

Job Satisfaction: Competency Analysis and Organizational Culture (Study on the City Government of Bekasi)

P. Eddy Sanusi Silitonga¹, Djoko Setyo Widodo¹

¹Lecturer of Krisnadwipayana University, Jakarta Indonesia

*Corresponding Author:

P. Eddy Sanusi Silitonga

Email: my.interpaper@gmail.com

Abstract: This study aims to analyze the influence of Competence and Organizational Culture on Job Satisfaction. The design of this research is quantitative by using survey method. The population of this research is all the Regional Device Work Unit (SKPD) in Bekasi City Government, Head of Department, Head of Agency and Head of Division who occupy essay II and III in Bekasi City Government which amounted to 208 people consist of 36 echelon II and 172 people Echelon III officials. The sample size of this study using Slovin formula with α size used is 5%, thus the sample size is 137 people. This research uses multiple linear regression analysis technique. SPSS 20.00 analysis tool. The result of this research is that Competence and Organizational Culture have positive and significant influence to Job Satisfaction. There are still other factors influencing the Performance of the Organization apart from the two Competence and Organizational Culture variables.

Keywords: Competence, Organizational Culture, Job Satisfaction

INTRODUCTION

Since the enactment of Law No.32 of 2004 on regional autonomy, every government, both regency/municipality and provincial governments have special authority to develop their respective regions. The implementation of regional autonomy based on the paradigm shift of centralization to the decentralization paradigm not only strengthens the authority of local government and produces the progress of democracy at the local level but also the sustainable empowerment of both provincial and regency / municipal governments. This condition requires local governments to work more productively in creating more optimal performance in order to improve both social and economic conditions. In order to achieve these objectives then required the ability and performance of the maximum apparatus. This is in line with Osborne and Gaebler's [1] opinion that the main issue facing governments today is not to focus on what to do but how to do. To be able to achieve a good organizational performance, it is necessary to create job satisfaction for the executor of the task, because with the more satisfied the implementation of the task the higher the results of work produced. As described by Handoko [2] that job satisfaction is a pleasant or unpleasant emotional state for employees associated with the job. This reflects that job satisfaction is something that is individual. Each individual has a different level of satisfaction in accordance with the prevailing value system. The higher the assessment of the activity the higher the satisfaction of the activity. Therefore, the Government of Bekasi City needs to create employee job satisfaction

in order to create an optimal organizational performance.

Many factors influence one's job satisfaction. The factors themselves in their role can provide satisfaction for employees. According to As'ad [3] states the factors that affect job satisfaction are psychological factors, social factors, physical factors and financial factors. Psychological factors are factors associated with the psychiatric employee, which includes interest, peace in work, attitudes toward work, talents and skills. In this case implemented in the form of competence and organizational culture.

Competence according to Byars and Rue [4] is as a trait or characteristic required by a positioning holder to be able to carry out a good position, or characteristic of a person who is easily seen including knowledge, expertise, and behavior that allows to perform. Wibowo [5] declares competence as the ability to perform a work based on the skills and working knowledge demanded by the job. Competence shows skills or knowledge that are characterized by professionalism in a particular field. Competence as a person's characteristics is related to effective performance in a job or situation. Fogg [6] divides competencies into two categories: Threshold and differentiating according to the criteria used to predict the performance of a job. Threshold competencies are the main characteristics, such as basic knowledge or skills such as the ability to read, while differentiating competencies are competencies that make a person

different from others. In other words, competence is the mastery of a set of knowledge, skills, values and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession. Based on that opinion, it is already semestinyalah Bekasi city government as one of the spearhead of the government memperhatikan competence owned by employees, in order to create employee job satisfaction. As said by Yang, *et al.* [22] and Arifin [23], that competence has a significant effect on job satisfaction. In addition to competence in order to increase job satisfaction, as for other factors that are not less important to get serious attention is to create a conducive working culture. In this case leaders are required to create an organizational culture (organizational culture), because organizational culture is an important thing in human resource management. Organizational culture can influence the way people behave and can be a benchmark for every program or policy taken. It relates to how the culture affects the organization and how a culture can be managed by the organization. Robbins [7] states that organizational culture is a shared system of meaning shared by members of the organization. While Schein [8] organizational culture is the archetype accepted by the organization to act and solve problems, forming employees who are able to adapt to the environment and unify the members of the organization.

Organizational culture is a value system adopted by members of the organization, which then influence how to work, behave, and behave. The implementation of an honest and disciplined culture will work if leaders can exemplify compliance with rules and compliance with formal procedures. This principle is described in the flow of values, norms, attitudes and behavior of Bekasi City government apparatus.

Associated with the context of government bureaucracy reform, the development of cultural values of work needs to be done through the process of formulation and agreement of basic values, values, norms, attitudes and work behavior. It is intended to strengthen the organization's character as public servant, policy improvement, modern management implementation, improvement of supervision, performance evaluation, and disciplinary enforcement for Bekasi City Government apparatus.

Based on the background and problems, the objectives of this research are:

- Analyzing the influence of Competence on Performance Organization partially.
- Analyzing the influence of organizational culture on organizational performance partially.
- Analyzing the influence of Competence and Organizational Culture on Organization

Performance simultaneously on Bekasi City Government.

LITERATURE REVIEW

Job satisfaction

Job satisfaction is a form of feeling and expression of a person when able or unable to meet the expectations of work processes and performance. Job satisfaction is also a pleasant emotional state resulting from a job assessment or work experience. According to Wexley and Yukl [9], job satisfaction is what employees perceive about work. That feeling is a general attitude of a person to work, based on an assessment of the work aspect.

Davis and Werther [10] say that job satisfaction is a pleasant or unpleasant situation where employees view work. And job satisfaction is the degree to which individuals feel positive or negative about a job. Job satisfaction at some level can prevent employees from looking for work in other companies or it can be said that employees tend to survive although not all aspects that affect job satisfaction are met, so that employees have a sense of attachment or greater commitment. Kreitner and Kinicki [11] stated that job satisfaction is an effectiveness or an emotional response to various aspects of work. According to Davis [12] "job satisfaction is a set of employee feelings about fun or unpleasant work". So job satisfaction has a very important meaning, both from the side of workers and companies and for society in general. Therefore, creating a positive state in the work environment of a company is absolutely a duty of every ranks of the company leadership concerned. Herzberg [13] developed a theory of satisfaction called the theory of two factors ie dissatisfier factor and satisfied factor means dissatisfaction and satisfaction is not a continuous variable. Satisfied or not a person in the work can not be separated from factors that can affect the person, while that can affect job satisfaction will be known by looking at some things that are factors that can cause and encourage job satisfaction, as said by As'ad [3] that is:

- a. Psychological factors, is a factor associated with psychiatric employees that include interest, tranquility in work, attitudes toward work, talents and skills.
- b. Social factors, is a factor associated with social interaction both fellow employees with employers and employees of different types of work.
- c. Physical factors, are factors related to the physical condition of the work environment and the physical condition of the employee, covering the type of work, setting time and rest period, work equipment, the condition of the room, temperature, lighting, air exchange, employee health conditions, age and so on.
- d. Financial Factor, is a factor associated with the guarantee and employee welfare that includes the system and the amount of salary,

social security, various benefits, facilities provided, promotion and so forth. In addition Kreitner and Kinicki [11] states there are five factors that can affect job satisfaction are:

- a. *Need fulfillment*
Satisfaction is determined by the level of job characteristics providing an opportunity for the individual to meet the needs.
Differences (Discrepancies)
- b. *Satisfaction is a result of fulfilling expectations.*
Fulfillment of expectations reflects the difference between what is expected and what the individual gains from the job. When expectations are greater than what is received, people will be dissatisfied. Instead individuals will be satisfied when receiving benefits above expectations.
Value attainment
- c. *Satisfaction is the result of the perception of the job of providing the fulfillment of the value of individual work that is important.*
- d. *Fairness (Equity)*
Satisfaction is a function of how fair individuals are treated in the workplace.
- e. *Genetic components*
Job satisfaction is a function of personal traits and genetic factors. This implies the difference in the nature of the individual has an important meaning to explain job satisfaction in addition to the characteristics of the work environment.

The problem of job satisfaction is an interesting and important issue to investigate as it proves to be of great benefit to the interests of employees, corporations or organizations and society. But to be able to give job satisfaction very many factors that influence and each experts also provide different indicators, as proposed by Robbins [7], employee job satisfaction is influenced by factors:

- a. Work that is mentally challenging. In general, individuals prefer jobs that provide opportunities to use skills and abilities and provide a variety of tasks, freedom and feedback about how well the job.
- b. Appropriate rewards. Employees want a fair, unambiguous paycheck system, and are in line with employee expectations.
- c. Supportive working conditions. Employees relate to the work environment for personal comfort and ease of doing good work.
- d. Supportive colleagues. Individuals get something more than money or a tangible achievement from work but employees also meet the needs of social interaction.

Meanwhile, according to Rivai [14], the factors that affect employee job satisfaction can

basically be divided into two groups: intrinsic factors and extrinsic factors. The intrinsic factor is a factor that comes from the employee's self and is carried by every employee since starting work in the workplace. While extrinsic factors concerning things that come from outside the self-employee, including the physical condition of the work environment, interaction with other employees, payroll systems and so on.

Competence

Competence comes from the word "competency" which is a noun interpreted as a skill, ability, competence and authority [15]. Understanding this competency according to Robbins [7] is "ability (ability) or capacity of a person to do various tasks in a job, where this ability is determined by two factors: intellectual ability and physical ability. While Sedarmayanti [16] states that the competence itself consists of three types:

- Organizational competence
- Job or technical competence
- Individual competence

The basic characteristics of the competencies themselves are five: motives, traits, self-concept, knowledge, and skills. The description illustrates that competence is a fundamental characteristic of an individual individual, namely the cause associated with the criterion of effective performance criteria [17]. Further Spencer & Spencer [17] says that a person's level of competence consists of two parts. The visible and developed parts, called surfaces such as knowledge and skill, and the parts that can not be seen and are difficult to develop are called core or personality, such as traits, motives, attitudes and values.

According to the predicted job performance criterion, competencies can be divided into two categories, namely threshold competencies and differentiating competencies. The first (threshold competencies) are the minimal essential characteristics (usually knowledge and skills) that a person needs to be able to function effectively in the job but do not distinguish superior worker performance and ordinary worker performance. The competencies of the second category are competencies that distinguish between workers who have superior performance and mediocrity (on average). This is in line with Roe's [18] opinion that competence can be described as the ability to perform a task, role, ability to integrate knowledge, skills, attitudes and personal values, and the ability to build knowledge and skills based On experiences and lessons learned. Government Regulation (PP) no. Law No. 23 of 2004 concerning the National Professional Certification Agency (BNSP) describes the certification of work competence as a process of awarding competency certificates conducted systematically and objectively through competency tests referring to the

Indonesian National and International Competency Standards. While the Decision of the Head of the State Personnel Agency Number 46A in 2003, about the definition of competence are: the ability and characteristics possessed by a Civil Servant in the form of knowledge, skills, and behavioral behavior required in the implementation of duties, so that Civil Servants can perform the task Professionally, effectively and efficiently.

Competence is the utilization of knowledge and work skills to achieve optimal performance. Thus can be said that the competence is everything that is owned by someone in the form of knowledge skills and internal factors other individuals to be able to do a job. In other words, competence is the ability to perform tasks based on the knowledge and skills possessed by each individual.

Organizational culture

In everyday society life can not be separated from cultural bond created. Culture binds members of community groups into a unified view that creates uniformity of behaving or acting. Along with the passage of time, culture is formed within the organization and can also be perceived to be beneficial in contributing to the effectiveness of the organization as a whole. Organizational culture is a system of trust and value developed by organizations where it guides the behavior of members of the organization itself [19]. While Robbins [7], suggests organizational culture is a shared perception shared by members of the organization. Denison, [20] Organizational culture is the values, beliefs and basic principles that form the basis for systems and management practices and behaviors that enhance and reinforce these principles. Therefore it should be taught to members including new members as a correct way of assessing, thinking and feeling the problems at hand. Further Schein [8] describes there are three levels or layers of organizational culture, namely:

a. Artifacts

Artifacts are the level of culture that appears on the surface. Included in artifacts are all phenomena that can be seen, heard and felt when one enters a group with a strange culture. Included in the artifact are also visible products from organizations such as the design of the physical environment, language, technology, products, artistic creations, styles in dress, emotional expression, myths and stories about organizations, published organizational values, rituals, Celebrations.

b. Exposed values

In the organization there are certain values commonly proclaimed by such figures as the founder and leader, who become the guidance in emphasizing the uncertainty in the critical areas. They become something that is no longer discussed

and supported by a set of beliefs, norms and operational rules about behavior within the organization. These things form awareness and are explicitly spoken and done because it has functioned as a norm or morality that guides the organization's members in dealing with certain situations and training new members.

c. Basic assumptions

It is the basic assumptions that have been there before (taken for granted) and become a guide behavior for members of the organization in looking at a problem. If the basic assumptions are firmly held, then the members of the organization will formulate the behavior based on the existing agreements. The basic assumptions tend not to be disputed or debated and tend to be very difficult to change. Organizational culture is concerned with how employees understand the cultural characteristics of an organization, and are not related to whether employees like the characteristics. Organizational culture is a descriptive attitude, not like a more evaluative job satisfaction. Siagian [21] states that the functions of organizational culture, are:

- a. As a determinant of the boundaries of behavior in the sense of determining what is and is not to be done, what is considered good or bad, determines what is right and what is wrong.
- b. Grow the identity of an organization and its members.
- c. Cultivate a commitment of mutual interest over the interests of the individual or the group itself.
- d. As a strap for all members of the organization
- e. As a means of controlling the behavior of the members of the organization concerned.

The study of organizational culture according to Denison (1990: 54), suggests that there are four integrative principles about the interrelationships between organizational culture and the effectiveness of the company's work. These four principles are named as the four main traits concerning involvement, consistency, adaptability (adaptability), and mission.

Amnuai and Schien (1992; 24) divide the organizational culture into several indicators:

- Qualitative aspects (basic)
- Quantitative aspects (shared) and aspects of formation
- Aspects of components (assumption and beliefs),
- Aspects of external adaptation (external adaptation)
- Aspects of internal integration as a process of cultural unification through assimilation of the organizational culture that enters and influences the character of members.

While Graves (1986: 126) states more broadly about the criteria of the organizational culture consists of ten dimensions of criteria, namely:

- Self assurance
- Decisiveness
- Supervisory ability
- Inteligence
- Initiative
- Need for achievement
- Need for self actualization
- Need for power
- Need for reward
- Need for security

Concetual Framework

Job satisfaction is a pleasant or unpleasant emotional state for employees associated with work [2]. This reflects that job satisfaction is something that is individual. Each individual has a different level of satisfaction in accordance with the prevailing value system. The higher the assessment of the activity the higher the satisfaction of the activity. Therefore, the Government of Bekasi City needs to create employee job satisfaction in order to create an optimal organizational performance. Many factors influence one's job satisfaction. The factors themselves in their role can provide satisfaction for employees. According to As'ad [3] states the factors that affect job satisfaction are psychological factors, social factors, physical factors and financial factors. Psychological factors are factors associated with the psychiatric employee, which includes interest, peace in work, attitudes toward work, talents and skills. In this case implemented in the form of competence and organizational culture. Competence is as a trait or characteristic required by a steward to be

able to perform a position well, or a person's characteristic that is easy to see including knowledge, expertise, and behavior that allows performing [4]. Competence shows skills or knowledge that is characterized by professionalism in a particular field. Competence as a person's characteristics is related to effective performance in a job or situation. In other words, competence is the mastery of a set of knowledge, skills, values and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession. As said by Yang, *et al.* [22] and Arifin [23], that competence has a significant effect on job satisfaction. In addition to competence in order to increase job satisfaction, as for other factors that are not less important to get serious attention is to create a conducive working culture. In this case leaders are required to create an organizational culture (organizational culture), because organizational culture is an important thing in human resource management. Organizational culture can influence the way people behave and can be a benchmark for every program or policy taken. It relates to how the culture affects the organization and how a culture can be managed by the organization. Robbins [7] states that organizational culture is a shared system of meaning shared by members of the organization. Many researches have been conducted to suggest if organizational culture has an influence on job satisfaction, such as research conducted by Arifin [24], where the results of his research show if organizational culture has a significant effect on job satisfaction. Based on the background, the relevant theories and research studies, the conceptual framework of this study is as shown below.

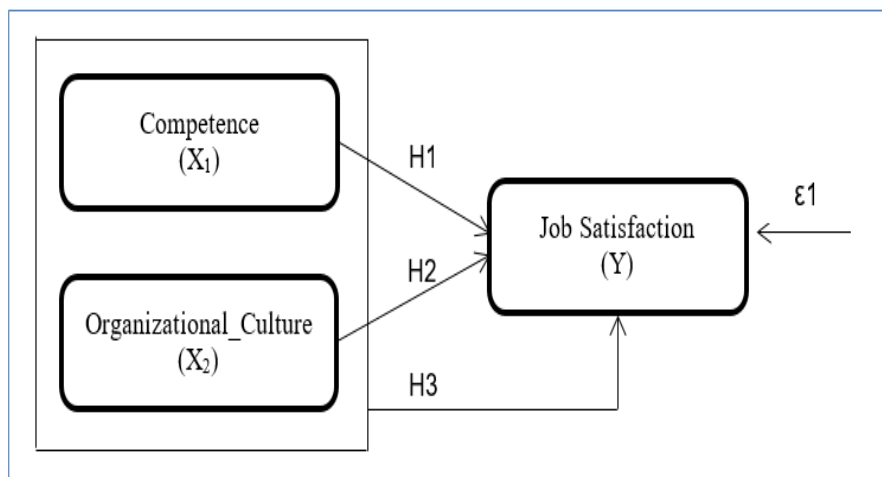


Fig-1: Concetual Framework

Research Hypothesis

Pursuant to research purpose hence this research hypothesis is:

- Competence effect on Job Satisfaction partially.

- Organizational Culture effect on Job Satisfaction partially.
- Competence and Culture Organization influence on Job Satisfaction simultaneously on Bekasi City Government.

RESEARCH METHODOLOGY

The unit of analysis of this research is all the Regional Device Work Unit (SKPD) in City Government Bekasi namely Head of Department, Head of Body and Head of Division who occupies the essay II and III in Bekasi City Government which amounted to 208 people consisting of 36 officials echelon II and 172 Echelon III officials. Quantitative analysis method, with analytical tools with multiple linear regression, the equation $Y = a + b_1X_1 + b_2X_2 + e$, Where Y is Job Satisfaction variable, β_1 and β_2 Competency variable coefficients (X1) and Organizational Culture (X2). SPSS version 21.0 application data analysis tool.

After analyzed by multiple linear regression, followed by test of determination analysis (R Square), partial test of hypothesis (t test) and simultan (F test) with 5 percent error tolerance level. Before multiple linear regression process in the first test instrument (questionnaire) with validity and reliability test and classical assumption.

RESULT AND DISCUSSION

Result

In general the choice of respondents to the questionnaires distributed in the environment of the City Government of Bekasi responded agree and strongly agree on the items of the questionnaire. This shows that the competence, organizational culture and employee job satisfaction that has been applied in the City of Bekasi has been run in accordance with the perception of respondents.

Based on the analysis results obtained that:

- 1) Competence in this study is measured through indicators of motives, innate factors, self-concept, knowledge, and skills. Where from the results of research undertaken the largest contribution to the competence variables are on self-concept indicators. This indicates that employees in work can show attitude and pleasant behavior in carrying out duty, employees have good speech of language and can give clear information in carrying out duty, and in carrying out its duties employee always behave good and polite, which is applied through Employees should have good language speech and provide clear

information.

- 2) Organizational culture has four indicators of involvement, consistency, adaptation and mission. These four indicators are able to explain the organizational culture and the consistent indicators are the dominant indicators in explaining organizational culture. This explains that employees can always be consistent to follow the rules set by the organization, the organization is consistent in implementing the rules firmly, and always consistent in decision-making based on agreement between superiors and subordinates. Job satisfaction is measured from the work itself, relationships with superiors, co-workers, promotions, and salary. These five indicators are able to explain job satisfaction and promotional indicators are dominant indicators in explaining job satisfaction. This indicates that employees have been satisfied with the promotion that goes so far that the promotion done by Bekasi City Government agencies to employees is always based on applicable procedures, employees will always get guidance and guidance on promotion of positions, and employees have the same opportunity to be promoted . The results of the interpretation of the summary model, Coefficients, and Anova from the output of quantitative analysis of Multiple Linear Regression as below. The model of a good multiple linear regression equation and can be passed on to the next analysis is that it meets the requirements of classical assumptions, ie all data is normally distributed, the model must be free of heteroscedasticity. From the previous analysis it has been proved that the equation model proposed in this study has met the requirements of the classical assumption so that the equation model in this research is considered good. Multiple linear regression analysis is used to test the partial and simultaneous hypothesis of independent variables on the dependent variable. Based on multiple linear regression coefficients with SPSS 21.0 program obtained results such as Table 1 below:

Table-1: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.079	1.272		3.994	.000
	X1_Compentence	.217	.097	.176	2.240	.027
	X2_Organizational_Culture	.712	.090	.626	7.943	.000

a. Dependent Variable: Y_Job_Satisfaction

Source: Output SPSS under 21.00

From table 1 above we get the result of multiple linear regression equation: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e = 5.079 + 0.217 X_1 + 0.712 X_2 + e$. Information: Y = Job Satisfaction; X_1 = Competence, and X_2 = Organizational culture. From this equation can be interpreted: 1) Competence variable and organizational culture have direction coefficient which marked positive to job satisfaction; 2) Constant value of 5.079 indicates if the Competence and Culture Organization is constant or constant, then the value of Employee Satisfaction of 5.079; 3) The value of regression coefficient of Competence variable to Job Satisfaction variable is 0.217 meaning that if the Employee Competence is increased by one unit, it will increase the value of Employee Satisfaction of 0.217, or in other words if the Employee Competence can be

increased the quality of 100 scale, then it Will be followed by an increase in employee job satisfaction of 100 scales; 4) The value of regression coefficient of Organizational Culture variable to Job Satisfaction variable is 0.712 means that if Organizational Culture is increased by one unit, it will increase the value of Employee Satisfaction of 0.712, or in other words if Organizational Culture can be increased the quality of 100 scale, It will be followed by an increase in employee job satisfaction of 100 scale.

Results of Determination Analysis (R2).

To see the total influence of competence variable (X1) and Organizational Culture (X2) on Job Satisfaction (Y) can be seen from the coefficient of determination R2 as seen in Table 2 below:

Table-2: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.578	.571	1.719

a. Predictors: (Constant), X2_Organizational_Culture, X1_Competence

Source: Output SPSS under 21.00

R value of 0,578 shows double correlation (Competence and Organizational Culture) with Job Satisfaction. Considering the variation of R Square value of 0,578 indicating the role or contribution of the Competence and Organizational Culture variable able to explain Job Satisfaction variable equal to 57.8 percent and the rest 42.2 percent influenced by other factors not revealed in this model. Where other factors can be psychological factors, social factors, physical factors and financial factors [3].

Partial Effect Test Result (t test) and Simultaneous Influence (Test F)

Hypothesis testing aims to explain the characteristics of particular relationships or differences between groups or the independence of two or more factors in a situation, [25]. The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

Tabel 3.
Test Result t (Partial)

Model		t	Sig.
1	(Constant)	3.994	.000
	X1_Competence	2.240	.027
	X2_Organizational_Culture	7.943	.000

Source: Output SPSS under 21.00

From Table 3 above with the obtained number t count variable X1 for 2.240, because the value of t arithmetic > t Table (2.240 > 1.656) then H0 rejected and H1 accepted, meaning that there is partially significant influence Competence on Job Satisfaction. In addition, to test based on significance test, it can be seen from the significance output of 0.027, because the level of significance is more <0.05 (0.027 <0.05) it can be concluded that the Competence effect on Job Satisfaction of Employees at Bekasi City Government. Thus the first hypothesis is proved and accepted. Furthermore, in Table 3 above obtained the number t

arithmetic Organizational Culture variable (X2) of 7.943, because the value of t arithmetic > t Table (7.943 > 1.656) then H0 rejected, meaning that there is a significant partial influence Organizational Culture on Job Satisfaction. In addition to test based on significance test, can be seen from the output significance of 0.000, because the number of significance level much more <0.05 (0.000 <0.05) it can be concluded that the Organizational Culture effect on Job Satisfaction Employees at the City Government of Bekasi. Thus the second hypothesis is proven and acceptable. To answer the third hypothesis that

Competence and Organizational Culture influence on Job Satisfaction simultaneously can be seen from Table 5 below.

Table-4: Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	541.627	2	270.814	91.607	.000 ^b
	Residual	396.139	134	2.956		
	Total	937.766	136			
a. Dependent Variable: Y_Job_Satisfaction						
b. Predictors: (Constant), X2_Organizational_Culture, X1_Compentence						

Source: Output SPSS under 21.00

From Table 4 above (anova table) is obtained F_{count} Amount 91.607 greater than F_{table} 3.06 ($91.607 > 3.06$) And a significant value of 0.000 is smaller than 0.05 ($0.000 < 0.05$). Then the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted, meaning that there is significant influence of competence variable (X1) and Organization Culture (X2) on Job Satisfaction (Y) simultaneously in Bekasi City Government. Thus the third hypothesis is proved and acceptable.

DISCUSSION

Based on the results of research then it can be continued with the discussion as follows. Competence with indicators of motives, innate factors, self-concept, knowledge, and skills affect the Job Satisfaction partially with the indicator of the work itself, relationship with superiors, co-workers, promotion, and salary. It means that the better the competencies possessed by employees will be more satisfied also employees in work as well as should. The findings of this study are in line with research conducted by Yang, *et al.* [26] who has tested that competence can encourage employee job satisfaction. Organizational culture with indicators of engagement, consistency, adaptation and mission affect the Job Satisfaction partially with indicators of the work itself, relationships with superiors, coworkers, promotions, and salaries. This means that the better the organization culture will be more satisfied also employees in work as well as should. The results of this study are in line with research conducted by Arifin [24] who has tested that organizational culture can encourage employee job satisfaction. Competence with indicators of motives, innate factors, self-concept, knowledge, and skills and Organizational Culture with indicators of involvement, consistency, adaptation and mission affect the Job Satisfaction simultaneously with the job indicator itself, relationship with superiors, coworkers, promotions, . It means that the better the competencies possessed by employees and have a good organizational culture it will be more satisfied also employees in work as well as should.

CONSLUSSION AND SUGESTION

Based on the results and discussion then the conclusions of this study are:

- Competence with indicators of motives, innate factors, self-concept, knowledge, and skills affect the Job Satisfaction partially with indicators of the work itself, relationships with superiors, coworkers, promotions, and salary. It means that the better the competencies possessed by employees will be more satisfied also employees in work as well as should.
- Organizational culture with indicators of involvement, consistency, adaptation and mission affect the Job Satisfaction partially with the indicator of the work itself, the relationship with superiors, coworkers, promotion, and salary. This means that the better the organization culture will be more satisfied also employees in work as well as should.
- Competence with indicators of motives, innate factors, self-concept, knowledge, and skills and Organizational Culture with indicators of involvement, consistency, adaptation and mission affect the Job Satisfaction simultaneously with the job indicator itself, relationship with superiors, co-workers, And salary. It means that the better the competencies possessed by employees and have a good organizational culture it will be more satisfied also employees in work as well as should.

Sugestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

- Given that competence has less influence on employee job satisfaction, it is better to apply employee job satisfaction in Bekasi City Government should be done more wisely, especially in improving employee competence, such as by giving training to all employees on a regular basis so that all employees are expected to Good competence in the future in carrying out its main tasks and functions. In addition, it is also applicable organizational culture that has been done can be improved, so that the level of employee job satisfaction can be higher. Therefore, the leadership of Bekasi City Government needs to take a policy step especially related to the culture

of adaptation to the change and development of the environment by way of coordinating routinely to all apparatus to equate perception in anticipation of environmental development that happened.

- It is necessary to conduct research with a relatively larger sample involving organizations from other Governments that can be used as a comparison, so that generalization of research results can more represent the condition of Government in general in Indonesia.
- Need to consider other variables in improving employee job satisfaction such as environmental variables, career development variables, leadership variables.

REFERENCES

1. Painter, C. (1994). Public service reform: Reinventing or abandoning government?. *The Political Quarterly*, 65(3), 242-262.
2. Dharmestha, S. B., & Handoko, T. H. (2008). Manajemen Pemasaran, Analisa Perilaku Konsumen, edisi pertama, cetakan keempat. Penerbit: BPFE, Yogyakarta.
3. Layne, C. M., Hohenshil, T. H., & Singh, K. (2004). The relationship of occupational stress, psychological strain, and coping resources to the turnover intentions of rehabilitation counselors. *Rehabilitation counseling bulletin*, 48(1), 19-30.
4. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (1997). Human resources management.
5. Okazaki, S., Sekizawa, A., Purwosunu, Y., Farina, A., Wibowo, N., & Okai, T. (2007). Placenta-derived, cellular messenger RNA expression in the maternal blood of preeclamptic women. *Obstetrics & Gynecology*, 110(5), 1130-1136.
6. Fogg, J. M. (1997). *The greatest networker in the world*. Prima Pub..
7. Robbins, S. P. (1996). Organizational behaviour: concepts, applications and controversies. *Prentice-Hall Publishing, New York*.
8. Schein, E. H. (1996). Culture: The missing concept in organization studies. *Administrative science quarterly*, 229-240.
9. Alderfer, C. P., Andrews, R. I., Arvey, R. D., Behling, O., Bernbach, H., Blood, M., ... & Brodgen, H. (1977). The editor wishes to acknowledge the efforts of the following individuals who graciously served in an invited editorial capacity during 1976. *Organizational Behavior and Human Performance*, 18, 2.
10. William, B., Werther, J., & Davis, K. (1996). Human resource and personnel management. *City: McGraw-Hill Inc*, 316-317.
11. Kreitner, R., Kinicki, A., & Fagan, P. D. (2001). *Videos to Accompany Organizational Behavior*, 5/e. Irwin/McGraw-Hill.
12. Shah, A. (1997). Organizational Behavior Human Behavior at Work.
13. Herzberg, A., Mass, Y., Mihaeli, J., Naor, D., & Ravid, Y. (2000). Access control meets public key infrastructure, or: Assigning roles to strangers. In *Security and Privacy, 2000. S&P 2000. Proceedings. 2000 IEEE Symposium on* (pp. 2-14). IEEE.
14. Storey, J. (2007). *Human resource management: A critical text*. Cengage Learning EMEA.
15. Hollingsworth, J. R., & Boyer, R. (1997). Coordination of economic actors and social systems of production. *Contemporary capitalism: the embeddedness of institutions*, 1-47.
16. Thaief, I., Baharuddin, A., & Idrus, M. S. I. (2015). Effect of Training, Compensation and Work Discipline against Employee Job Performance (Studies in the Office of PT. PLN (Persero) Service Area and Network Malang). *Review of European Studies*, 7(11), 23.
17. Spencer, L. M., & Spencer, P. S. M. (2008). *Competence at Work models for superior performance*. John Wiley & Sons.
18. Roe, R. A. (2001, May). Competencies and competence management. Critique and proposal for a comprehensive theory-based approach. In *10th European Congress for Work & Organizational Psychology, Prague*.
19. Wood, J., Wallace, J., Zeffane, R. M., & Schermerhorn, H. Osborn, 2001, Organizational Behavior A Global Perspective.
20. Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. John Wiley & Sons.
21. Siagian, S. P. (1992). Fungsi-Fungsi Manajemen.
22. Yang, Y., Hu, C., & Abu-Omar, M. M. (2012). Conversion of glucose into furans in the presence of AlCl₃ in an ethanol-water solvent system. *Bioresource technology*, 116, 190-194.
23. Razmjou, A., Arifin, E., Dong, G., Mansouri, J., & Chen, V. (2012). Superhydrophobic modification of TiO₂ nanocomposite PVDF membranes for applications in membrane distillation. *Journal of membrane science*, 415, 850-863.
24. Arifin, H. M. (2014). The influence of competence, motivation, and organisational culture to high school teacher job satisfaction and performance. *International Education Studies*, 8(1), 38.
25. Zangiski, M. A. D. S. G., de Lima, E. P., & da Costa, S. E. G. (2013). Organizational competence building and development: Contributions to operations management. *International Journal of Production Economics*, 144(1), 76-89.
26. Yang, X., & Li, L. (2011). miRDeep-P: a computational tool for analyzing the microRNA transcriptome in plants. *Bioinformatics*, 27(18), 2614-2615.