

# The Antecedent and Impact of Job Satisfaction and Organizational Commitment on Employee Performance of Department of Transportation in East Kalimantan, Indonesia

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## **The Antecedent and Impact of Job Satisfaction and Organizational Commitment on Employee Performance of Department of Transportation in East Kalimantan, Indonesia**

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### **ABSTRACT**

This research was conducted on Civil Servants of Department of Transportation East Kalimantan, Indonesia. This research used 27 indicators in the form of a questionnaire. The indicator was declared valid after distributing a questionnaire using the proportionate stratified random sampling technique on 280 employees and using the SEM-SmartPLS program. The results showed that Core self-evaluation had a significant positive effect on employee job satisfaction; Employee voice behavior had a significant positive effect on employee job satisfaction; Organizational value had a significant positive effect on employee job satisfaction; Core self-evaluation had an insignificant positive effect on organizational commitment; Employee Voice behavior had an insignificant positive effect on employee organizational commitment; Organizational value had an insignificant negative effect on employee organizational commitment; Core self-evaluation had an insignificant negative effect on employee performance; Employee voice behavior had a significant positive effect on employee performance; Organizational value had an insignificant negative effect on performance; Job satisfaction had a significant positive effect on employee organizational commitment; Job satisfaction had a significant positive effect on employee performance; Organizational commitment had a significant positive effect on employee performance in the Department of Transportation in East Kalimantan, Indonesia.

### **KEY WORDS**

Core self-evaluation, employee voice behavior, organizational value, job satisfaction, organizational commitment, employee performance.

The phenomenon in this research occurs due to the lack of organizational commitment of employees to the Department of Transportation in East Kalimantan Province, Indonesia, which is indicated by the lack of willingness of employees to remain in the organization, the unpreparedness of employee to work hard in accordance with the wishes of the organization, the nonoptimal acceptance of values and organizational goals due to employee dissatisfaction on performance, which is rooted from the lack of self-knowledge so that problems occur in the form of low communication quality, which is caused by lack of information on tasks that will be the responsibility of the employees. The impact of employee dissatisfaction makes employee organizational commitment decrease, which is also caused by the inability of employees to express ideas in the form of information and opinions that aim to improve and optimize employee work. Organizations in providing value or creating value for employees should be able to give a positive attitude or impression so as to be able to arouse the spirit of work to meet the organization's needs and achieve its goal.

Employee performance for an agency is manifested in its ability to provide superior public service, namely an attitude or way for employees to provide optimal public service. Employee performance is a must and a strategy. If the public services provided through the performance of its employees are able to satisfy the community, this will encourage the performance of the Department of Transportation in East Kalimantan Province, Indonesia.

Core self-evaluations are one of the individual personality models that have an effect on one's motivation and performance. Research on the self-evaluation model is still very

minimal. Individuals with high core self-evaluations will be more effective in overcoming obstacles by using better problem solving strategies, so as to minimize the occurrence of stress. Individuals with this personality trait will have higher motivation in doing a job. Motivation is one of the determinants of individual performance. These individuals will do a better job because they have increased confidence in their abilities. The core self-evaluations personality model is important to study because it is able to provide understanding and predict one's work attitudes and behavior.

The perspective of an employee in dealing with a problem or event will affect the resulting performance. Locus of control is the individual's perspective in facing and controlling an event. Locus of Control has an important role to build individual motivation. A person's motivation and performance can be described from the perspective of the person concerned about a job. This personality can be used by employees to control their behavior at work.

Someone who has a low emotional stability personality will tend to have unstable emotions and are filled with negative feelings, such as anxiety, sadness, irritability, and nervousness. Individuals with high emotional stability are individuals who can maintain their emotional balance. Individuals with these characteristics have the characteristics of evenness of mood, high optimism, cheerfulness, calmness in feelings, free from guilt, worry, or loneliness. These characteristics will have a positive effect on employee performance.

Self-esteem is the extent to which a person sees himself/herself capable and fit to do a job. Self-esteem includes two aspects, namely self-acceptance and self-respect. Someone with this personality tends to dare to take risks at work. If an employee sees himself/herself capable of carrying out a job and dares to take risks in the job, then this will contribute positively to his/her performance. The higher the self-esteem, a person will see himself/herself as valuable, capable, and acceptable. Judge & Bono (2001) found that self-esteem had a positive effect on performance.

One of the employee performance can be affected by self-efficacy. Self-efficacy can be described as an individual's belief in performing an action successfully and being able to achieve a certain result. Individuals with high self-efficacy will persevere in doing something, have less doubt, and do activities and look for new challenges. Employees with high levels of self-efficacy will have confidence that they are able to complete their work successfully and better. This confidence will motivate employees to be more optimal in terms of completing work which will have a positive effect on performance.

Informal behavior and freedom of communication from employees about ideas, suggestions, information about problems, or opinions about issues that exist in the workplace with the intent and purpose of improving organizational performance or bringing change commonly known as *voice behavior*. *Voice behavior* is also conceptualized as one type of extra role behavior that can indicate the location of the problem and provide constructive suggestions or solutions to a better direction (Dyne, et al. 2014). When an employee prefers to hold important and potential information or fails to express what is in their minds, constructively this behavior is known as *silent* (Morisson, 2014).

*Voice* phenomena have become many research topics and are the main focus in organizational science (Dyne, et al. 2014). In some studies, the company or organization will run better when its employees want to express their ideas, information, and thoughts (Dyne, et al. 2014). However, although voice has many benefits for the organization, voice behavior also has two-cost oriented, namely challenging and has quite a potential risk (Dyne, et al. 2014). The point is that in addition to having a positive impact on the company, voice behavior is also considered to be against standard procedures when other people or target voices disagree with the input provided so that this can damage relationships at work (Dyne, et al. 2014). This often happens in places where the community has a collective culture (Zhao, 2014) and Indonesia is one of the countries that have high collective cultural characteristics (Purba & Seniati, 2004).

Ashford, et al. (2009) stated that if employees do not dare to voice at work, it will potentially cause some detrimental results for the organization. Examples include: poor

performance, corruption, low employee morale, death of patients in hospitals and accidents. Therefore, voice behavior is very necessary in an organization and it is important to be examined further.

Morisson (2014) explained that there are several factors that cause and can affect employee voice behavior. Among them are individual dispositions, job and organizational attitudes and perceptions, emotion, beliefs and schemas, supervisor and leader behavior, and other contextual factors. Indonesia as a country that has high collective value certainly has a well-developed work team system (Purba & Seniati, 2004). This indicates that the quality of communication between supervisors and subordinates plays an important and significant role in the climate and work environment of an organization (Dulebohn, et al. 2011).

Job satisfaction and organizational commitment are things that can shape employee performance, because if employees are satisfied or in other words the employees feel comfortable with their respective jobs, then no doubt they will work wholeheartedly and will produce quality and quantity of work the agency expects. But when employees have tried their best and got good results, the agency should not just stand still, because they need to be rewarded for their efforts, the agency should appreciate it by giving a back impact that can make employees more enthusiastic to work. If the agency can appreciate, then this certainly can have a positive impact so that employees can work well, thus, employees will give commitment to the organization and work optimally.

The problem of low employee organizational commitment to the Department of Transportation in East Kalimantan Province is indicated by the lack of organizational commitment of employees to the Department of Transportation in East Kalimantan Province, Indonesia, which is indicated by the lack of willingness of employees to remain in the organization, the unpreparedness of employee to work hard in accordance with the wishes of the organization, the nonoptimal acceptance of values and organizational goals due to employee dissatisfaction on performance, which is rooted from the lack of self-knowledge so that problems occur in the form of low communication quality, which is caused by lack of information on tasks that will be the responsibility of the employees. The impact of employee dissatisfaction makes employee organizational commitment decrease, which is also caused by the inability of employees to express ideas in the form of information and opinions that aim to improve and optimize employee work. Organizations in providing value or creating value for employees should be able to give a positive attitude or impression so as to be able to arouse the spirit of work to meet the organization's needs and achieve its goal.

The purpose of this research was to prove and analyze the effect of Core self-evaluations, Employee Voice Behavior, Organizational Value on job satisfaction, organizational commitment, and employee performance of the Department of Transportation in East Kalimantan Province, Indonesia.

## LITERATURE REVIEW

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### The effect of Core self-evaluation on job satisfaction

Based on the results of previous studies, it was found that the Core Self-evaluation variable had a correlation with the satisfaction (job satisfaction) variable. Many studies have proven that self-evaluation is correlated with satisfaction, where self-evaluation itself is determined by self-esteem and locus of control. Robbins & Judge (2015) said "An individual's core cell-level is determined by two main elements: Self-esteem and locus of control". Robbins & Judge (2015) stated "... one study of life insurance agents found that core self-evaluations were critical predictors of satisfaction". The findings of the research indicate that core self-evaluation is an important predictor that affects satisfaction. In a different place from the conclusion of one of the results of Robbins & Judge's research (2015), it was stated that "... this study showed that the majority of the successful sales employees had positive core self-evaluation", therefore, it shows that workers' self-esteem correlates with their satisfaction. People with high self-esteem are believed to have more than enough ability to succeed at



work. One of the most common findings is that people with low Self-esteem are more vulnerable to external effects than people with high Self-esteem. The next research is a study conducted by Uche, et al. (2011) "The findings indicated that there is a significant relationship between motivational factors and teacher's satisfaction and a significant relationship between teachers' experience and their job satisfaction". The results of their research are quite interesting to note, which found that there was a significant relationship between motivation and experience on Teacher's Satisfaction. The fourth previous research was conducted by Simson & Resnic (2004). Their results show that there is a moderate relationship between self-esteem and outcome, and self-esteem and satisfaction.

Hypothesis 1: Core self-evaluations have a positive and significant effect on job satisfaction of employees of the Department of Transportation in East Kalimantan, Indonesia

### The effect of Core self-evaluation on organizational commitment

The relationship between core self-evaluation and organizational commitment has attracted the attention of a number of researchers including, Coleman, et al. (1999); Furnham et al. (1994); Kinicki & Vecchio (1994); Luthans et al. (2006). All of them found a significant relationship between core self-evaluation and organizational commitment. All of these research reports that individuals with internal core self-evaluation are more committed to the organization than individuals with external core self-evaluation.

More specifically, the results of the research conducted by Coleman, et al. (1999) who examined the relationship between core self-evaluation and two forms of organizational commitment found that internal core self-evaluation was related to affective commitment and external core self-evaluation was related to continuous commitment. Likewise, research conducted by Chen et al. (2007), testing the relationship between core self-evaluation and three forms of organizational commitment, the results showed that core self-evaluation could significantly predict employee commitment. Specifically, it was found that employees with internal core self-evaluation were more likely to have high affective and normative commitment.

In line with this research, Munir & Sajid (2010) in their research that investigated the relationship between core self-evaluation and organizational commitment, found that core self-evaluation was positively correlated and significant with organizational commitment. It was further explained that participants with internal core self-evaluation were more likely to have affective commitment and high normative commitment while participants with external core self-evaluation had more continuous commitment.

Several studies have positioned core self-evaluation as a moderating variable, as cited by Davenport (2010); like Abe, et al. (2007) who found that core self-evaluation had a moderating effect on the relationship between organizational support and organizational commitment; In addition, the results of the research conducted by Chiu, et al. (2005) found that core self-evaluation acted as a moderator in the relationship between work stress and turnover. Other studies from Chiu, et al. (2005) found that the relationship between leadership support and job satisfaction, antecedent to organizational commitment, was moderated by core self-evaluation.

Other studies have shown that organizational commitment between employees and bank managers was different. Khandelwal & Dhar (2003) found that managers with internal core self-evaluation had higher organizational commitment than employees with external core self-evaluation. Therefore, the managerial community sought to increase the organizational commitment of bank employees with external core self-evaluation.

Hypothesis 2: Core self-evaluations have a positive and significant effect on organizational commitment of employees of the Department of Transportation in East Kalimantan Province, Indonesia.

### The effect of Core self-evaluation on performance

The performance shown by the auditor is inseparable from the personality of the auditor in question. Core self-evaluation is one of the individual personality models that has

an effect on one's motivation and performance. Research on the self-evaluation model is still very minimal. Individuals with high core self-evaluation will be more effective in overcoming obstacles by using better problem solving strategies, so as to minimize the occurrence of stress. Individuals with this personality trait will have higher motivation in doing a job. Motivation is one of the determinants of individual performance. These individuals will do a better job because they have increased confidence in their abilities. The Core Self-evaluation personality model is important to study because it is able to provide understanding and predict one's work attitudes and behavior (Judge & Bono, 2003).

Iqbal (2012) stated that Core self-evaluation (CSE) is a personality trait that includes self-evaluation, their abilities, and control of their abilities. Judge & Bono (2001) stated that individuals with high CSE will be more motivated to do their work. Motivation is the main determinant of individual performance. Core self-evaluation consists of four personality traits, namely locus of control, emotional stability, self-esteem, and self-efficacy. Locus of control is the extent to which a person is able to master and control the events that occur to him/her (Robbins, 2001: 56). This personality trait is related to a variety of important work outcomes including job satisfaction and performance (Judge & Bono, 2001). Internal locus of control will have more impact on one's work performance because individuals with this personality believe that events, occurrences, and destiny are caused by self control. If someone has control over himself/herself, then he/she will very easily build motivation in himself/herself in dealing with a job. High motivation will make the resulting performance also higher.

Individuals with stable emotions will be better able to cope with stress, not easily disappointed, not easily tense and depressed (Purnomo & Lestari, 2010). Auditors with low emotional stability are unable to carry out work effectively when compared to those with high emotional stability (Jaffar et al. 2011). This means that individuals with high emotional stability will be better able to survive and be more calm in the face of a job. Individuals with this personality will also do their work more effectively which will directly affect their performance. This statement is supported by the results of research conducted by Barrick & Mount (1991), Erez & Judge (2001) and Judge & Bono (2001) who found that emotional stability has a positive effect on performance.

Self-esteem describes the general value of a person (Iqbal, 2012). Self-esteem includes two aspects, namely self-acceptance and self-respect (Rahmania & Yuniar, 2012). If an individual has high self-esteem, then that individual tends to have higher satisfaction in himself/herself. That is because individuals with high Self-esteem will be more receptive, like, and respect themselves. Someone with this personality tends to dare to take risks at work (Suharyanti, 2003). Based on this, the more the auditor feels he/she is able to carry out a job and dare to take risks at work, the auditor will likely provide better ability and expertise. If the ability and expertise provided can be better, then later it will contribute positively to its performance. This was confirmed by Judge & Bono (2001) who stated that Self-esteem had a positive effect on performance.

Hypothesis 3: Core self-evaluations have a positive and significant effect on the employee performance of the Department of Transportation in East Kalimantan Province, Indonesia.

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### **The effect of Employee Voice Behavior on job satisfaction**

Employee Voice Behavior for employees is very needed, the higher the organizational support given to employees related to the fulfillment of employee needs, the Employee Voice Behavior level will be higher. Conversely, if an organization has a low level of Employee Voice Behavior towards employee needs, employee involvement in the organization will be low.

In accordance with the results of research conducted by Saks (2006), it showed that the perception of organizational support has a positive and significant effect on the level of work engagement. This means that employee perceptions of organizational support in meeting employee needs have a positive impact on increasing employee involvement in the organization and is positive towards the duties and responsibilities they have.

Hypothesis 4: Employee Voice Behavior has a positive and significant effect on job satisfaction of employees of the Department of Transportation in East Kalimantan, Indonesia.

#### **The effect of Employee Voice Behavior on organizational commitment**

High Employee Voice Behavior on members of the organization will have an impact on organizational commitment that employees have. Each employee has a different level of perception of the support the organization receives, the more positive the perceived perception, the organizational commitment of employees will be stronger and vice versa.

Neuman et al. (2011) stated that "the relationship between perceived organizational support, affective commitment and turnover intentions was examined. Affective commitment was found to significantly mediate the relationship between perceived organizational support and turnover intentions". In this research, it is known that the perception of organizational support has a significant effect on affective commitment and affective commitment variable as a mediating variable between perceived organizational support and willingness to move. Han et al. (2012) stated that the perception of organizational support has a positive and significant effect on job satisfaction and affective commitment.

Hypothesis 5: Employee Voice Behavior has a positive and significant effect on organizational commitment of employees of the Department of Transportation in East Kalimantan Province, Indonesia.

#### **The effect of Employee Voice Behavior on performance**

Employee Voice Behavior owned by employees will have an impact on employee performance. Employees who have a low Employee Voice Behavior will work without a sense of responsibility and the work produced is often unsatisfactory. This is due to the fact that employees do not have a sense of concern for the success of the organization, therefore, employees are indifferent to the vision, mission and goals of the organization.

Research conducted by Andrew & Smoak (2008) found that performance improvement can be done through engagement. Research conducted by Solomon & Sandhya (2010) found that engagement affects performance. This means that, to improve high performance, high involvement of the role of individuals in the organization is required. Individuals who feel they have an organization and are responsible for their work will produce good performance compared to employees who have low involvement.

Research conducted by Heriyati & Ramadhan (2012) found that employee engagement does not provide a significant effect on employee work performance nor retention (attachment does not affect employee performance).

Hypothesis 6: Employee Voice Behavior has a positive and significant effect on the employee performance of the Department of Transportation in East Kalimantan Province, Indonesia.

#### **The effect of Organizational Value on job satisfaction**

Organizational Value on satisfaction largely determines the working attitudes and ways of subordinates in completing tasks given. The better the Organizational Value on satisfaction, it will have an impact on subordinate attitudes and behaviors towards work. Nusantria & Suharnomo's research results (2012) showed that the perception of supervisor support has a positive and significant effect on work engagement.

This shows that perceptions arising from the subordinates towards supervisor support have an impact on the level of involvement of subordinates in the organization and the completion of their tasks. A positive perception can increase the involvement of subordinates in the organization, so that subordinates have the responsibility and care for the progress of the organization.

Hypothesis 7: Organizational Value has a positive and significant effect on job satisfaction of employees of the Department of Transportation in East Kalimantan, Indonesia.



### **The effect of Organizational Value on organizational commitment**

Organizational Value will affect the organizational commitment of employees. The more positive and higher the Organizational Value that is raised, the higher organizational commitment of employees. High employee commitment will have an impact on the workingways and employee concern for the progress of the organization.

Rhoades et al. (2001) in his rese<sup>32</sup>h on the perception of supervisor support and affective commitment, indicated that organizationally determined work experiences consisting of organizational rewards, procedural justice and supervisor support have a positive relationship with affective commitment through the mediation of the perception of supervisor support. Based on the results, it is known that the perception of supervisor support has a positive effect on affective commitment. Resea<sup>54</sup> conducted by Moideenkutty et al. (1998) found that the perception of supervisor support has a significant positive effect on affective commitment.

Hypothesis 8: Organizational Value has a positive and significant effect on organizational commitment of employees of the Department of Transportation in East Kalimantan Province, Indonesia.

### **The effect of Organizational Value on performance**

Woodcock & Francis (1990) stated that organizational values are beliefs that are applied in action. This value is also a choice about what is good and what is bad, what is important and what is not important, which then shapes organizational behavior. This value is difficult to see, but value is a cornerstone of the formation of the organization. Organizational values are also guidelines and rules that are used for decision making in organizations. Distributed organizational values build trust in the community which in cohesion increases a sense of oneness (Barret, 2006). Values are very important to apply to an organization from the start. A successful organization is an organization that basically applies fundamental values in its vision and mission.

Woodcock & Francis (1990) argued that justice in companies must be upheld based on social norms and values. This led to the creation of rules, restrictions, and control procedures to uphold the principle of justice to all company employees. The research conducted by Bayu (2012) also found the conclusion that the core values of organizational culture positively affect the performance of its employees, where the accumulated employee performance is a form of overall organizational performance.

Hypothesis 9: Organizational Value has a positive and significant effect on the employee performance of the Department of Transportation in East Kalimantan Province, Indonesia.

### **The effect of job satisfaction on organizational commitment**

Job satisfaction as measured by incentives, coworkers, creativity, working conditions, supervisor's competence for job autonomy and opportunities to progress show that they have been well managed so that they contribute to organizational commitment. Based on employee ratings, leaders who are willing to listen to every suggestion, coworkers who always put the common interests first and employee opportunities to be promoted will be able to increase job satisfaction. In addition, agency has provided fair incentives to all employees so as to foster employee confidence in staying loyal to the agency. This research is relevant to the statement of Mathis & Jackson (2011) that job satisfaction reflects one's feelings towards their work, when someone is satisfied with their work then they will be more committed to the organization. This is in line with the research conducted by Boles et al. (2007) in several American companies who stated that giving salary and promotion accordingly will affect the desire of employees to remain loyal to the organization. Hsiao & Chen (2012)<sup>16</sup> in their research conducted at several companies in Taiwan stated that job satisfaction has a significant positive effect<sup>16</sup> organizational commitment.

Hypothesis 10: Job satisfaction has a positive and significant effect on the organizational commitment of the Department of Transportation in East Kalimantan Province.



### **The effect of job satisfaction on performance**

Job satisfaction is defined as a pleasant state or positive emotion resulting from an assessment of one's work or work experience. Job satisfaction results from employee perceptions of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the Job Descriptive Index (JDI), namely the job itself (related to responsibilities, interests and growth); quality of supervision (related to technical assistance and social support); relationships with colleagues (related to social harmony and respect); promotion opportunities (related to opportunities for further development); and payments (related to adequate payments and perceptions of fairness) (Luthans, 2002: 230).

Hypothesis 11: Job satisfaction has a positive and significant effect on the employee performance of the Department of Transportation in East Kalimantan Province, Indonesia.

### **The effect of organizational commitment on performance**

Research conducted by Madiono (1999) found that organizational commitment makes a major contribution to organizations because they do and behave to achieve organizational goals. Some new findings show that commitment is mostly related to performance. There is a positive and significant relationship between commitment to supervisors and performance. This means commitment to supervisors is a good predictor of the performance of organizational commitment. Research conducted by Kashefi, et al. (2013) found that organizational commitment has an effect in increasing or decreasing employee performance. Research conducted by Wu & Liu (2006) stated that there is a relationship between organizational commitment and performance. Research conducted by Khyzer (2011) stated that employee commitment always plays a very important role in improving organizational performance. Research conducted by Usman et al. (2012) and Fahmi, et al. (2014) showed a positive and significant effect of the organizational commitment component on the performance of officers. In contrast to the research results conducted by Rebecca (2013), Soulen (2003), they stated that affective commitment has an effect on performance, while in general, organizational commitment has no effect on employee performance.

Hypothesis 12: Organizational commitment at work has a positive and significant effect on the employee performance of the Department of Transportation in East Kalimantan Province, Indonesia.

## **METHODS OF RESEARCH**

Population is the total number of all members studied, while the sample is the smallest part of the population. The population in this research were employees of the Department of Transportation East Kalimantan Province, Indonesia. The employees of the Department of Transportation in East Kalimantan Province, Indonesia were in several fields, so the sampling was carried out using the "proportionate stratified random sampling" technique with the number of employees sampled as many as 280 employees. Because The employees of the Department of Transportation in East Kalimantan Province, Indonesia were in several Regency and City, the sampling was done by using "proportionate stratified random sampling" technique.

In this research of Descriptive Quantitative, data analysis was conducted by using Partial Least Square (PLS) approach. PLS is an equation model of Structural Equation Modeling (SEM).

## **RESULTS AND DISCUSSION**

### **Research Model using Partial Least Square (PLS)**

Based on the picture it appears that all loading factors are 0.50 so that research can proceed to analyze the measurement model or outer model and structural model or inner model. Based on the Figure 2, indicators that provide dominant effect can be identified.

Indicators that provided dominant effects on Core self-evaluation were Self-esteem indicator: I am able to respect myself (X<sub>1.3</sub>) with a value of 0.840 followed by an Emotional stability indicator: I am able to maintain my emotional balance (X<sub>1.2</sub>), Locus of control: I believe in myself in completing work (X<sub>1.1</sub>) and Self-efficacy: I have confidence that I am able to complete every level of work given to me (X<sub>1.4</sub>) with successive values of 0.748, 0.672, and 0.652.

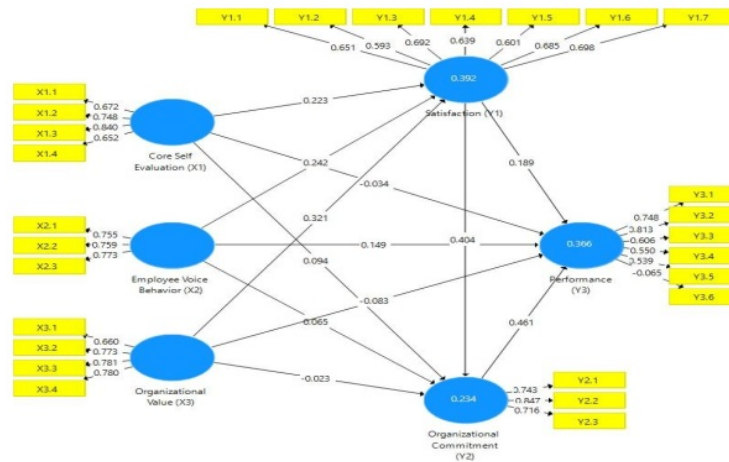


Figure 1 – Initial Research Model (Elimination I)

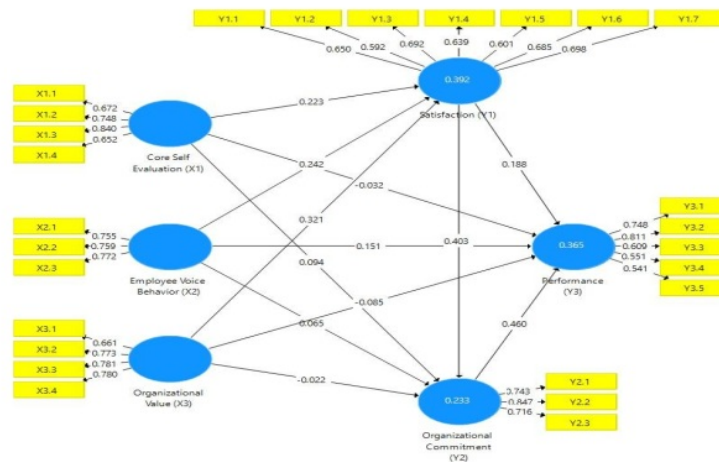


Figure 2 – New Research Model

Indicators that provided dominant effects on Employee voice behavior were Other-oriented indicator: I am able to provide solutions to problems in the organization (X<sub>2.3</sub>) with a value of 0.772 followed by Disengaged indicator: I am able to suggest other options if disputes occur (X<sub>2.2</sub>), Self-protective: I am able to maintain my opinion so that it can be accommodated by the agency (X<sub>2.1</sub>) with successive values of 0.759, and 0.772.

Indicators that provided dominant effects on organizational value were employee need fulfillment indicator: Agencies are able to provide employee needs (X<sub>3.3</sub>) with a value of 0.781 followed by Suitability of personality-culture characteristics indicator: Agencies are able to create a cultural environment in accordance with agency's personality (X<sub>3.4</sub>), goal congruence

indicator: Agencies have the same goals as employees ( $X_{3.2}$ ) and value congruence indicator: Agencies have organizational values in the form of practices of organizations that are believed by employees ( $X_{3.1}$ ) with successive values of 0.780, 0.773 and 0.661.

Indicators that provided dominant effects on job satisfaction were Opportunity to progress indicator; Agencies provide opportunities for employees to advance in a career. ( $Y_{1.7}$ ) with a value of 0.781 followed by Creativity indicator; I am satisfied with the agency's creativity in solving problems ( $Y_{1.3}$ ), Autonomy of work indicator; I have the authority to complete my work ( $Y_{1.6}$ ), Incentives indicator; I am satisfied with the incentives provided by the agency ( $Y_{1.1}$ ), Working conditions indicator; I am satisfied with the conducive working conditions ( $Y_{1.4}$ ), Competence of supervisors indicator; Supervisors have the ability to solve problems in the agency ( $Y_{1.5}$ ), and coworkers indicator; I am satisfied with the condition of colleagues who are willing and able to work together ( $Y_{1.2}$ ) with successive values of 0.692, 0.685, 0.650, 0.639, 0.601 and 0.592.

Indicators that provided dominant effects on organizational commitment were desire to strive according to the wishes of the organization indicator; I have the desire to try hard according to the wishes of the organization ( $Y_{2.2}$ ) with a value of 0.847 followed by Willingness to remain as a member of a particular organization indicator; I have a strong desire to remain as a member of the organization ( $Y_{2.1}$ ) and Accept the values and goals of the organization indicator; Acceptance of organizational values and objectives in accordance with organizational needs ( $Y_{2.3}$ ) with successive values of 0.743, and 0.716.

Indicators that provided dominant effects on performance were the Timeliness indicator; My work was completed in accordance with the specified time ( $Y_{3.3}$ ) with a value of 0.811 followed by a Quality indicator; I am able to complete my work in accordance with the quality specified ( $Y_{3.1}$ ), Timeliness indicator; My work was completed in accordance with the specified time ( $Y_{3.3}$ ), Cost-effectiveness indicator; I use work equipment carefully to save equipment costs ( $Y_{3.4}$ ) and Need for supervision indicator; Without supervision, I continued to work earnestly ( $Y_{3.5}$ ) with successive values of 0.748, 0.609, 0.551, and 0.541.

### t-test testing

Core self-evaluation gave a positive effect on job satisfaction with a value of 0.223, it can also be seen that core self-evaluation had a significant effect on job satisfaction because it had a t-statistic value ( $3.807 > 1.96$ ), therefore, the results of this research were in line with the hypothesis that stated the core self-evaluation had a positive and significant effect on employee job satisfaction.

Employee voice behavior had a positive effect on job satisfaction with a value of 0.242, it can also be seen that Employee voice behavior had a significant effect on job satisfaction because it had a t-statistic value ( $4.399 > 1.96$ ), therefore, the results of this research were in line with the hypothesis that stated Employee voice behavior had positive and significant effect on employee job satisfaction.

Organizational value gave a positive effect on job satisfaction with a value of 0.321, it can also be seen that organizational value had a significant effect on job satisfaction because it had a t-statistic value ( $6.717 > 1.96$ ), therefore, the results of this research were in line with the hypothesis that stated organizational value had a positive and significant effect on employee job satisfaction.

Core self-evaluation gave a positive effect on organizational commitment with a value of 0.094, it can also be seen that core self-evaluation had an insignificant effect on organizational commitment because it had a t-statistic value ( $1.405 < 1.96$ ), therefore, the results of this research were not in line with the hypothesis that stated core self-evaluation had a positive and significant effect on employee organizational commitment.

Employee voice behavior had a positive effect on organizational commitment with a value of 0.065, it can also be seen that Employee voice behavior had an insignificant effect on organizational commitment because it had a t-statistic value ( $0.918 < 1.96$ ), therefore, the results of this research were not in line with the hypothesis that stated Employee voice



behavior had a positive and significant effect on employee organizational commitment of the Department of Transportation in East Kalimantan, Indonesia.

Organizational value gave a negative effect on organizational commitment with a value of -0.022, it can also be seen that organizational value had an insignificant effect on organizational commitment because it had a t-statistic value ( $0.303 < 1.96$ ), therefore, the results of this research were not in line with the hypothesis that stated organizational value had positive and significant effect on organizational commitment of employees of the Department of Transportation in East Kalimantan, Indonesia.

Core self-evaluation gave a negative effect on performance with a value of -0.032, it can also be seen that core self-evaluation had an insignificant effect on performance because it had a t-statistic value ( $0.457 < 1.96$ ), therefore, the results of this research were not in line with the hypothesis that stated **core self-evaluation had a positive and significant effect on** employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Employee voice behavior had a positive effect on performance with a value of 0.151, it can also be seen that Employee voice behavior had a significant effect on performance because it had a t-statistic value ( $2.399 > 1.96$ ), therefore, the results of this research were in line with the hypothesis that stated Employee voice behavior had a positive and significant effect on employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Organizational value gave a negative effect on performance with a value of -0.085, it can also be seen that organizational value had an insignificant effect on performance because it had a t-statistic value ( $1.263 < 1.96$ ), therefore, the results of this research were not in line with the hypothesis that stated organizational value had a positive and significant effect on the employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Job satisfaction had a positive effect on organizational commitment with a value of 0.403, it can also be seen that job satisfaction had a significant effect on organizational commitment because it had a t-statistic value ( $5.763 > 1.96$ ), therefore, the results of this research were in line with the hypothesis that stated job satisfaction had a positive and significant effect on organizational commitment of employees of the Department of Transportation in East Kalimantan, Indonesia.

Job satisfaction gave a positive effect on performance with a value of 0.188, it can also be seen that job satisfaction had a significant effect on performance because it had a t-statistic value ( $2.409 > 1.96$ ), therefore, the results of this research were in line with the hypothesis that stated job satisfaction had a positive and significant effect on employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Organizational commitment had a positive effect on performance with a value of 0.460, it can also be seen that organizational commitment had a significant effect on performance because it had a t-statistic value ( $7.699 > 1.96$ ), therefore, the results of this research were in line with the hypothesis that stated organizational commitment had a positive and significant effect on employee performance of the Department of Transportation in East Kalimantan, Indonesia.

#### **The effect of Core self-evaluation on job satisfaction**

Core self-evaluation gave a positive effect on job satisfaction, it can also be seen that Core self-evaluation gave a significant effect on job satisfaction, therefore, the results of this research were in line with the hypothesis that stated **Core self-evaluation had a positive and significant effect on job satisfaction** of employees of the Department of Transportation in East Kalimantan, Indonesia.

Based on the results of the research, it can be seen that the Core self-evaluations measured through Locus of control: Locus of control is related to the level of a person's beliefs about events, fate, luck and destiny that occurs in him/her, Emotional stability: Individuals with high emotional stability are individuals who can maintain emotional balance.

Individuals with this trait have the characteristics of evenness of mood, high optimism, cheerfulness, calmness in feelings, free from guilt, worry, or loneliness, self-esteem: Self-esteem is the degree to which someone likes or dislikes himself/herself, Self-efficacy: Self-efficacy is expressed as a person's belief that he/she can carry out a task at a certain level that has not been able to significantly increase employee job satisfaction as measured through incentives, work colleagues, creativity, working conditions, supervisor's competence, job autonomy, and opportunities to progress.

Based on the results of previous studies, it was found that Core Self-evaluation variable had a correlation with the satisfaction (job satisfaction) variable. Many studies have proven that self-evaluation is correlated with satisfaction, where self-evaluation itself is determined by self-esteem and locus of control. Robbins & Judge (2015) said "An individual's core self-evaluation is determined by two main elements: Self-esteem and locus of control". Robbins & Judge (2015) stated "... one study of life insurance agents found that core self-evaluations were critical predictors of satisfaction". The findings of the research indicate that core self-evaluation is an important predictor that affects satisfaction. In a different place from the conclusion of one of the results of Robbins & Judge's research (2015), it was stated that "... this study showed that the majority of the successful sales employees had positive core self-evaluation", therefore, it shows that workers' self-esteem correlates with their satisfaction. People with high self-esteem are believed to have more enough ability to succeed at work. One of the most common findings is that people with low Self-esteem are more vulnerable to external effects than people with high Self-esteem. The next research is a study conducted by Uche, et al. (2011) "The findings indicated that there is a significant relationship between motivational factors and teacher's satisfaction and a significant relationship between teachers' experience and the job satisfaction". The results of their research are quite interesting to note, which found that there was a significant relationship between motivation and experience on Teacher's Satisfaction. The fourth previous research was conducted by Simson & Resnic (2004). Their results show that there is a moderate relationship between self-esteem and outcome, and self-esteem and satisfaction.

### **The effect of Core self-evaluation on organizational commitment**

Core self-evaluation gave a positive effect on organizational commitment, it can also be seen that Core self-evaluation gave insignificant effect on organizational commitment, therefore, the results of this research were not in line with the hypothesis that stated Core self-evaluation had a positive and significant effect on organizational commitment of employees of the Department of Transportation in East Kalimantan, Indonesia.

Based on the results of the research, it can be seen that the Core self-evaluations measured through locus of control: Locus of control is related to the level of a person's beliefs about events, fate, luck and destiny that occurs in him/her, Emotional stability: Individuals with high emotional stability are individuals who can maintain emotional balance. Individuals with this trait have the characteristics of evenness of mood, high optimism, cheerfulness, calmness in feelings, free from guilt, worry, or loneliness, self-esteem: Self-esteem is the degree to which someone likes or dislikes himself/herself, Self-efficacy: Self-efficacy is expressed as a person's belief that he/she can carry out a task at a certain level that has not been able to increase organizational commitment as measured by a strong desire to remain as a member of a particular organization, a desire to strive according to the wishes of the organization, acceptance of values and goals of organization.

The relationship between core self-evaluation and organizational commitment has attracted the attention of a number of researchers including, Coleman, et al. (1999); Furnham et al. (1994); Kinicki & Vecchio (1994); Luthans et al. (2006). All of them found a significant relationship between core self-evaluation and organizational commitment. All of these research reports that individuals with internal core self-evaluation are more committed to the organization than individuals with external core self-evaluation.

More specifically, the results of the research conducted by Coleman, et al. (1999) who examined the relationship between core self-evaluation and two forms of organizational

commitment. It found that internal core self-evaluation was related to affective commitment and external core self-evaluation was related to continuous commitment. Likewise, research conducted by Chen et al. (2007), testing the relationship between core self-evaluation and three forms of organizational commitment, the results showed that core self-evaluation could significantly predict employee commitment. Specifically, it was found that employees with internal core self-evaluation were more likely to have high affective and normative commitment.

In line with this research, Munir & Sajid (2010) in their research that investigated the relationship between core self-evaluation and organizational commitment, found that core self-evaluation was positively correlated and significant with organizational commitment. It was further explained that participants with internal core self-evaluation were more likely to have affective commitment and high normative commitment while participants with external core self-evaluation had more continuous commitment.

Several studies have positioned core self-evaluation as a moderating variable, as cited by Davenport (2010); like Abe, et al. (2007) who found that core self-evaluation had a moderating effect on the relationship between organizational support and organizational commitment; In addition, the results of the research conducted by Chiu, et al. (2005) found that core self-evaluation acted as a moderator in the relationship between work stress and turnover. Other studies from Chiu, et al. (2005) found that the relationship between leadership support and job satisfaction, antecedent to organizational commitment, was moderated by core self-evaluation.

Other studies have shown that organizational commitment between employees and bank managers was different. Khandelwal & Dhar (2003) found that managers with internal core self-evaluation had higher organizational commitment than employees with external core self-evaluation. Therefore, the managerial community sought to increase the organizational commitment of bank employees with external core self-evaluation.

#### **The effect of Core self-evaluation on performance**

Core self-evaluation gave a negative effect on performance, it can also be seen that Core self-evaluation had an insignificant effect on performance, therefore, the results of this research were not in line with the hypothesis that stated the Core self-evaluation had a positive and significant effect on employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Based on the results of the research, it can be seen that the Core self-evaluations measured through Locus of control: Locus of control is related to the level of a person's beliefs about events, fate, luck and destiny that occurs in him/her, Emotional stability: Individuals with high emotional stability are individuals who can maintain emotional balance. Individuals with this trait have the characteristics of evenness of mood, high optimism, cheerfulness, calmness in feelings, free from guilt, worry, or loneliness, Self-esteem: Self-esteem is the degree to which someone likes or dislikes himself/herself, Self-efficacy: Self-efficacy is expressed as a person's belief that he/she can carry out a task at a certain level that has been able to improve performance as measured through Quality, Quantity, Timeliness, Cost-effectiveness, Need for supervision, Interpersonal impact.

The performance shown by the auditor is inseparable from the personality of the auditor in question. Core self-evaluation is one of the individual personality models that has an effect on one's motivation and performance. Research on the self-evaluation model is still very minimal. Individuals with high core self-evaluation will be more effective in overcoming obstacles by using better problem solving strategies, so as to minimize the occurrence of stress. Individuals with this personality trait will have higher motivation in doing a job. Motivation is one of the determinants of individual performance. These individuals will do a better job because they have increased confidence in their abilities. The Core Self-evaluation personality model is important to study because it is able to provide understanding and predict one's work attitudes and behavior (Judge & Bono, 2003).

Iqbal (2012) stated that Core self-evaluation (CSE) is a personality trait that includes



self-evaluation, their abilities, and control of their abilities. Judge & Bono (2001) stated that individuals with high CSE will be more motivated to do their work. Motivation is the main determinant of individual performance. Core self-evaluation consists of four personality traits, namely locus of control, emotional stability, self-esteem, and self-efficacy. Locus of control is the extent to which a person is able to master and control the events that occur to him/her (Robbins, 2001: 56). This personality trait is related to a variety of important work outcomes including job satisfaction and performance (Judge & Bono, 2001). Internal locus of control will have more impact on one's work performance because individuals with this personality believe that events, occurrences, and destiny are caused by self control. If someone has control over himself/herself, then he/she will very easily build motivation in himself/herself in dealing with a job. High motivation will make the resulting performance also higher.

Individuals with stable emotions will be better able to cope with stress, not easily disappointed, not easily tense and depressed (Purnomo & Lestari, 2010). Auditors with low emotional stability are unable to carry out work effectively when compared to those with high emotional stability (Jaffar et al. 2011). This means that individuals with high emotional stability will be better able to survive and be more calm in the face of a job. Individuals with this personality will also do their work more effectively which will directly affect their performance. This statement is supported by the results of research conducted by Barrick & Mount (1991), Erez & Judge (2001) and Judge & Bono (2001) who found that emotional stability has a positive effect on performance.

Self-esteem describes the general value of a person (Iqbal, 2012). Self-esteem includes two aspects, namely self-acceptance and self-respect (Rahmania & Yuniar, 2012). If an individual has high self-esteem, then that individual tends to have higher satisfaction in himself/herself. That is because individuals with high Self-esteem will be more receptive, like, and respect themselves. Someone with this personality tends to dare to take risks at work (Suharyanti, 2003). Based on this, the more the auditor feels he/she is able to carry out a job and dare to take risks at work, the auditor will likely provide better ability and expertise. If the ability and expertise provided can be better, then later it will contribute positively to its performance. This was confirmed by Judge & Bono (2001) who stated that Self-esteem had a positive effect on performance.

### **The effect of Employee voice behavior on job satisfaction**

Employee voice behavior had a positive effect on job satisfaction, it can also be seen that Employee voice behavior had a significant effect on job satisfaction, therefore, the results of this research were in line with the hypothesis that stated Employee voice behavior had a positive and significant effect on employee job satisfaction of the Department of Transportation in East Kalimantan, Indonesia.

Based on the results of the research, it can be seen that Employee voice behavior measured through Self-protective, Disengaged, and Other-oriented indicators has not been able to significantly increase employee job satisfaction as measured through Incentives, Colleagues, Creativity, Working Conditions, Supervisor's Competence, Job Autonomy, and Opportunities to Progress.

Employee Voice Behavior for employees is very needed, the higher the organizational support given to employees related to the fulfillment of employee needs, the Employee Voice Behavior level will be higher. Conversely, if an organization has a low level of Employee Voice Behavior towards employee needs, employee involvement in the organization will be low.

In accordance with the results of research conducted by Saks (2006), it showed that the perception of organizational support has a positive and significant effect on the level of work engagement. This means that employee perceptions of organizational support in meeting employee needs have a positive impact on increasing employee involvement in the organization and is positive towards the duties and responsibilities they have.

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### **The effect of Employee voice behavior on organizational commitment**

Employee voice behavior had a positive effect on organizational commitment, it can also be seen that Employee voice behavior had an insignificant effect on organizational commitment, therefore, the results of this research were not in line with the hypothesis that stated Employee voice behavior had a positive and significant effect on organizational commitment of employees of the Department of Transportation in East Kalimantan, Indonesia.

Based on the results of the research, it can be seen that Employee voice behavior measured through Self-protective, Disengaged, and Other-oriented indicators has not been able to increase organizational commitment as measured through the strong desire to remain as a member of a particular organization, the desire to strive according to the wishes of the organization, acceptance of values and organization goals.

High Employee Voice Behavior on members of the organization will have an impact on organizational commitment that employees have. Each employee has a different level of perception of the support the organization receives, the more positive the perceived perception, the organizational commitment of employees will be stronger and vice versa.

Neman et al. (2011) stated that "the relationship between perceived organizational support, affective commitment and turnover intentions was examined. Affective commitment was found to significantly mediate the relationship between perceived organizational support and turnover intentions". In this research, it is known that the perception of organizational support has a significant effect on affective commitment and affective commitment variable as a mediating variable between perceived organizational support and willingness to move. Neman et al. (2012) stated that the perception of organizational support has a positive and significant effect on job satisfaction and affective commitment.

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### **The effect of Employee voice behavior on performance**

Employee voice behavior had a positive effect on performance, it can also be seen that Employee voice behavior had a significant effect on performance, therefore, the results of this research were in line with the hypothesis that stated Employee voice behavior had a positive and significant effect on employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Based on the results of this research, it can be seen that Employee voice behavior measured through Self-protective, Disengaged, and Other-oriented indicators can improve performance as measured through Quality, Quantity, Timeliness, Cost-effectiveness, Need for supervision, Interpersonal impact.

Employee Voice Behavior owned by employees will have an impact on employee performance. Employees who have a low Employee Voice Behavior will work without a sense of responsibility and the work produced is often unsatisfactory. This is due to the fact that employees do not have a sense of concern for the success of the organization, therefore, employees are indifferent to the vision, mission and goals of the organization.

Research conducted by Andrew & Smoak (2008) found that performance improvement can be done through engagement. Research conducted by Solomon & Sandhya (2010) found that engagement affects performance. This means that, to improve high performance, high involvement of the role of individuals in the organization is required. Individuals who feel they have an organization and are responsible for their work will produce good performance compared to employees who have low involvement.

Research conducted by Heriyati & Ramadhan (2012) found that employee engagement does not provide a significant effect on employee work performance nor retention (attachment does not affect employee performance).

### **The effect of Organizational Value on job satisfaction**

Organizational value gave a positive effect on job satisfaction, it can also be seen that organizational value had a significant effect on job satisfaction, therefore, the results of this research were in line with the hypothesis that stated organizational value had a positive and

significant effect on job satisfaction of employees of the Department of Transportation in East Kalimantan, Indonesia.

Organizational Value on satisfaction largely determines the working attitudes and ways of subordinates in completing tasks given. The better the Organizational Value on satisfaction, it will have an impact on subordinate attitudes and behaviors towards work. Nusantria & Suharnomo's research results (2012) showed that the perception of supervisor support has a positive and significant effect on work engagement.

This shows that perceptions arising from the subordinates towards supervisor support have an impact on the level of involvement of subordinates in the organization and the completion of their tasks. A positive perception can increase the involvement of subordinates in the organization, so that subordinates have the responsibility and care for the progress of the organization.

### **The effect of Organizational Value on organizational commitment**

Organizational value gave a negative effect on organizational commitment, it can also be seen that organizational value had an insignificant effect on organizational commitment, therefore, the results of this research were not in line with the hypothesis that stated organizational value had a positive and significant effect on organizational commitment of employees of the Department of Transportation in East Kalimantan, Indonesia.

Organizational Value will affect the organizational commitment of employees. The more positive and higher the Organizational Value that is raised, the higher organizational commitment of employees. High employee commitment will have an impact on the working ways and employee concern for the progress of the organization.

Rhoades et al. (2001) in his research on the perception of supervisor support and affective commitment, indicated that organizationally determined work experiences consisting of organizational rewards, procedural justice and supervisor support have a positive relationship with affective commitment through the mediation of the perception of supervisor support. Based on the results, it is known that the perception of supervisor support has a positive effect on affective commitment. Research conducted by Moideenkutty et al. (1998) found that the perception of supervisor support has a significant positive effect on affective commitment.

### **The effect of Organizational Value on performance**

Organizational value had a negative effect on performance, it can also be seen that organizational value had an insignificant effect on performance, therefore, the results of this research were not in line with the hypothesis that stated organizational value had a positive and significant effect on employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Woodcock & Francis (1990) stated that organizational values are beliefs that are applied in action. This value is also a choice about what is good and what is bad, what is important and what is not important, which then shapes organizational behavior. This value is difficult to see, but value is a cornerstone of the formation of the organization. Organizational values are also guidelines and rules that are used for decision making in organizations. Distributed organizational values build trust in the community which in cohesion increases a sense of oneness (Barret, 2006). Values are very important to apply to an organization from the start. A successful organization is an organization that basically applies fundamental values in its vision and mission.

Woodcock & Francis (1990) argued that justice in companies must be upheld based on social norms and values. This led to the creation of rules, restrictions, and control procedures to uphold the principle of justice to all company employees. The research conducted by Bayu (2012) also found the conclusion that the core values of organizational culture positively affect the performance of its employees, where the accumulated employee performance is a form of overall organizational performance.



### **The effect of job satisfaction on organizational commitment**

Job satisfaction had a positive effect on organizational commitment, it can also be seen that job satisfaction had a significant effect on organizational commitment, therefore, the results of this research were in line with the hypothesis that stated job satisfaction had a positive and significant effect on organizational commitment of employees of the Department of Transportation in East Kalimantan, Indonesia.

Job satisfaction as measured by incentives, coworkers, creativity, working conditions, supervisor's competence for job autonomy and opportunities to progress show that they have been well managed so that they contribute to organizational commitment. Based on employee ratings, leaders who are willing to listen to every suggestion, coworkers who always put the common interests first and employee opportunities to be promoted will be able to increase job satisfaction. In addition, agency has provided fair incentives to all employees so as to foster employee confidence in staying loyal to the agency. This research is relevant to the statement of Mathis & Jackson (2011) that job satisfaction reflects one's feelings towards their work, when someone is satisfied with their work then they will be more committed to the organization. This is in line with the research conducted by Boles et al. (2007) in several American companies who stated that giving salary and promotion accordingly will affect the desire of employees to remain loyal to the organization. Hsiao & Chen (2012) in their research conducted at several companies in Taiwan stated that job satisfaction has a significant positive effect on organizational commitment. Research conducted by Luqman et al. (2012) on the public sector in Nigeria stated that employees will be more committed in providing services to consumers when they are satisfied with work and are given opportunities for a career.

### **The effect of job satisfaction on performance**

Job satisfaction had a positive effect on performance, it can also be seen that job satisfaction had a significant effect on performance, therefore, the results of this research were in line with the hypothesis that stated job satisfaction had a positive and significant effect on employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Job satisfaction is defined as a pleasant state or positive emotion resulting from an assessment of one's work or work experience. Job satisfaction results from employee perceptions of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the Job Descriptive Index (JDI), namely the job itself (related to responsibilities, interests and growth); quality of supervision (related to technical assistance and social support); relationships with colleagues (related to social harmony and respect); promotion opportunities (related to opportunities for further development); and payments (related to adequate payments and perceptions of fairness) (Luthans, 2002).

### **The effect of organizational commitment on performance**

Organizational commitment had a positive effect on performance, it can also be seen that organizational commitment had a significant effect on performance, therefore, the results of this research were in line with the hypothesis that stated organizational commitment had a positive and significant effect on employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Research conducted by Madiono (1999) found that organizational commitment makes a major contribution to organizations because they do and behave to achieve organizational goals. Some new findings show that commitment is mostly related to performance. There is a positive and significant relationship between commitment to supervisors and performance. This means commitment to supervisors is a good predictor of the performance of organizational commitment. Research conducted by Kashefi, et al. (2013) found that organizational commitment has an effect in increasing or decreasing employee performance. Research conducted by Wu & Liu (2006) stated that there is a relationship between organizational commitment and performance. Research conducted by Khyzer (2011) stated

that employee commitment always plays a very important role in improving organizational performance. Research conducted by Usman et al. (2012) and Fahmi, et al. (2014) showed a positive and significant effect of the organizational commitment component on the performance of officers. In contrast to the research results conducted by Rebecca (2013), Soulen (2003), they stated that affective commitment has an effect on performance, while in general, organizational commitment has no effect on employee performance.

## CONCLUSION

Based on the results of research through the value of Results For Indirect Effects, it can be seen that the job satisfaction and organizational commitment variables are able in acting as mediating variables in this research, this means that the existence of job satisfaction and organizational commitment can be a positive trigger between the Core self-evaluation, Employee voice behavior, and Organizational value variables in improving the employee performance of the Department of Transportation in East Kalimantan, Indonesia.

Core self-evaluation gave a significant positive effect on performance through job satisfaction, it can also be seen that Core self-evaluation gave a significant effect on performance through job satisfaction, of the Department of Transportation in East Kalimantan, Indonesia. Employee voice behavior had a significant positive effect on performance through job satisfaction with a value of 0.120, it can also be seen that Employee voice behavior had a significant effect on performance through job satisfaction of the Department of Transportation in East Kalimantan, Indonesia. Organizational value had a significant positive effect on performance through job satisfaction, it can also be seen that Organizational value had a significant effect on performance through job satisfaction of the Department of Transportation in East Kalimantan, Indonesia. Core self-evaluation had a significant positive effect on performance through organizational commitment, it can also be seen that Core self-evaluation had a significant effect on performance through organizational commitment of the Department of Transportation in East Kalimantan, Indonesia. Employee voice behavior had a significant positive effect on performance through organizational commitment, it can also be seen that Employee voice behavior had a significant effect on performance through organizational commitment of the Department of Transportation in East Kalimantan, Indonesia. Organizational value gave a significant positive effect on performance through organizational commitment, it can also be seen that Organizational value had a significant effect on performance through organizational commitment of the Department of Transportation in East Kalimantan, Indonesia. Job satisfaction had a significant positive effect on performance through organizational commitment, it can also be seen that job satisfaction had a significant effect on performance through organizational commitment of the Department of Transportation in East Kalimantan, Indonesia.

Good Core self-evaluations, Employee voice behavior and Organizational Value, will improve the employee performance of the Department of Transportation in East Kalimantan, Indonesia and ultimately increase the overall value of the agency. This can be increased by often providing teamwork at work and giving employees a "free to innovate" environment in their work. The Department of Transportation in East Kalimantan, Indonesia should hold work training for employees, increase education by conducting on the job training, take skills courses and seminars, give awards to outstanding employees in the form of additional bonuses or incentives. In connection with efforts to improve employee performance, something that the Department of Transportation can do in East Kalimantan, Indonesia is coaching for employees to be able to work in teams and increasing the sense of responsibility to the Department of Transportation in East Kalimantan, Indonesia. Related to efforts to increase job satisfaction, what can be done by the Department of Transportation in East Kalimantan, Indonesia is the creation of a comfortable work atmosphere and good communication between employees.

To the Department of Transportation in East Kalimantan, Indonesia is able to pay attention to all employees by providing clear information about the policies that apply in the

organization, so that employees will better understand the goals and values of the organization.



# The Antecedent and Impact of Job Satisfaction and Organizational Commitment on Employee Performance of Department of Transportation in East Kalimantan, Indonesia

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