0,245 with p-value 0,008 smaller than 5%, meaning that work satisfaction have a significant effect on the employees performance at the Integrated Services

Office of East Java. Thus the seventh hypotheses (H7) in this study which states that work satisfaction affects employees performance at the Integrated Services Office of East Java is acceptable.

As the findings of this study is to support theories that have been expressed by Vandenable (2010) who found an effect between work satisfaction and motivation of public service, the more satisfied with the organization of the work motivation will also increase, which will ultimately improve performance. Colquitt (2011) and Robbins and Judge (2011) also found a link between work satisfaction with job performance. Wirawan (2013) adds in a study that showed work satisfaction associated with low job stress, high work motivation, high performance, low complaint, lower employee turnover, lower absenteeism, and a good working relationship. In practice in the Integrated Services Office of East Java, employee resource management must be maintained because satisfaction because it will have an impact on performance improvement.

Theoretically variables of commitment, competence, and work satisfaction effect of each other on motivation and performance of employees at the Integrated Services Office of East Java.

Practical:-

1. Employee commitment at the Integrated Services Office of East Java directly affects on performance, either directly or indirectly through the mediation of work motivation, means an employee who has committed, is likely to have a high motivation to work anyway, so it will have an outcome on performance improvement. Increase employee commitment at the Integrated Services Office of East Java can be done primarily through the improvement of the indicators with the purpose of identification, including helping employees to be able to work as maximal as possible to help the Integrated Services Office get success, the perception of values between employees and Integrated Services Office, as well as inspire employees through creative programs.
2. Employees competence at the Integrated Services Office of East Java directly affects the performance, either directly or indirectly through the mediation of motivation to work, meaning that employees who have a good competence, tend to have the motivation to work well too, so it will have an outcome on improving performance. Increase employee behavioral competencies at Integrated Services Office of East Java can be done mainly by improvement indicators directly affect and build honesty, includes discussions and presentations to convince the participants of the meeting, using theories and evidence in the opinion, made a presentation to conform with interest and the level of the audience, try different ways when trying to persuade and need to try to adjust the level or audience interest, as well as a discussion of interest and other levels.
3. Employees work satisfaction at the Integrated Services Office of East Java directly affects performance, either directly or indirectly through the mediation of motivation to work, meaning that employees who are satisfied with their jobs, tend to have a high motivation to work, so it will have an outcome on performance improvement. Improve employee work satisfaction at the Integrated Services Office of East Java can be done mainly by increasing environment physical gratification, including increased satisfaction of physical, psychological and leadership, good workplace, comfortable, safe, improving work performance, smoothing all kinds of activities undertaken in work, report periodically the progress or developments that achieved during the work, provide the appropriate authority for employees, improved forms of compensation to the employee, as well as build a spirit of team work in order to co-workers are also actively involved in the work.
4. Employee work motivation at the Integrated Services Office of East Java can also directly affects performance, meaning that employees who have a high work motivation, will have an outcome on performance improvement. Increase work motivation of the employees at the Office of Integrated Services of East Java can be done mainly by increasing intrinsic motivation, includes building a sense of organization, giving freedom of creative thinking and innovative, giving employees freedom to determine their own performance targets, providing training, providing recognition or reward for employees who are performing well, on sale based on performance, build job autonomy, provide an interesting and challenging job, giving employees opportunity to participate in decision making, flexibility in setting work, encourage employees to have authority and influence, giving hope to the employees of the delegation of authority and demands. However, increasing extrinsic motivation through economic and social stimulus remains to be done.
5. Factors of employee performance becomes due evidently still needs to be examined carefully, especially the importance of punctuality. The Integrated Services Agency /Office on average perform well this is indicated public satisfaction index measurement results indicate good numbers and very well meaning people considered that the service provided is good. The good performance institution is a reflection of the individual performance as well, which means the performance of employees is good. However, the timeliness of completion of the employment contract must be comply its implementation. Because often timeliness of service proposal should be corrected immediately.

Implications:-

Theory Perspective:-

The implications in the theory development perspective, the results of this study are considered as the development of organizational behavior theory with particular regard to commitment, competence, work satisfaction, motivation, and performance of the employees at the Integrated Services Office of East Java. Results of this study have theoretically implications that commitment, competence, and work satisfaction have effect on the increase in motivation and performance, in addition, work motivation also give effect to increase the performance of employees at the Integrated Services Office of East Java. In previous research studies in the field of Government prefer variables of commitment, work satisfaction, motivation associated with the performance of this research proves that the variable competence is also an important factor in improving employee performance.

The results showed similarities and supporting theories/researches: Lopez (2007); Xiaohua (2008); Meyer *et al.* (1989); Siders *et al.* (2001) that the commitments will increase work motivation. Spencer (1993) that high motivation of employees who are competent employees, employees with good competence will foster a high motivation to the organization. Wirawan (2013) and Kruijs (2010) who said that employee satisfaction will have implications on work motivation increased. Xiohuai (2010) and Sujana (2012) said that motivation significantly affect performance. Xiaohua (2012); Castaing (2006); Rainey (2007); Sujana (2012); Christopher (1997); Meyer *et al.* (1989) and Mowday *et al.* (1977) that organizational commitment affect performance. Sujana (2012); Santiasih (2012); Pratama (2009); and Spencer (1993) found no significant effect between competence of the employee's performance. Vandenable (2010); Colquitt (2011); Robbins and Judge (2011); and Wirawan (2013) that work satisfaction is associated with high performance.

Practical implications:-

Results of this study bring practical implications that performance of employees at the Integrated Services Office of East Java can be increased through increased work motivation. Meanwhile, work motivation can be improved through increased commitment, competence, and work satisfaction. That the Integrated Services Office of East Java has a high employee performance, it can be made a recommendation with paying attention to the findings produced in this study.

The steps that need to be addressed: (1) increase the commitment of employees through improved indicators of identification with the goals, including helping employees to be able to work as maximal as possible to help the Integrated Services Office to get success, to implement the vision of the organization's mission, carry out the promise of service, generalize perception about values between employees and the Integrated Services Office, and inspire employees through creative programs. (2) improve employee competence through improved indicators of direct influence and build honesty, includes discussions and presentations to convince the participants of the meeting, using theories and evidence in the opinion, made a presentation to suit the audience's interest and level, try different ways when trying to persuade and need to try to adjust the level or the interest of the audience, as well as a discussion of interest and other levels. (3) improving employee satisfaction by improving satisfaction of the physical environment, good workplace, workplace convenience which includes an improvement, adjusting all kinds of activities undertaken in the work, to report periodically the progress or developments that achieved during the work, giving authority right for employees, improved form of compensation to the employee, as well as build a spirit of team work in order to co-workers are also actively involved in the work. (4) increase employees motivation to increase intrinsic motivation, includes building a sense of organization, giving freedom of creative thinking and innovative, giving employees freedom to determine their own performance targets, providing training, providing recognition or rewards for employees who are performing well, giving work promotion by performance, build job autonomy, provide an interesting and challenging job, giving employees opportunity to participate in decision making, flexibility in setting work, encourage employees to have authority and influence, giving hope to the employees of the delegation of authority and desired needs (5) increase performance through punctuality and discipline.

Limitations of the study:-

Surveys in this study is only carried out on seven helpers working area of East Java Governor, that are Madiun,

Kediri, Surabaya, Bojonegoro, Pamekasan, Malang and Jember. Taking into account the heterogeneity of the characteristics of the Regency / City, survey of this study was not conducted in every district / city in the whole province of East Java. The study also does not distinguish analysis of each variable based research working groups and existing positions. Employees who have a high-class office or employment that is long, has a different motivation and performance with employees who have a group of office staff or new tenure, and also the cost and time constraints.

Suggestions for future research:-

For the next researcher who will conduct similar research, is expected to expand the research not only at the Integrated Services Office of Province of East Java, but in the Office of Integrated Services in a different province. Research can also be developed by comparing the conceptual model based group of employees and of its work, as well as compensation.

Further research is recommended to use a quantitative and qualitative approach to uncover the behavior of

employees at the Integrated Services Office.

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- 101.Pedoman Pelaksanaan Progam Manajemen Perubahan, 2011., *Peraturan Menteri Negara Pemberdayaan Aparatur Negara Dan reformasi Birokrasi NO. 10* .
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