

Influence.pdf

by

Submission date: 03-Oct-2019 05:56PM (UTC+0700)

Submission ID: 1185219704

File name: Influence.pdf (506.64K)

Word count: 7571

Character count: 41931

Influence Of Competence, Cultural Organization, And Job Satisfaction Of Career Development And Implications On The Performance Of Employees (Survey On State-Owned Enterprises (Soes) In The Region Of Cirebon)

Zuki Kurniawan

Abstract: The purpose of this study is describing and analyzing the influence of competence, organizational culture and career development for job satisfaction and its implications on the performance of employees. The purpose of this study is determining the effect of competence, organizational culture, and career development for satisfaction and its implications for employee performance improvement of SOEs in the region of Cirebon either partially or simultaneously. The method used is descriptive verification with the type of survey, sampling using simple random sampling technique. The object of the study is conducting on employees of State Owned Enterprises (SOEs) Cirebon region with the sample of 240 respondents from the population of 600. The data analysis is descriptive analysis and verification using the Structural Equation Model (SEM) with the program *Lisrel 8.80*. The results showed that partial and simultaneous job satisfaction, career development, competency, and organizational culture affect the performance. Competencies, organizational culture, career development and job satisfaction simultaneously positive and significant effect on employee performance. However, the partial organizational culture is not significant to affect the performance of employee. The greatest good for job satisfaction on employee performance and career development is variable. Managerial implications based on the analysis of research, need to improve performance through job satisfaction in any aspect expectations are met, while the priority in improving job satisfaction and employee performance should give priority to the aspects of career development assessment, further premises employee competence skills and later human aspects of organizational culture with aspect results orientation.

Index Terms: Competence, Organizational Culture, Career Development, Job Satisfaction, Performance.

1 INTRODUCTION

Development of technology and globalization are not in avoiding the many aspects of life, and this makes life's environment change according to demands and needs. Receiving this, the human race inevitably will experience a variety of changes and claims to be able to survive it. Relating this, the activity of humanity in their lives undergoing the face in a challenge to be able to compete with other parties, as well as activity of human resources in an organization, of course, will be charged on the competitiveness with other organizations. Therefore, human resources as one of the vital elements in the organization should have the ability to auto-competitive, except of course the factors related to organizational activities such as human resource competencies, understanding of the values of the organization, as well as providing opportunities in career development will be the main focus. On the background of factors include environmental change and influence into the organization either directly or indirectly to the subject of research, especially on behavioral aspects of human resources itself, because somehow the role of human resources as one of the vital elements of the organization in carrying out the activity should receive serious attention.

Based on the above description then that would be the focus of the study related to the behavior of human resources in business organizations which are under the auspices of the State Owned Enterprises (SOEs), which is in the region of Cirebon. The officer claimed to have more roles in order to achieve the desired purpose, such as the ability or competence possessed. In this case it is clear coloring performance characteristics. Cause with competence, it would have helped establish a distinctive character to do the job and it will provide its own value. Other factors that can affect the performance of human resources is the values that are reflected in the culture of organizations that guide employees, in carrying out its activities the role of employees in the organization in addition to the measurement of ability should also be the existence of a provision of opportunity and trust in employees is reflected in the career development. Factors that raised this all intended to give an influence on employee attitudes in the work, both job satisfaction and to improve the overall performance of the organization in order to have a competitive edge. Some state-owned companies in the region of Cirebon engaged in the provision of services in the community has a dynamic of its own, but it continues to be a reason to innovate towards improving the quality of human resources (HR), due to the role and quality of human resources it would have also influence their performance on the existence of a transfer of knowledge from a variety of components related to employee performance. Some criteria related to employee performance assessment, and then some SOEs that became the object of study have its own criteria such as the following:

- Zuki Kurniawan, Lecturer of 17th August 1945 University, Cirebon, Indonesia

Table 1.1 Assessment Criteria

No	Score	Crit eria	Performance result 2011	Performance result 2012
1	< 6,50	P5	-	-
2	6,50 - 7,49	P4	-	6,37
3	7,50 - 8,49	P3	7,25	-
4	8,50 - 9,49	P2	-	-
5	9,50 - 10,0	P1	-	-
< 6,50			P5	
6,50 - 7,49			P4	
7,50 - 8,49			P3	
8,50 - 9,49			P2	
9,50 - 10,0			P1	

Source : Performance Criteria and Achievement

Based on the table above, it shows that the achievement of the performance data on 2011 reached the figure of 7.25. It means that on the criteria P3, whereas on 2012 reached 6.37 or are on the P2 criteria. Thus the achievement of the performance of employees of SOEs in the region of Cirebon during 2011 - 2012 period has decreased from P2 to P3 in various aspects of the assessment criteria such as quality, quantity, accuracy, speed, supervision, CS orientation (service), discipline and orderly administration, and cooperation. This also can be coaxed to do further research, especially regarding to the role of human resources as one of the vital elements in the organization. It can be seen more clearly in the following table: It is based on an initial survey suspected of issues such as;

- 1) It is presumed existence of the condition of the competence of employees who still do not have maximum contribution and reflect the level of need and the alleged impact on employee performance.
- 2) Understanding organizational culture that has not been reflected in behavior of the culture with a predictable effect on job satisfaction and employee performance.
- 3) Giving a service to the community, attention to awards, the creation of a mutually beneficial partnership, collaboration and innovation has not been optimal; it is expected to have an impact on job satisfaction and employee performance.
- 4) In the job satisfaction of employees feel inadequate so the alleged impact on employee performance.
- 5) There is a delay factor in spurring self ability, so it often causes dissatisfaction among the people to the services provided.
- 6) The program to improve the ability of employees through career development for employees is still open and adequately so that alleged effect on job satisfaction and employee performance.
- 7) Condition relating to employee satisfaction factor is often a problem that inhibits performance.
- 8) Career promotion policy as one element of the career development allegedly has not done well so that can affect employee performance.
- 9) The role and opportunity for employees have not yet fully involved employees. It is expected to have an impact on job satisfaction.
- 10) The office infrastructure is often too late to support activities to respond with improvements that allegedly causes dissatisfaction of employees within the existing

state-owned enterprises, especially in the region of Cirebon.

- 11) Factors that employees of childbearing age must have a high creativity to meet the challenges alleged impact on employee performance.
- 12) Not in anticipation of the current competition of foreign technology companies as a result of globalization, so it is expected to affect the performance is not optimal.

Therefore, further research needs to be done for the competence, organizational culture, and career development in order to increase job satisfaction and their implications on the performance of employees of SOEs in the region of Cirebon. Based on the description in the background, identification, and the extent of the problem, the problems can be formulated as follows:

1. Does the competence affect on employee job satisfaction SOEs in the region of Cirebon?
2. Does organizational culture affect the job satisfaction of employees of SOEs in the region of Cirebon?
3. Is career development effect on employee job satisfaction SOEs in the region of Cirebon?
4. What competencies, organizational culture and career development jointly affect the job satisfaction of employees of SOEs in the region of Cirebon?
5. Does competence affect the employee's performance of SOEs in the region of Cirebon?
6. Does organizational culture affect the employee's performance of SOEs in the region of Cirebon?
7. Is career development effect on employee performance of SOEs in the region of Cirebon?
8. Does job satisfaction affect the employee's performance of SOEs in the region of Cirebon?
9. Do competence, organizational culture, career development and job satisfaction together affect the employee's performance of SOEs in Cirebon area?

Based on the problem statements above, this study was conducted in order to:

1. examine and analyze the influence of competence on job satisfaction of employees of SOEs in the region of Cirebon
2. examine and analyze the influence of organizational culture on job satisfaction of employees of SOEs in the region of Cirebon
3. examine and analyze the influence of career development on employee job satisfaction of SOEs in the region of Cirebon
4. test and analyze the influence of competence, organizational culture and career development together on job satisfaction of employees of SOEs in the region of Cirebon
5. examine and analyze the influence of competence which affect the employee's performance of SOEs in the region of Cirebon
6. test and analyze the influence of culture organization on employee performance of SOEs in the region of Cirebon
7. examine and analyze the influence of career development on employee performance of SOEs in the region of Cirebon
8. examine and analyze the effect of job satisfaction on employee performance of SOEs in the region of Cirebon

9. Examine and analyze the effect of jointly competencies, organizational culture, career development and job satisfaction on employee performance of SOEs in the region of Cirebon

2 LITERATURE REVIEW

2.1 COMPETENCE

Individually, each human being is essentially endowed by God Almighty in the form of capabilities that have been attached to him since birth. The ability of a person referred to as either soft or hard competence. This is in accordance with his nature as a creature. For the success of an organization, the employee's role as one of the vital resources is clear that the organization is indispensable addition to other resources. The roles of competent human resources to support the success of an organization are consistent opinion on this Zweek's competence (2000) which said; there are three competences in supporting organization success; 1) competences of leadership, 2) competences of employees, 3) degree to foster corporate culture and maximize competence. Regardless of the pros and cons of being owned, in living one's life activities will be coupled with the ability to do something. As a result, the ability of someone will become his own characteristic as well as a differentiator with other people. And this also will have an impact on his life. In connection with it, the ability of a person is associated with the activity in workplace, then obviously the ability for a better performance. In addition, Wibowo (2012: 324) said, "Competence is the ability to execute or perform a job or task that is based on the skills, knowledge and attitudes supported by the work required by the job". From the description it is clear that a person's abilities and skills are very instrumental in supporting the duties success. Nevertheless, the goal cannot be separated from the elements inside the organization such as leadership, coordination, ability, and management support. Thus, competence can also be associated with a person's pattern of thinking and attitude to work. Because of some factors such person's way of thinking is needed to face the task of the job. In addressing the current globalization wherever an employee must work at certain ability and make it as capital to keep the competition both now and for the foreseeable future. As suggested by Raymond J.Stone (2008) who said, "Globalization is allowing labor skill to deal with capital movement across the world to locations that offer the best competition and the best future ". Then, Robbins & Hunsaker (2012: 286) said, "Therefore, each member's individual contribution should also be identified and made a part of his or her overall performance appraisal". Therefore, the contribution of each individual in the organization can be used as identification of performance for the organization as a whole. Whether competitive or not, this means that the performance of the organization as a whole, can be one of factors of which is the role of competent human resources. Opinions of Robbins & Hunsaker (2012), in general it can be said that the effectiveness of the performance of an employee within the organization depends on a leader. He must be able to classify the expertise or skills of his personnel into four factors among others:

1. Conceptual Skills

It is the ability to be possessed by a person in coordinating all the activities and interests of the organization.

2. Human Skills

It is the ability to establish relationships between fellow members and other organizations to work along to motivate each other either individually or in groups.

3. Technical Skills

This person has the ability to use the techniques and procedures as well as expertise in other specialized fields.

4. Political Skills

The ability to build one's position and authority within the organization based individual strengths and create a vast network connection.

2.2 Organizational Culture

How employees behave and what they should do much influenced by the values espoused by the organization, or termed as a culture? Work culture is a form of presumption owned, implicitly accepted by the group and to determine how these groups feel, thinks, and react diversely to its environment. Many cultures that adapted by the employees will have an impact on the development of the organization with a broader scope of activities, as stated by Newstrom (2011), "Eventually a culture of employees with adaptable cross-cultural can be developed in organizations with large international operations." Furthermore, Edgar Schein in Luthans (2011) said, "Organization culture as a basic assumption is invented, discovered, developed by a given group as it learns its problems external adaptation and integration interval that has worked well enough to be considered to perceive, think, and feel in relation to review those problems. It goes without saying that organizational culture is an assumption for a particular group with the aim of trying to find a adaptable solution to a variety of problems both internal and external to the organization, so that organizational culture can be a material consideration in the act. According to Robbins and Judge (2008: 256), "Organizational culture is a shared meaning held by members that distinguishes an organization with other organizations". Therefore, in some research showed that there are seven main characteristics of the organization culture, which are comprised of:

1. Innovation and courage to take risks: to what extent employees are encouraged to be innovative and take risks out their duties, analysis and attention to the little things.
2. Attention to the little things: employees are expected to carry on.
3. Orientation on the results: the degree to results-oriented management rather than on process and technical are used to achieve the results.
4. Orientation on people: the extent of effects of management decisions pays particular attention to the people in the organization.
5. Orientation on the team: the extent of teamwork takes precedence over individual work.
6. Aggressiveness: the extent of competitive aggressiveness and employees.
7. Stability: the extent of maintaining the status quo with a consideration of the organization's success.

Thus, the organizational culture from the viewpoint of employees can provide guidance for employees to be important thing to do.

2.3 Career Development

One of the development programs for the employee's ability to give satisfaction for his achievements is career. Career is a

sequence of job positions held by an employee during his work. Furthermore on careers, Ivancevich and Konopaske (2013: 149) said "A career is an ongoing sequence of work related activities. It is not related to something that occurs in isolation". Allowed Noe, Hollenback, Gerhart, and Wright (2010) stated :

1. Formal Education Program; including short courses offered by consultant or university programs.
2. Assessment; a process in which multiple raters evaluate employees, a member of performances on exercises
3. Job Experience; the relationship problems, demands, tasks and other features that their employees face at work caused by factors of employee satisfaction towards the organization is large enough, even for the long-term future. The various techniques of measuring the level of employee job satisfaction have described above. The satisfaction has broad meaning; there is just one aspect that causes a person's job satisfaction. Job satisfaction perceived by an employee whom the fulfillment of various needs. Furthermore, from the study of Robbins and Judge (2008) concluded the following regarding.

2.4 Job Satisfaction

1. Emotional response to work
2. The existence of unmet expectations
3. The existence of the achievement of value

Job satisfaction is rising from intrinsic rewards (positive employment outcomes as a result of the performance) and extrinsic rewards (salary or wages) allocated equitably perceived performance. The ability and skill are paramount in supporting employee performance. Without having the required ability and skill, an employee will certainly hamper the results of work productivity. This is in accordance with the opinion delivered by Konopaske Ivancevich (2011: 73). "Abilities and skills play a major role in individual behavior and performance. Ability is a person's talent to perform a mental or physical task. Skill is a learned talent that a person has acquired to perform", it said that the ability and skills play a major role in an individual's behavior and performance. As presented by Soelaiman Sukmalana (2007: 487), "Managers can focus more motivating than simply assessing the ability of employees who previously could only achieve a good performance." Furthermore, according to Harold Stovich in Soelaiman Sukmalana (2007) said that some aspects of performance include:

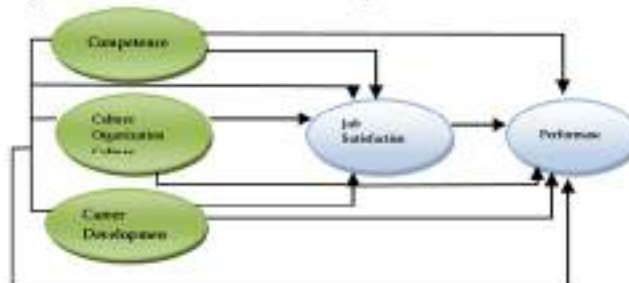
1. Knowledge of Work
Consideration an officer of the extent he can do a job.
2. Quality of Work
Judgment about the accuracy, thoroughness and rigor of an officer.
3. Quantity of Work
Judgment regarding the amount of work that has been done.
4. Ability to Learn
Consideration of speed, facilities, procedures and the ability of officers on the job.
5. Cooperation Ability to Work With Other
Consideration of the extent of the officer can do in collaboration with other parties.
6. Interest in Work
Judgment regarding the extent of the factor of interest and attitude toward work tasks.

2.5 Thinking Framework and Hypotheses

Frame of thinking in this study reflects the linkage between processes variables studied among others, namely:

1. Effect of Job Satisfaction Competency
2. Influence of Organizational Culture on Job Satisfaction
3. Influence of Job Satisfaction Career Development
4. Influence of Job Satisfaction of Performance
5. Influence of Competency Performance
6. Influence of Organizational Culture of Performance
7. Influence of Career Development of Performance

For hypothesis can be seen in the image below:



3 RESEARCH HYPOTHESIS

Hypothesis 1:

The competence influences job satisfaction of employees in state-owned companies in the region of Cirebon.

Hypothesis 2:

There is the influence of organizational culture on job satisfaction of employees of SOEs in the region of Cirebon.

Hypothesis 3:

There is a career development influences job satisfaction of employees of SOEs in the region of Cirebon.

Hypothesis 4:

Competence, Organizational Culture, and Career Development jointly affect the job satisfaction of employees of SOEs in the region of Cirebon.

Hypothesis 5:

The competence influences employee performance of SOEs in the region of Cirebon.

Hypothesis 6:

There is the influence of organizational culture on employee performance of SOEs in the region of Cirebon.

Hypothesis 7:

There is significant career development on employee performance of SOEs in the region of Cirebon.

Hypothesis 8:

There is the influence of job satisfaction on employee performance of SOEs in the region of Cirebon.

Hypothesis 9:

Competence, Organizational Culture, Career Development, and Work Satisfaction jointly affect the performance of employees of SOEs in the region of Cirebon.

4 RESEARCH METHODOLOGY

In this study, the researcher uses descriptive and verification method that aims to provide an overview of the variables studied. In addition, it is to determine the relationship of variables through hypothesis testing based on the data obtained in the field. Moreover, type of research is survey research. The verification is essentially the study wanted to test the truth of a hypothesis which is carried out through data

collection in the field. The subject of analysis in this study is the organization of the State Owned Enterprises (SOEs) in region of Cirebon. And to test whether the variables of competence, organizational culture, and career development affect on employee job satisfaction and employee performance implications for SOEs in the region of Cirebon. Type of investigation that is used is causality and correlation, which is the type of research that suggested a causal relationship among the variables of competence, organizational culture and career development to variable employee satisfaction and performance of SOEs in the region of Cirebon. Based on the view of Soelaiman Sukmalana (2007) said that, "Descriptive survey method is a research method that takes a sample from a population and a questionnaire as data collection tools". Thus, this study uses this type of survey research.

Operational Variables

This study needs to be raised about the explanation of each of the variables studied, such as the concept of each latent variable to explain the various dimensions and indicators, where it is important as a basis for the establishment of an instrument. It is appropriate with opinion of Imam Ghazali (2012: 5) who said that, "A variable cannot be directly and required some indicators called latent variables and indicators that can be measured is called the manifest. Operational variable in this study is to clarify the variables that will be studied; they are competencies, organizational culture, career development, and job satisfaction, performance. Sources of data in this study are primary and secondary data. The primary data is data that is directly obtained from the respondents as a source of data, and secondary data obtained from the documents of the research object. Determination of the number of samples by using Slovin formula (Sugiyono, 2012) is: $n = N / (1 + N(e)^2)$, where: N = population size, n = Sample Units, E = Error is tolerated (5%). Therefore, by using Slovin formula is derived from the population-based sample of employees of SOEs in the region of Cirebon, amounting to N = 605; namely n = 240, while the selection of the sample population used stratified random sampling technique.

5 RESULTS AND DISCUSSION

Table 5:1 Size Fit Model

Indicator GOF	Accepted Measure	Estimated	Conclusion
Absolute Fit Criteria			
GFI	GFI ≥ 0.90	0.87	Marginal Fit
RMSEA	RMSEA ≤ 0.08	0.08	Good Fit
Incremental Fit Criteria			
NNFI	NNFI ≥ 0.90	0.98	Good Fit
NFI	NFI ≥ 0.90	0.96	Good Fit
AGFI	AGFI ≥ 0.90	0.84	Marginal Fit
RFI	RFI ≥ 0.90	0.95	Good Fit
IFI	IFI ≥ 0.90	0.98	Good Fit
CFI	CFI ≥ 0.90	0.98	Good Fit
PGFI	PGFI ≥ 0.60	0.70	Good Fit

Source: Research, processed LISREL 8.80

Based on the test results, if the criteria of the model from the data in the above studies indicate that the test has been obtained to meet the size criteria of fit of the model (Goodness of fit measures) and can be said to be the model obtained. It can be used to explain the relationship between the models under study. Among nine of the tested criteria, there are two numbers mean marginal fit do not meet the standard of good fit but approaching figure set. Based on theoretical concepts, (Hair, 2010) it can be considered to meet the requirements and analysis can be extended. According to the results of testing hypothesis 1 - 9 using Lisrel version 8.8, so as to obtain a structural equation model with output values as follows: $\eta_1 = \gamma_{11}\xi_1 + \gamma_{12}\xi_2 + \gamma_{13}\xi_3 + \zeta$ with the following equation: SATISFIED = COM + 0.26 * 0.29 * 0.54 * BUD + KAR, Error var. = 0.31,

$$R^2 = 0.69$$

(0.01)	(0.02)	(0.01)	(0.17)
2.28	3.15	4.12	3.47

$\eta_2 = \gamma_{21}\xi_1 + \gamma_{22}\xi_2 + \gamma_{23}\xi_3 + \zeta$, with equivalent results as follows;

$$\text{WORK} = 0.53 * 0.23 * \text{SATISFIED} + \text{COM} + 0.28 + 0.36 * \text{BUD} * \text{KAR},$$

$$\text{Errorvar.} = 0.04, R^2 = 0.96$$

(0.01)	(0.03)	(0.29)
(0.02)	(0.033)	
3.73	3.47	1.55
2.15	3.68	

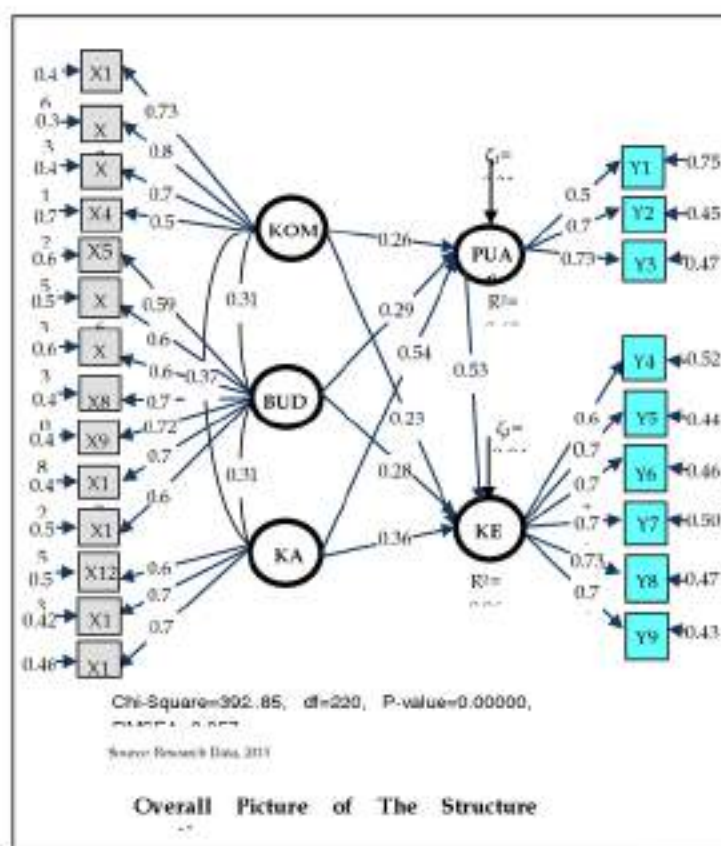
And as a result of hypothesis testing can be seen in the following table:

Table 1.2: Significance Test Results Each variable (T-Value)

No	Hypothesis	Path Coefficient (wR ²)	t _{count}	t _{table}	Results	Statistics Conclusion
1	Competence effect on job satisfaction	0,26	2,28	1,96	Significant	H ₀ is rejected, there are influential competences on job satisfaction
2	Influence of organizational culture on job satisfaction	0,29	3,15	1,96	Significant	H ₀ is rejected, there is the influence of organizational culture on job satisfaction
3	Career development effect on job satisfaction	0,54	4,12	1,96	Significant	H ₀ is rejected, there is the influence of career development and job satisfaction among officers
4	Competencies, organizational culture, career development contribute to job satisfaction	0,69	175,0988	2,60	Significant	H ₀ is rejected, there is a contribution of competencies, organizational culture, career development and job satisfaction
5	Competence influence on employee performance	0,23	3,47	1,96	Significant	H ₀ is rejected, there is the influence of competence on the performance of officers
6	Influence of organizational culture on employee performance	0,28	1,55	1,96	Not Significant	H ₀ is accepted, no effect of organizational culture on employee performance
7	Career development effect on employee performance	0,36	2,14	1,96	Significant	H ₀ is rejected, there is the influence on the performance of the officer career development
8	Effect of job satisfaction on employee performance	0,53	3,73	1,96	Significant	H ₀ is rejected, there is the influence of job satisfaction on the performance of official
9	Competencies, organizational culture, career development, job satisfaction contributes to employee performance	0,96	1410,00	2,37	Significant	H ₀ is rejected, there is a contribution of competence, organizational culture, career development, job satisfaction on employee performance

Source: Data research, processed Lisrel 8.80

For more details, it can be seen in the picture of the structure of the model as follows:



6 CONCLUSION

- 7 Competence of employees and a significant positive effect on job satisfaction (Figure 5:21), with a value of 0.26, t count = 2.28. The dimension of the construct of employee competence which is the most dominant is human skills.
- 8 Organizational Culture and significant positive effect on job satisfaction (Figure 5:21), with a value of 0.29, t count = 3.15. The dimension of the construct of organizational culture is the most dominant orientation on the results.
- 9 Career Development positive and significant effect on job satisfaction (Figure 5:21), with a value of 0.54, t count = 4.12. The dimension of the construct of career development is the most dominant is the assessment.
- 10 Taken together competencies, organizational culture, and career development contribute to job satisfaction (Figure 5:21) in State Owned Enterprises (SOEs) in the area of Cirebon (structural equation 1) $SATISFIED = COM + 0.26 * 0.29 * 0.54 * BUD + KAR$, Error var. = 0.31, $R^2=0.69$ (0.01) (0.02) (0.01) (0.17) 2.28 3.15 4.12 3.47. The value of a contribution of $R^2 = 0.69$, t count = 175.0968. This suggests that the competence, organizational culture, and career development is an important aspect in influencing job satisfaction of employees of State Owned Enterprises (SOEs) in the region of Cirebon. Partially variables greatest effect on job satisfaction is career development variables, whereas

most small variable effect on job satisfaction is employee competence.

- 11 Employee competence and a significant positive effect on employee performance (Figure 5:21), with a value of 0.23, t count = 3.47. The dimension of the construct of employee competence which is the most dominant is human skills.
- 12 Organizational culture positive but not significant effect to employee performance (Figure 5:21) with a value of 0.28, because tcount < t table. / 1.55 < 1.96. These data indicate that the influence of organizational culture is not strong enough giving impact on employee performance improvement on state-owned enterprises (SOEs) in the region of Cirebon.
- 13 Career Development positive and significant effect on employee performance (figure 5:21), with a value of 0.34, t count = 2.14. The dimension of the construct of career development is the most dominant is the assessment.
- 14 Job Satisfaction and significant positive effect on employee performance (Figure 5:21), with a value of 0.53, t count = 3.37. The dimension of the construct of job satisfaction is the most dominant is the expectations are met.
- 15 Taking together among competencies, organizational culture, career development and job satisfaction contribute very strong on employee performance (Figure 5:21) in State Owned Enterprises (SOEs) in the area of Cirebon (structural equation 2).

$$\text{WORK} = 0.53 * 0.23 * \text{SATISFIED} + \text{COM} + 0.28 + 0.36 * \text{BUD} * \text{KAR}$$

(0.01)	(0.03)	(0.29)	(0.02)
(0.033)			
3.73	3.47	1.55	2.15
	3.68		

The value of a contribution of $R^2 = 0.96$, t count = 1410.00. This suggests that competence, organizational culture, career development and job satisfaction are important aspects in improving the performance of employees in State-Owned Enterprises (SOEs) in the region of Cirebon. Although partially insignificant organizational culture on employee performance. Partially variables greatest influence on employee performance is variable job satisfaction. It means that if an employee gets satisfaction especially in accordance with expectations, the strong impact of the increase employee performance. Thus the first step in an effort to improve employee performance start of the evaluation of employee job satisfaction, career development opportunities, development of employee competencies, then realignment of organizational culture.

Suggestion

Conceptually and theoretically in the development of the aspects of competency, organizational culture, and career development affect on employee job satisfaction and performance. Based on the results of research that can be awakened employee performance, job satisfaction, especially if there is any aspect of unmet expectations, career development assessment, employee competence, human skills, and organizational culture partial although not significant, result of orientation. The results of this study certainly need improvement. Therefore, further research needs to be done with all of the variables associated with the approach other on different objects, so it can be found theories and new concepts. Furthermore, the depth of knowledge of the results of this study can be used as a scientific reference in the development of HRM, organizational behavior (Organization Behavior) and the relevant other fields.

Managerial Implications

Based on the conclusions above, there are the managerial implications that can be done as follows:

1. To build employee satisfaction of SOEs in the region of Cirebon, it has to go through career development factors, especially in the aspect of organizational culture assessment. And through the aspect of results orientation, and competence factors in the human aspect of skill, these results support the research conducted by Jung-Hyung Lee in (Journal of managerial psychology vol.19, no.6,2004), and also supports the theory of Zveel (2000), Robbins and Judge (2008), Luthans (2011), and Newstrom (2011).

To improve the employee performance of SOEs in the region of Cirebon, it has to go through the factors of job satisfaction, especially in the aspect of hope is fulfilled, then through the career development aspects of the assessment, and then backed competence in skills and human aspects of organizational culture in aspect orientation on results. And although in partial test of organizational culture is not significant but that does not mean the organization's culture is

not important but must be pursued improvement and deeper understanding, so this means that job satisfaction is able to mediate the three exogenous variables mentioned above, namely competence, cultural organization, and career development. These results support the research conducted in Rosalind Ferrester Research titled Implication of Lean Manufacturing for Human Resource Strategy (Journal of Work Study Vol.44 No.2, 2008) and strengthen the theory of Robbins and Hunsaker (2012), Robbins and Judge (2013), Dessler (2011), Bernardin (2010), Lyle Spencer, Jr., and Signe M.Spencer in Wibowo (2010), and supports the opinion of Sudarwan Danim (2010) who said that job satisfaction is a combination of economic, social in terms of building performance. So the hope of improving the performance of employees in State-Owned Enterprises (SOEs) in Cirebon region, especially in the aspect of interest of work can be realized.

ACKNOWLEDGMENT

The authors wish to thank to 17th August 1945 University, Cirebon, Indonesia.

REFERENCES

- [1] A Noe, Raymond, Hollenbeck R. John, Gerhart, Berry, Wright, M.Patrick, 2008, Manajemen Sumber Daya Manusia; Mendapatkan Keunggulan Kompetitif, Edisi 8; Manajemen Sumber Daya Manusia; Mencapai Keunggulan bersaing, Jakarta, alih bahasa oleh Didik Prayitno, Penerbit Salemba Empat.
- [2] A Noe, Raymond, Hollenbeck R. John, Gerhart, Berry, Wright, M.Patrick, 2010, Manajemen Sumber Daya Manusia; Mendapatkan Keunggulan Kompetitif, New York, NY.10020, McGraw-Hill Companies.
- [3] A Noe, Raymond, Hollenbeck, 2011, Manajemen Sumber Daya Manusia; Mendapatkan Keunggulan Kompetitif; mencapai keunggulan bersaing, Jakarta, Penerjemah: Didik Prayitno, Penerbit Salemba Empat.
- [4] A. A. Anwar Prabu Mangkunegaran, 2007, Evaluasi Kinerja Sumber Daya Manusia, Cetakan ketiga, Bandung, Refika Aditama.
- [5] Bernardin, John H., 2010, Manajemen Sumber Daya Manusia; Pendekatan Experiential - 1221 Avenue of Americas, New York, NY 10020, McGraw-Hill Edisi Internasional, Diterbitkan oleh unit bisnis Mc-Graw-Hill / Irwin McGraw-Hill Companies, Inc.
- [6] Byars Lloyd L., & Leslie W. Rue, (2010), Manajemen Sumber Daya Manusia, Edisi Kesepuluh, Amerika Serikat, Mc.Grow Hill Inc.
- [7] Certo S., & Certo M., 2009, Manajemen Modern: Konsep dan Keterampilan, edisi kesebelas, New Jersey 07458 Amerika Serikat Amerika, Diterbitkan oleh Pearson Education Inc.
- [8] Colquitt A.Jason, Jefferey A.Lapine, Wesson J.Michael, 2013, Perilaku Organisasi; Meningkatkan Kinerja dan Komitmen di Tempat Kerja, 1221 Avenue of the Americas,

- New York, NY 10020, Diterbitkan oleh McGraw-Hill/Irwin, unit bisnis McGraw-Hill Companies Inc.
- [9] Dessler, Gary 2011, Manajemen Sumber Daya Manusia, edisi kesepuluh bahasa Indonesia, Penerjemah Paramita Rahayu, Jakarta, Penerbit PT. Macan Jaya Cemerlang
- [10] Dessler, Gary 2011, Manajemen Sumber Daya Manusia, edisi kedua belas, edisi global, London, Pearson Education.
- [11] Erni Tisnawati Sule & Kurniawan Saefullah, 2008, Pengantar Manajemen, edisi pertama, Jakarta, Penerbit Kencana Prenada Media Group.
- [12] Gibson, James L., John M. Ivancevich, James H. Donnelly, Robert Konopaske, (2012), Organisasi, Perilaku, Proses Struktur, Edisi Keempatbelas, Boston, AS McGraw Hill Inc.
- [13] Ginnet C. Robert, Hughes L., Robert, Curphy J. Gordon, 2012, Kepemimpinan Menghindari Pelajaran Pengalaman, New York, McGraw.
- [14] Rambut, Jr, Joseph, Ferdinand, Ralph E. Anderson, Ronald L. Tothan dan William, C. Black, 2010, Analisis Multivariat, Edisi Kelima, Saddle River, New Jersey Prentice Hall Inc.
- [15] Hofstede, Geert, Hofstede Gert Jan, 2010, Budaya dan Organisasi, McGraw Hill, oleh Geert Hofstede BV, Amerika Serikat.
- [16] Hani Handoko, 2003, Manajemen, Cetakan kedelapanbelas, Yogyakarta, Penerbit BPFE.
- [17] Imam Ghazali dan Fuad, 2012, Pemodelan Persamaan Struktur; Teori, Konsep, dan Aplikasi dengan Program LISREL 8.80 edisi ke III, ISBN 979.704.300.2. Semarang, Badan Penerbit Universitas Diponegoro.
- [18] Ivancevich, M. John, 2010, Manajemen Sumber Daya Manusia-McGraw-Hill Edisi Internasional, New York, Diterbitkan oleh McGraw-Hill.
- [19] Ivancevich, M. John, Konopaske, Robert, 2011, Perilaku Organisasi, Edisi Internasional, New York, Diterbitkan oleh McGraw-Hill.
- [20] Ivancevich, M. John, Konopaske, Robert, 2013, Organisasi Perilaku, Edisi Internasional, New York, Diterbitkan oleh McGraw-Hill.
- [21] Jackson-Schuler-Werner, 2010, Pengelolaan Sumber Daya Manusia; Mengelola Sumber Daya Manusia, Penerjemah Benny Prihartanto, Jakarta, Penerbit Salemba Empat.
- [22] Jarome P.J., 2011, Mengevaluasi Kinerja Pegawai, Cetakan 1-2011, Jakarta, PPM.
- [23] John H. Jackson-Robert L. Mathis, 2006, Manajemen Sumber Daya Manusia, edisi 10, Penerjemah Diana Angelica, Jakarta, Penerbit Salemba Empat.
- [24] Jeffrey Pfeffer, 2007, Pengelolaan Mutu dan Produktivitas-Menghasilkan keunggulan bersaing melalui manajemen karyawan yang efektif, Penerjemah A. Usmara, Yogyakarta, Penerbit Amara Books.
- [25] Kinicki, A., Fugate, M., 2012, Perilaku Organisasi; Konsep Utama, Keterampilan dan Praktik Terbaik, 1221 Avenue of the Americas, New York, McGraw-Hill Companies Inc.
- [26] Kinicki, Angelo- Kreitner, Robert, 2003, Perilaku Organisasi, Penerjemah oleh: Erly Suandy Jakarta, Penerbit Salemba Empat.
- [27] Kusnendi, (2008), Model-Model Persamaan Struktural, Bandung, Alfabeta.
- [28] Kusdi, 2011, Budaya Organisasi; Teori, Penelitian dan Praktek, jilid 1, Jakarta, Salemba Empat.
- [29] Luthans, A., 2011, Perilaku Organisasi, Pendekatan Berbasis Bukti, edisi kedua belas, 1221 Avenue of the Americas, New York, NY, 10020, diterbitkan oleh McGraw Companies Inc.
- [30] McShane L., Steven, Glinow, Von, 2010, Perilaku Organisasi; Pengetahuan yang Muncul sebagai Praktik untuk Dunia Nyata, 1221 Avenue of the Americas, New York, NY, 10020, publish by McGraw-Hill Companies Inc.
- [31] Newstrom W. John, 2011, Perilaku Organisasi; Perilaku manusia di Tempat Kerja, 1221, New York, NY, 10020, diterbitkan oleh McGraw-Hill / Irwin, unit bisnis McGraw-Hill Companies Inc.
- [32] Robbin, P. Stephen, Hakim A. Timotius, 2013, Perilaku Organisasi edisi ke-15, Inggris, Diterbitkan oleh Pearson Education Limited.
- [33] Robbins, P. Stephen-Judge, A. Timothy, 2008, Perilaku Organisasi, buku I, Penerjemah Diana Angelica, Ria Cahyani, Abdul Rasyid; Pearson Edition, Jakarta, Penerbit Salemba Empat.
- [34] Robbins, P. Stephen-Judge, A. Timothy, 2008, Perilaku Organisasi, buku II; Penerjemah Diana Angelica, Ria Cahyani, Abdul Rasyid Pearson Edition, Jakarta, Penerbit Salemba Empat.
- [35] Robbins, P. Stephen-Hunsaker L. Phillip, 2012, Pelatihan Keterampilan Interpersonal; tip untuk mengelola orang di tempat kerja, edisi keenam, Prentice Hall New Jersey 07458, Pearson Education, Inc.
- [36] Robbins P. Stephen - Coulter, Mary, 2007, Manajemen, edisi delapan, alih bahasa oleh Harry Siamet dan Ernawati Lestari, Edisi kedelapan jilid 2, Jakarta, Macan Jaya Cemerlang.
- [37] Rowley, Christ - Jackson, Keith 2012, Manajemen Sumber Daya Manusia; konsep kunci, Penerjemah Elviyola Pawan, Jakarta, Penerbit Rajagrafindo Persada.

- [38] Stone J.Raymond, 2008, Manajemen Sumber Daya Manusia edisi ulang tahun ke 20, The Dougall Street Australia Milton Qld 4064, Diterbitkan oleh National Library of Australia Cataloging.
- [39] Sedarmayanti, 2010, Manajemen Sumber Daya Manusia; Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil, Cetakan Emir, Bandung, Refika Aditama.
- [40] Sekaran, Uma & Bogle, Roger, 2011, Metode Penelitian untuk Bisnis; Pendekatan Keterampilan Membangun, The Atrium Southern Gate Chichester, Sunset Barat, Kerajaan PO 1983Q, Diterbitkan oleh John Wiley & Sons Ltd.
- [41] Soelaiman Sukmalana, (2008), Perencanaan SDM, Konsep, Proses, Strategi dan Implementasi, Edisi I, Jakarta, PT IPU.
- [42] Soelaiman Sukmalana, (2007), Manajemen Kinerja Langkah Efektif Untuk Membangun, Mengendalikan, dan Evaluasi Kinerja, Jakarta; Intermedia Personalia Utama.
- [43] Sophiah, 2008, Perilaku Organisasional, Edisi Satu, Yogyakarta, Penerbit CV.Andi Offset.
- [44] Sudarwan, Danim, 2008, Kinerja Staf dan Organisasi, Bandung,, Cetakan kedua Pustaka Setia.
- [45] Sugiyono, 2008, Metode Penelitian Pendekatan Kuantitatif, Kualitatif, Cetakan Kesebelas, Bandung, Penerbit Alfabeta.
- [46] Sugiyono, 2012, Statistik Untuk Penelitian Cetakan Ke 21 Oktober, Bandung, Penerbit Alfabeta.
- [47] Tobing, Bachrudin, 2003, Analisa Data Statistik, FP MIPA, Universitas Padjadjaran, Bandung.
- [48] Wibowo, 2010, Budaya Organisasi; Sebuah Kebutuhan Untuk Meningkatkan Kinerja Jangka Panjang, edisi satu cetakan 1, Jakarta, Penerbit Raja Grafindo Persada.
- [49] Wibowo, 2012, Manajemen Kinerja Edisi Ketiga, Jakarta; Cetakan ke 6, Penerbit Raja Grafindo Persada.
- [50] Winardi, 2004, Manajemen Perilaku Organisasi, edisi revisi, Penerbit Kencana, Jakarta.
- [51] Zweel, Michael, 2000, Menciptakan Budaya Kompetensi, 605 Third Avenue New York, NY, 10158-0012, Diterbitkan oleh John Wiley & Sons Inc.
- [52] Moehariono, 2010, Pengukuran Kinerja Berbasis Kompetensi, Manajemen Sumber Daya Manusia Berbasis Kompetensi, Cetakan ke dua, Bogor, Ghalia Indonesia.
- [53] Newstrom W.John, dan Jon L. Pierce, 2011, Leaders & Leadership Process, Reading, Self Assessment, and Applications Edisi 6, 1221, New York, NY, 10020, Diterbitkan oleh McGraw-Hill Companies Inc.
- [54] JOURNAL
- [55] Abubakar Suliman and Paul Iles (2000), Is Continuance commitment of beneficial to organizations, commitment-performance relationship; a new look, Journal Managerial Psychology Vol.15 No.5, pp.407-425 @MCB University Press 0288-9948.
- [56] Arthur Narkins and George Kubik, Performance based learning - The cost of legacy based thinking retro-preparing for the industrial age; Journal Education Policy ang gradue school of Minessota university, 2010.
- [57] Benny Alexandri, 2009, in his Dissertation with the title; Development of career influence on employee performance at the Office of Agriculture Cianjur-Bandung Regency.
- [58] Dany Amrul Ihsan, in his Dissertation by title; Efforts to establish an organizational culture and value creation in the development of business strategy and its impact on competitive advantage and its implications on the performance of SOEs in Indonesia - UNPAD Bandung 2009.
- [59] David Lamond, 2010, Victoria University, Melbourne Australia); Connie Zheng (Deakin University, Melbourne australia); Journal of HRM Research in China; Looking Back and Looking Forward, Vol.1, No.1.
- [60] Dev Raj Adhikari (2010), Human Resource Development (HRD) For Performance Management; The Case Of Nepalese Organizations, Vol.89, No.4, 2010, pp.306-324 @Emerald Group Publishing Limited 1741-0401, Tribhuwan University, Kathmandu, Nepal
- [61] Elizabeth Briody, Tracy Meerwarth Pester, Robert Trotter, A story's. 2012. Impact on organizational-culture change Journal of Organizational Change Management Vol.25 No.1.
- [62] Dawn Pasaribu, in the Dissertation by title; The influence of organizational culture on career planning and its impact on work motivation and employee performance at PDAM North Sumatra - UNPAD Bandung.
- [63] Hyung-Jung Lee (2004), The Role of Competence-Based Trust and Organizational Identification in Continuous Improvement, Vol.19 No.6.
- [64] M.Zajuli (2013), Implementation of Organizational Culture Changes in Building Work Productivity At PT KAI DAOP III Cirebon, Journal of Economics UNTAG Cirebon.
- [65] Okky Cessiliawati (2013) The Effect of Competence on Performance of State-Owned Employees (Survey on PT Jamsostek Branch Cirebon).
- [66] Juanda (2013) The Effect of Career Mining on Employee Performance of PDAM Kota Cirebon, Jurnal Ekonomi UNTAG Cirebon.
- [67] Margaret Patrickson and Linley Hartmann (2001), Human Resource Management in Australia; Prospect for the first

- twenty-first century, Vol.22 No.3, 2001, pp.198-206, University Of South Australia, Adelaide, Australia.
- [68] Henrik Kock and Peter-Erik Ellstrom (2011). Formal and Integrated Strategies for Competence Development in SMEs, Vol.36 No.1, 2011, pp.71-88, Linköping University, Linköping, Sweden.
- [69] Jens Rowold and Martins Manningshoff, 2006. The relationship between a chosen performance criteria and organizational goals is critical (Journal of Human Resource Costing and Accounting Vol.9 No. 1).
- [70] Reza Kouhy, Rishma Vedd, Takeo Yoshikawa and John Innes (2009) entitled human resources policies, management accounting and organizational performance.
- [71] Rosalind Forrester: The process requires a dedicate balance of empowerment and control, which is achievable only in an atmosphere of trust (Journal of Work Study Vol.44 No.2, 2008).
- [72] UK Approach Certification 2004, pp.623-639, @Emerald Group Publishing Limited 0268-3946, London School Of Economics, London, UK.
- [73] Wendy R. Carroll; IT adaption was strongly associated with employee sizer, organizational restructuring and investment of human resource management (Journal of Small Business and Enterprise vo.17 No.2, 2010).
- [74] Yasminar Ilyas and Amin Zuhairi, Journal of Education Vol.5 No. 1 2004 Development of performance appraisal system.
- [75] Yih-Chearng Shiu, Chen-Chi Chang; Shin-Ya Yang; Chun-An Chen (Department of Information Management, National Central University, Jhongli, Taiwan, Republic of China); under the title Organizational Knowledge Transfer Within Multinational Corporations; in the Journal of Chinese Entrepreneurship, Vol. 2, No. 1, 2010.

ORIGINALITY REPORT

12%

SIMILARITY INDEX

8%

INTERNET SOURCES

2%

PUBLICATIONS

11%

STUDENT PAPERS

PRIMARY SOURCES

1

Submitted to Nyenrode Business Universiteit

Student Paper

2%

2

Submitted to University Of Tasmania

Student Paper

2%

3

Submitted to Universitas Muhammadiyah
Yogyakarta

Student Paper

2%

4

sevgiligiyim.com

Internet Source

1%

5

ccsenet.org

Internet Source

1%

6

www.econjournals.com

Internet Source

1%

7

Submitted to Politeknik Negeri Sriwijaya

Student Paper

1%

8

tr.scribd.com

Internet Source

1%

9

Submitted to University of Sheffield

Exclude quotes	On	Exclude matches	< 1%
Exclude bibliography	On		