

## **The Effect of Job Enrichment, Self Efficacy and Organizational Commitment on Job Satisfaction and Performance of Civil Servants of Departmen of Health, Sinjai Regency, South Sulawesi Province**

Muhammad Thamrin Benna<sup>1</sup>, Ida Aju Brahmasari<sup>1</sup>, Riyadi Nugroho<sup>1</sup>.  
<sup>1</sup>(Doctorate Program, Universitas 17 Agustus 1945, Surabaya, Indonesia)

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**ABSTRACT:** *This study aims to prove and analyze the effect of 1) job enrichment to the organizational commitment, 2) job enrichment to job satisfaction, 3) job enrichment to the performance, 4) self efficacy against organizational commitments, 5) self-efficacy on job satisfaction, 6) self-efficacy on the performance, 7) organizational commitment to satisfaction work, 8) organizational commitment to the health worker performance and 9) job satisfaction on the performance. The data used in this study are primary data in the form of the questionnaire results. Total population of 288 civil servants in the Department of Health Sinjai, and can know the number of samples from a population with an error level of 5%, amounting to 171 people sampled. Analyzer used in this research is Structural Equation Modeling (SEM), using AMOS software. The results showed that Job enrichment significant effect on organizational commitment, job satisfaction and performance of Civil Servants; self efficacy is not significant effect on organizational commitment and job satisfaction Civil Servants but significant influence performance Civil Servants; organizational commitment have a significant effect on job satisfaction of Civil Servants; organizational commitment have not significant effect on performance and Job satisfaction has significant influence performance of Civil Servants.*

**Keywords:** *Job Enrichment, Self-Efficacy, and Organizational Commitment, Job Satisfaction, and Performance of Civil Servants.*

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### **I. INTRODUCTION**

Civil Servants (PNS) is a human resources (HRM) that exist in government organizations. HR is the most decisive factor in any organizational, as well as one of the elements of strength the competitiveness of nations. HRM also be a major determinant in organizational progress. Therefore, HRM must have the competence and high performance for the sake of organizational progress. In addition, HRM is also required to become more professional (Sedarmayanti, 2007: 15). To overcome the problem of HRM, more systematic efforts are needed to increase the capacity of HRM to be able to work optimally in providing the best service. This is possible only if the increase in the capacity of HRM can be improved the quality of its performance. HRM organizational demands to be always thinking about how to adapt in order to cope with environmental change in the hold of his life. To cope with environmental change must have the support of HRM are committed, competent and embrace the value of innovative, professional, open and flexible. Organizational improvement efforts should continue to be done to anticipate and cope with the changes that will occur in accordance with organizational interests. The inability to face the organizational change will put the organizational position in difficult circumstances, especially faced with competition, organizational This is called a learning organization (Troena, 1997: 9).

Nawawi (2008: 31) argues that HRM must face the competition of quality with a competitive workforce. HRM and competitive demands of quality requires that every worker has a positive motivation is high, so that workers are able to be excited and dedicated work wherever he worked. HRM management is now a necessity and no longer an option if the organizational want to develop. HRM is very important in an organizational, as an organizational effectiveness and success is highly dependent on the quality and performance of existing HRM at the organizational. To improve the performance of Civil Servants, organizational have an organizational ways involving workers to managerial functions of the higher ranks of the so-called Job enrichment. By giving greater responsibility to civil servants through job enrichment, the civil servants will be more motivated to be able to fulfill the responsibilities imposed by organizational.

So one of the factors that can motivate the Civil Servant is a level of responsibility given by organizational. Job enrichment can also increase organizational commitment, job satisfaction and performance of Civil Servants in Sinjai District Health Office. Job enrichment is a design approach work that directly applies the theory of job characteristics to make work more attractive and increase the motivation of the Civil Service job enrichment puts together a special task so that one person is responsible for producing the product as a whole or the whole service. Job enrichment provides an opportunity for Civil Servants better, greater autonomy

and feedback, it also gives them responsibilities that require more advanced decision-making, such as work scheduling, determining the working methods and quality. However, the successful implementation of job enrichment is limited by the available production technology and the ability of civil servants is limited (Gomez-Mejia, Balkin and Cardy, 2004: 60).

Self-efficacy also has a direct impact on organizational commitment, job satisfaction and performance, this is according to Bandura (1997: 39) who argued that organizational commitment is a factor that affects the self-efficacy. Self-efficacy is a person's belief or conviction that he can master the situation and produce results (outcomes) were positive. Self-efficacy is the individual assessment of confidence in his ability to perform tasks so as to obtain results. Referring to the views of the scientists are the results of empirical research on Job Enrichment, Self Efficacy, and organizational commitment, job satisfaction and performance, there are some fundamental reasons the importance or necessity of this research are:

- 1) Job Enrichment and Self Efficacy is a variable that affects organizational commitment, job satisfaction and performance of civil servants.
- 2) To achieve success through organizational commitment to performance demand increases job satisfaction.
- 3) organizational commitment and performance of civil servants as a source of excellence strategies that need enrichment.
- 4) The Department of Health is one of the many organizational governments have a role to participate healthy.

Based on the description above, the tedorong researchers to conduct empirical studies in Sinjai district health offices using four variables motivational energy performance improvement of civil servants, namely Job Enrichment, Self Efficacy, and organizational commitment to job satisfaction and performance. Through this study, the researchers hope that the presence of these variables are no longer an obstacle, but can be as a driver of improved performance, especially civil servants in Sinjai District Health Office of South Sulawesi province.

## **II. LITERATURE REVIEW**

### **2.1. Job Enrichment**

Job enrichment is an approach to redesign jobs to improve intrinsic motivation and increase job satisfaction. Workers are given power over their work, they can make their work more specialized and simple. Of these workers can develop the skills that they have. In addition, job enrichment able to make workers are motivated to succeed in achieving job satisfaction. Because the job enrichment herein workers to do the job on their own abilities. Job enrichment is expanding the design task to give more meaning and provide job satisfaction by involving workers with job planning, implementation of organizational and work supervision so that job enrichment aims to increase responsibility in decision-making, increase autonomy and authority to design jobs and expand the horizons of work. The addition of these elements to work is sometimes called the working load vertically (vertical job loading). Enrichment job (job enrichment) itself is one of the engineering design work. Job enrichment can increase a person's autonomy in organizing their work. Samuel (2003: 75) said that the classical approach of design work proposed Hackman and Oldham (1980) known as the theory of job characteristics (job characteristics theory). According to the theory of the characteristics of this work, a job can give birth three psychological states within a civil service that is experiencing the meaning of work, bear the responsibility for the work, and knowledge of the work. Finally, a third psychological condition will affect the work motivation internally, the quality of performance, job satisfaction, absenteeism and turnover Civil Servants. This critical psychological state affected by the core dimensions of a work consisting of a diversity of expertise, task identity, task significance, autonomy and feedback tasks.

### **2.2. Self Efficacy**

Self-efficacy is one of the self-regulatory ability of the individual. The concept of self-efficacy was first proposed by Bandura. Self-efficacy refers to the perception of the individual's ability to mengorganisasional and implement actions to display certain skills (Bandura, 1986: 391). Pervin gives a statement reinforcing Bandura above. Pervin states that self-efficacy is the perceived ability to shape the behavior relevant to the task or special circumstances (Pervin, 1984 cited by Smet, 1994: 189-190).

The views of experts have similarities in providing limitations on self-efficacy. It can be concluded that self-efficacy is the individual feelings about her ability to shape the behavior is relevant in particular situations which may not be predictable and may cause stress. Self-efficacy of the individual associated with the specific task (Bandura, 1997: 56), among others in the academic field. Academic in popular scientific dictionary meaning of science, about teaching at the college, is science, theorizing, not practical (Partanto & Barry, 1994: 15).

### **2.3. Organizational Commitment**

Civil Servants commitment to organizational currently receiving the attention of the manager and the organizational behavior experts that developed from the preliminary study of loyalty expected of civil servants every organizational. Organizational commitment is traditionally viewed as a construct of uni-dimensional or one-dimensional (Power et al., In Tella et al., 2007: 6), where the organizational commitment is defined as a sense of identification (the belief in the values of the organization), engagement (the willingness to try my best for the sake of organizational) and loyalty (desire to remain a member of the relevant organizational) expressed by someone employee towards the organization. Research on the behavior concludes that there are three (3) different sources of organizational commitment (Meyer and Allen, in Coetzee, 2005), namely: There are three components of different organizational commitment (Meyer and Allen, in Coetzee, 2005), namely:

1. Affective commitment, is related to their desire to engage in organizational or employee's emotional attachment, identifikansi, and involvement in organisasiona happens if an employee wants to be part of the organization for their ties emosiona (emotional attachmen) or feel have the same value to the organization.
2. continuance commitment is an awareness of the costs to be borne (both financial losses or other losses) associated with the release of the organizational employees.
3. Normative commitment is a feeling of obligation of civil servants to remain in an organization.

### **2.4. Job Satisfaction**

Job satisfaction is the assessment of civil servants employees for achieving everything in the present and future, which ends with happiness. Happiness meant is that employees feel satisfied above all gained from their work in a certain period of time. According to Cranny, from the records of the results of research on job satisfaction, can be seen between the empowerment of the system in a working environment with the desire of employees, expressed with satisfaction that can be expressed as: fun or form of positive statements resulting from record observations of a job within a period and certain of experience working person's civil servants, began to work until the time of assessment.

The enrichment of value from the situation in the job, can be expressed as an emotion in the form of pleasure is known and felt, said as job satisfaction. Job satisfaction is a very important factor to get optimal results. When people feel satisfaction in working of course he will try as much as possible with all the capabilities they have to finish the job duties. Thus the productivity and the work of civil servants will be increased optimally. In fact, in Indonesia and also possibly in other countries, overall job satisfaction has not yet reached the maximum level.

Basically, the factors of job satisfaction is the people's feelings toward his work. The problem concerns the nature of mental feeling is spiritual person. This feeling is very closely related to the symptoms soul of an internal nature and aims should actively or passively. Said to be active, because he has sought to give a value or taste, while said to be passive because the subject of other values. There are several job satisfaction measurement instruments, such as: job descriptive index (Job Descriptive Index, JDI), job satisfaction scale based on the analysis of facial expressions (Faces Job Satisfaction), and job satisfaction questionnaire Minnesota (Minnesota Satisfaction Questinnaire) Mangkunagara, 2000).

In this study, using the measurement of job satisfaction index scale of the job description. The measurement scale developed by Smith et al, (1969). The reindex scale that measured employee attitudes towards work, supervision, salary / wages, and promotions. Index job description outlined by McComick and Ilgen (1985) as follows The Job Description Index developed by Smith et al, (1969) Mentioned that in its final form the attitude scale measures in four areas: work, supervision, pay, and promotions.

### **2.5. Performance**

Understanding the performance of civil servants describe that person's performance is determined by the ability of employees work motivation of employees or in other words the employee's performance is a function of the ability and motivation (McKenna and Beech, 2000). As said by Robert C. Mill in the Temple (1999) that employee performance is determined by a number of factors, among others: the work skills, motivation, work environment, individual characteristics and leadership style helped contribute in motivating employees to work well. An effective performance appraisal system should identify appropriate performance with the standard, measuring criteria that must be measured, and then give feedback information to employees and personnel. Davis and Werther in Handoko (2000: 135) says that the effective performance appraisal system should identify appropriate performance standards, measuring criteria that must be measured, and then provide feedback / information to civil servants and personnel. Performance Civil Servants are behaviors that give results that refer to his job in the face of a task. So the performance of health personnel including all behavior experienced by health care workers to do in order to achieve health goals. PNS to health officials is the extent to which such performance can give effect to the public.

### **2.6. The Influence of Job Enrichment to Organizational Commitment, Job Satisfaction and Performance.**

Research conducted by Raza and Nawaz (2011), entitled "Impact of Job Enrichment on Employees' Job Satisfaction, Motivation and Organizational Commitment: Evidence from Public Sector of Pakistan". In the penelelitian found that Job enrichment affect the work motivation, job satisfaction and organizational commitment. The results of this study Ongkowidjojo Andreas (2011) suggested that the motivation could be improved through variety of ways, such as by providing a greater responsibility.

### **2.7. The Influence of Self Efficacy to Organizational Commitment, Job Satisfaction and Performance.**

Sigiro and Cahyono (2005) conducted a study of non-production employees of PT Kusumahadi Santoso Surakarta. The results of his research is that the external experience high job satisfaction compared with the internal. Then the person who has type A kepriabdian experienced higher job satisfaction than those with personality type B. Meanwhile, people who have high self-efficacy tend to have higher job satisfaction than those who have low self-efficacy.

### **2.9. The Influence of Organizational Commitment to Job Satisfaction and Performance**

Huei-Feng Chen, et al (2008), examines how the use of job changes and psychological empowerment to strengthen employee commitment to the organization to make changes. Other results that need further investigation is that regression to the influence of psychological empowerment on organizational commitment is negative. This means that employees feel the impact on organizational performance can be big, that consequently, they are afraid to give a lot of organizational commitment.

### **2.10. The Relationship of Job Satisfaction and Performance**

Kenneth et al (2009) examined the impact of empowerment moderator on the relationship between changes in the quality of family / Leader-member exchange (LMX) and the results of job satisfaction and desire out. Likewise supervisor-value results of job performance and organizational behavior. The results of the research can provide evidence that the general empowerment of moderate relationship between LMX and employment outcomes. In addition to the above-mentioned researchers, Regina M. et al (2006).

### **2.11. Recent Researches**

Several previous studies have made scientific studies on the effect of job enrichment, self-efficacy of the commitment of health workers, job satisfaction and health worker performance which is similar to the variables used in this study.

1. Andreas Ongkowidjojo (2012) that replicates from research conducted by Raza and Nawaz (2011), entitled "Impact of Job Enrichment on Employees' Job Satisfaction, Motivation and Organizational Commitment: Evidence from Public Sector of Pakistan". In these studies found that job enrichment affect the work motivation, job satisfaction and commitment to the organization. In research and Nawaz Raza (2011) study population consisted of two public sector organizations of Pakistan. Data were analyzed using Pearson correlation coefficient to determine the relationship between job enrichment and motivation, job satisfaction and organizational commitment. While the study results Ongkowidjojo Andreas (2011) suggested that the motivation could be improved through a variety of ways, such as by providing Job enrichment on employees.
2. Yuliani research with the title "Analysis of the effect of job enrichment and job enlargement on employee performance and their impact on employee job satisfaction: a study in PT Sarana Perdana Ria Engineering". In this study, which took samples at Ria PT Sarana Prime Engineering, which is one of the private companies in Indonesia engaged in the production machines, especially machines that process the plastic resin. The purpose of this study was to determine whether there is influence Job Enlargement and Job Enrichment on the Performance of Employees and their impact on employee satisfaction either partially or simultaneously and provide suggestions that should be done by the company.
3. Sigiro and Cahyono (2005) conducted a study of non-production employees of PT Kusumahadi Santoso Surakarta. The purpose of research is to know the difference of job satisfaction in terms of locus of control, personality type and self efficacy. The results of his research is that the external experience high job satisfaction compared with the internal. Then the person who has type A kepriabdian experienced higher job satisfaction than those with personality type B. Meanwhile, people who have high self-efficacy tend to have higher job satisfaction than those who have low self-efficacy.
4. Lum et al., (1998) researched about "Explaining Nursing Intention to stay: Job Satisfaction, Pay Satisfaction, Organizational Commitment or" lift, issues the direct and indirect impact of salary policy specific intent to stay, through pay satisfaction, job satisfaction and organizational commitment. The results of this research was satisfaction on salary have direct or indirect effect on the desire to change jobs. Commitments in this study affect the most powerful and direct (direct effect) on the intention to stay.

5. Research conducted by Amir Subagyo (2014), with the title "The influence of the working environment and self efficacy against organizational commitment Semarang State Polytechnic lecturer". The purpose of this study was to determine the influence of the working environment and self-efficacy to organizational commitment. Translation of research purposes (1) Examine and analyze the work environment influence on organizational commitment, (2) Examine and analyze the influence of self-efficacy against organizational commitment. Quantitative study to analyze and prove the hypothesis of the study. Analysis of data using multiple regression analysis conducted through SPSS software. The regression results provide evidence that self-efficacy influence. The dominant organizational commitment to the regression coefficient 0.358, while the work environment variables with a regression coefficient of 0.313. Two independent variables, namely the working environment, self-efficacy has a positive influence on organizational commitment.
6. Veronika Prasetya, Dwi Handayani and Theresia Purbandari (2013) conducted a study entitled "Effect of job satisfaction, self-esteem, self-efficacy against individual performance". In this study explained that individual performance is higher or lower can be caused by the several contributing factors, such as job satisfaction, self-esteem and self efficacy which affect the performance of the person. The purpose of this study to demonstrate empirically that job satisfaction affect the individual performance with self esteem and self efficacy as an intervening variable. This study uses a survey through questionnaires to respondents in college in the residency of Madiun. The population in this study is still accounting lecturers. The results showed that job satisfaction is directly significant effect on the performance of individual, self esteem significant effect on self-efficacy. Job satisfaction has more influence on the performance of individuals directly, rather than through self-esteem and self-efficacy.

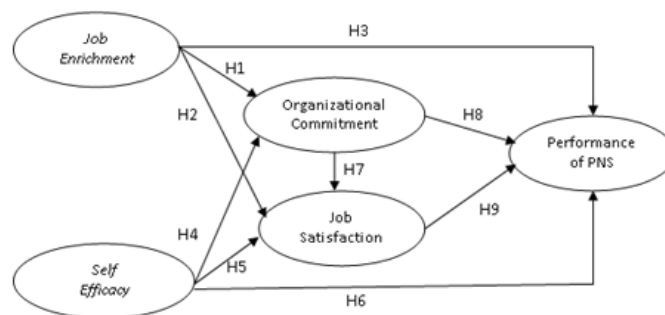
### III. RESEARCH METHODS

#### 3.1. Conceptual Framework

The conceptual framework of this research is based on the incorporation, development, and modification of some of the concepts and theories. The variables used in this study refers to the grand theory of motivation Herzberg explained that in order to motivate employees, positions need to be fortified (enriched) so as to allow for: awards (achievement), recognition, responsibility, progress (advancement), and growth. Job enrichment is a combination of several activities of a vertical cross-section of the organization into one job to facilitate employees with more responsibility and autonomy, as well as increased working depth. Furthermore, the theory of self-efficacy proposed by Bandura used in this study because it assesses a person's theory in his ability to organize and carry out a series of actions required to achieve set performance. This theory explains the common human/workers tend to avoid tasks and situations are considered heavy and beyond his ability. However, workers and employees with confidence will carry out and complete the task if the employer / employee rate him able to handle the task. With reference to the study of the theory and previous research on the relationship between variables which have been described above, the conceptual framework of this research can be described in schematic form as described in Figure 1.

**Based on the model that presented in Figure 1 as conceptual framework, the research hypothesis in detail and in detail described as follows:**

- Hypothesis 1: Job enrichment significant effect on organizational commitment of civil servants (PNS).
- Hypothesis 2: Job enrichment significant effect on job satisfaction civil servants.
- Hypothesis 3: Job enrichment significant effect on the performance of civil servants.
- Hypothesis 4: Self-efficacy significantly influence the organizational commitment of civil servants.
- Hypothesis 5: Self-efficacy significant effect on job satisfaction civil servants.
- Hypothesis 6: Self Efficacy significant effect on the performance of civil servants.
- Hypothesis 7: Organizational Commitment significant effect on job satisfaction civil servants.
- Hypothesis 8: Organizational Commitment significant effect on the performance of civil servants.
- Hypothesis 9: Job satisfaction significantly influence the performance of civil servants.



**Figure 1.** Conceptual Framework

### **3.2. Data Collection and Sample Characteristics**

This study determined the target population of the District Health Office Sinjai, South Sulawesi Province by the respondent Civil Servants. Research subjects are the population are civil servants (PNS) employed totaling 288 people scattered in the Health Department and Community Health Center Sinjai regency, South Sulawesi Province. That population used in this study were selected on purpose. The reason for choosing the Civil Service District Health Office Sinjai, South Sulawesi Province which is used as the focus in this study as respondents to see how their tie against the institution. In this study determined Sinjai District Health Office of South Sulawesi which is taken as a population. The sampling method used in this research is proportional sampling random sampling, the sampling method is done by gradual (Sugiarto et al., 2003: 37). Under this method, this study used a two-stage sampling. The first phase determines DHO Sinjai, South Sulawesi Province that were sampled, using Judgement sampling, that the sample selected based on several criteria that have been set includes:

- 1) The District Health Office Sinjai, South Sulawesi Province because it has a number of Civil Servants more.
- 2) Based on the location of the research that has been set, district health department and health center in the district of Sinjai.

Based on these criteria, it is set at one sample of the District Health Office Sinjai, the District Health Office Sinjai and eight health centers in Kabupten Sinjai namely Puskesmas Lappadata, Puskesmas Kampala, Puskesmas Balangnipa, Puskesmas Manimpahoi, Puskesmas Panaikang , Puskesmas Bulupoddo, Puskesmas Samaenre and Puskesmas Samatarang. The sample size is determined by considering the balance or the proportion of each unit, the civil servants were civil servants in one (1) Department of Health and 8 (eight) health center in the district of Sinjai. High accuracy and precision are careful in determining the sample size needed to make the representation of the population can reflect the real parameters of the observed population. In addition to the required accuracy and precision in determining the sample size in order to avoid bias that could undermine the final result of the study. In sampling proportional sampling. Sampling is noticed by setting as follows:

- a. Civil Servants remains, as State Employee Health Department and Community Health Center Sinjai regency, South Sulawesi Province
- b. Minimal already worked three years in the Office of Health and district health centers Sinjai, South Sulawesi Province concerned and with at least one Tier One (S1).

Based on the above criteria, then the sample set Office and Puskesmas Sinjai, South Sulawesi Province as much as 1 Office and 8 Puskesmas.

### **3.3. Operational Definition and Variable Measurement**

#### **3.3.1. Job Enrichment**

Job Enrichment is the increase into a job with added responsibilities for planning, controlling, and evaluating the work (Herzberg 2001: 35). Indicators used No 3 as follows:

- 1) The Civil Service has responsibility for planning job duties
- 2) The Civil Service has responsibility for controlling the job duties
- 3) the Civil Service has the responsibility to evaluate the job duties

#### **3.3.2. Self Efficacy**

Self-efficacy is the belief in one's abilities to carry out the task. People who believe themselves the ability tend to succeed, whereas people who always feel like failures tend to fail. Self-efficacy associated with job satisfaction which, if a person has high self-efficacy are then likely to succeed in its task thus increasing the satisfaction of what he was doing. Self efficacy variables were measured with an instrument developed by Bandura (1997: 75) consisting of four indicators of the following variables 1) Civil Servants feel confident doing the job; 2) Civil Servants feel able to better work; 3) Civil Servants happy at work challenging and 4) Civil Servants are satisfied with the job.

#### **3.3.3. Organizational Commitment**

Organizational commitment variable used in this study refers to the views of Meyer and Allen (1991) to see the commitment the organization has three components, as well as indicators:

- 1) affective commitment are individual situations that strongly identify, engage and comfortable as a member of the organizational
- 2) commitment continuant is a tendency to perform an activity consistently.
- 3) normative commitment is a belief that the individual / employee has an obligation (obligation) for fixed (Werner) join and work with organizational.

### 3.3.4. Job Satisfaction

Civil Servant Job satisfaction is a feeling pleasant or unpleasant for Civil Servants in looking at their work. In measuring the components of job satisfaction, using the Civil Servants' satisfaction with the scale of Index Position Description (Job description Index). Satisfaction measurement scale developed by Kendal and Hulin (1969). Index scale that measured Civil Servants attitude towards work, leadership, and promotion. Thus job satisfaction in this study was measured by four indicator variables are 1) Satisfaction of salary/wages, 2) Satisfaction of sale, 3) Satisfaction with job and 4) Satisfaction with supervision.

### 3.3.5. Performance

Performance Civil Servants are behaviors or responses that give results that refer to what they do when he faces a task. Performance Civil Servants concerning all activities or behaviors experienced civil servant answers that they created, to give the results or objectives. In connection with the Civil Service in essence, more focused on the behavior of the Civil Service in its work, as well as about the effectiveness of the Civil Service is the extent of such performance can make an impact to the community. Performance is the result of work in terms of quality or quantity achieved by a Civil Servants in performing its duties in accordance with the responsibilities given to him three indicators used to measure the performance of the civil servants are 1) Discipline, 2) Responsibility and 3) Creativity.

**Table 1.** Variables Indicators

Variables	Types	Indicators & Symbols	Hypothesis
Job Enrichment	Exogen	X1.1 = Skills	H1: JE → KO
		X1.2 = Authority	H2: JE → KK
		X1.3 = Discipline and Responsibility	H3: JE → KPNS
Self Efficacy	Exogen	X2.1 = Ability to Work	H4: SE → KO
		X2.2 = Ability to Work Better	H5: SE → KK
		X2.3 = Glad to Work	H6: SE → KPNS
		X2.4 = Satisfied to the Work	
Organizational Commitment	Endogen	Y1.1 = Affective Commitment	H7: KO → KK
		Y1.2 = Continuant Commitment	H8: KO → KPNS
		Y1.3 = Normative Commitment	H9: KK → KPNS
Job Satisfaction	Endogen	Y2.1 = Sallary	
		Y2.2 = Promotion	
		Y2.3 = Job Description	
		Y2.4 = Supervisory	
Performance of PNS	Endogen	Y3.1 = Discipline	
		Y3.2 = Responsibilities	
		Y3.3 = Creativities	

### 3.4. Data Analysis

The next step before drawing any conclusions are analyzing the data obtained from the field research. Based on the hypothesis, there are two methods of analysis used the method of quantitative and qualitative analysis. Quantitative analysis with statistical tools through the use of Structural Equation Model (SEM). In certain cases they can not do quantitative analysis, then used a qualitative analysis. Statistical analysis tools through penggunaan Structural Equation Modelling (SEM). SEM is structurally equation models were used to achieve the objectives 1 to 7. Destination Software programs used are AMOS.

Model-based development theory requires a series of scientific exploration through literature review, in order to get justisifikasi on theoretical models that will be developed. Structural Equation Model (SEM) was used instead to create a model, but used to confirm theoretic models through empirical data. The last stage in the model SEM is to interpret the model and model modification for models that do not qualify testing. Hair et al (1998) provides guidelines to consider whether or not a model with a look at the number redual generated by the model. When the model otherwise have been received, the investigator may consider doing a model to improve theoretical explanation. Modification of the early models had to do after review consideration. If the model modified, then the model must uplink-validate (estimated by a separate data) before modification is accepted models.

## IV. RESULTS

### 4.1. Location of Observation

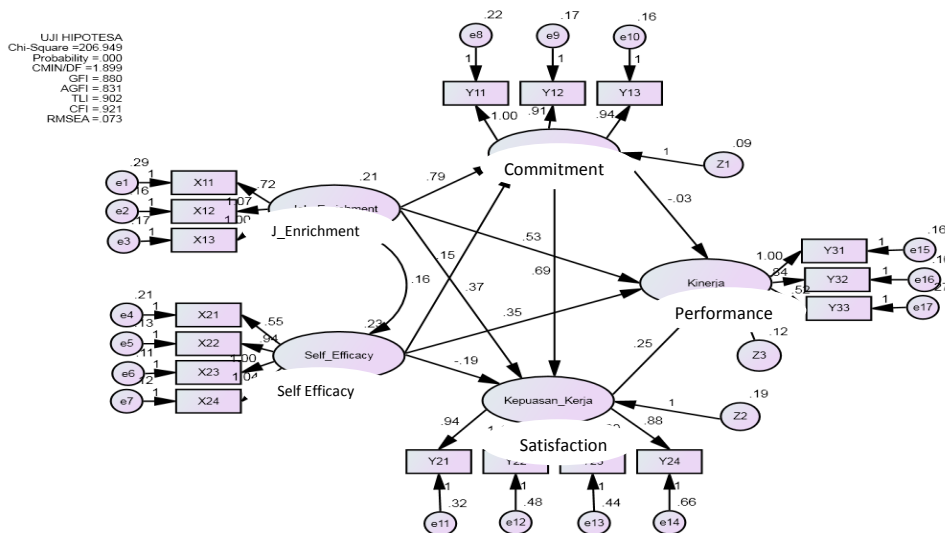
This research was conducted at the District Health Office Sinjai Province Sulawesi South the District Health Office Sinjai, Puskesmas Balangnipa Sinjai district of North, Puskesmas Bulupoddo Sinjai district Bulupoddo, Puskesmas Samataring District of Sinjasi East, Puskesmas Panaikang Sinjai district East, Puskesmas Kampala District of Sinjai Timur, Puskesmas Lappadata Central Sinjai district, sub-district Puskesmas Manimpahoi Central Sinjai, Sinjai district Puskesmas South Samaenre. The emphasis of National

Development in South Sulawesi which has been declared by the President of the Republic of Indonesia on 1 March 1999 by the National Development Perspective of Health which means that each sector should consider the health aspects in any development program. It also means that health is an integral part of the National Development Program (Propenas) which also has been established through Act No. 25 of 2000. The strategy used to achieve Healthy Sinjai is:

1. Improved performance and professionalism of civil servants
2. Increased construction and maintenance of health facilities
3. Repair and improving the quality of basic health services
4. Improvement of environmental health with healthy regional approach, Village / Healthy Village, District Health and District Health.

**4.2. Measurement Research for Each Construct and Latent Variable**

After testing the assumptions and the necessary action against the violation happens next will do the analysis model fit the criteria of model fit like GFI (Goodness of fit index), adjusted GFI (AGFI), Tucker Lewis Index (TLI), CFI (Comparative of fit index) and RMSEA (Root Mean Square Error of Approximation) for individual models or model is complete. The results of measurements of the dimensions or indicator variables that can form constructs or latent variables (latent variable) with confirmatory factor analysis in a row explained. Based on the method of determining the value in the model, then the variable initial testing these models are grouped into exogenous variables and endogenous variables. Exogenous variables is a variable whose value is determined outside the model. While endogenous variable is a variable whose value is determined by an equation or model-established relationships. Included in this group are the exogenous variables measuring management commitment, while those classified as endogenous variables is Job Enrichment, Self-Efficacy, organizational commitment, job satisfaction and performance is said to be a good model when developing hypothetical model theoretically supported by empirical data. of evaluation models suggest eight criteria of goodness of fit indices look of the eight criteria proposed only two criteria that have met the criteria, so that a modification of the model by performing the correlation between error indicator according to the instructions of the modification indices. Evaluation models suggest eight criteria of goodness of fit indices only one who do not meet the criteria AGFI but the value is approaching a critical value, so that the overall model can be said to have been in accordance with the data and can be analyzed further.



**Figure 2.** Model Modification Measurement of Variable Relationship

**Table 2.** Evaluation of Goodness of Fit Indices Overall Model

Goodness of fit index	Cut-off Value	Model Result	Information
Chi_square	Small	115,870	Baik
Probability	≥ 0,05	0,133	Baik
CMIN/DF	≤ 2,00	1,159	Baik
RMSEA	≤ 0,08	0,031	Baik
GFI	≥ 0,90	0,928	Baik
AGFI	≥ 0,90	0,889	Marginal
TLI	≥ 0,94	0,983	Baik
CFI	≥ 0,94	0,987	Baik



### 4.3. Hypotheses Testing

Based on the empirical model proposed in this study can be conducted testing of hypothesis testing through path coefficients on structural equation modeling. Table 2 is hypothesis testing see p value, if the p value less than 0.05 then the relationship between significant variables. The test results are presented in the following table:

**Table 2.** Hypotheses Result

HIP	Independent Variable	Dependent Variable	Direct Effect Path Coefficient		
			Standardize	P-Value	Information
1.	Job Enrichment	Organizational Commitment	0,722	0,000	Sig.
2.	Job Enrichment	Job Satisfaction	0,652	0,030	Sig.
3.	Job Enrichment	Performance	0,474	0,050	Sig.
4.	Self-Efficacy	Organizational Commitment	0,222	0,142	Sig.
5.	Self-Efficacy	Job Satisfaction	-0,242	0,232	Not Sig.
6.	Self-Efficacy	Performance	0,341	0,037	Sig.
7.	Organizational Commitment	Job Satisfaction	0,534	0,009	Sig.
8.	Organizational Commitment	Performance	0,077	0,651	Sig.
9.	Job Satisfaction	Performance	0,268	0,036	Sig.

### 4.4. Relationship Between Variables

This discussion focused on the decisions resulting from hypothesis testing, as an attempt to answer the formulation of the research problem. Job Enrichment (X1) significantly affects organizational commitment (Y1). This indicates that with regard Job Enrichment it will be able to influence the organizational commitment of the Civil Servants Sinjai District Health Office. The results are consistent with the results of research conducted by Budiarto (2007: 125) in Nugraha (2010: 113) also states that job enrichment has a positive relationship with commitment of civil servants. If job enrichment increases the higher it is the level of commitment of civil servants. In other words, job enrichment positive effect on the commitment of civil servants. Raza and Nawaz (2011: 78) in research proves that job enrichment have a significant effect on organizational commitment. This may imply that any change will impact job enrichment changing organizational commitment of the civil servants.

Organizational commitment is a psychological manifestations that characterize organizational relationship with the worker and has implications for the decision to continue or not to continue its membership in the organizational (Meyer, Allen, & Smith, 1997: 159). Furthermore, Meyer and Allen (1997) formulated the three dimensions of commitment in the organization, namely: affective, continuance, and normative. Thirdly it is more appropriately stated as components or dimensions of organizational commitment, rather than the types of organizational commitment. The commitment in the organization can be formed due to several factors, both of organisasional, as well as from the individual himself. This is due to organizational relationships with organizational members reflecting different degrees of all three dimensions.

Job Enrichment is an approach to redesign jobs to improve intrinsic motivation and increase job satisfaction. Workers are given power over his work, can make the job specialized and simple, so that a worker can develop the skills that they have. Job enrichment able to make workers are motivated to succeed in achieving job satisfaction, because workers have the independence. However, not all workers can do the job enrichment, because in order to implement the workers are expected to have responsibility. Workers also can correct their work themselves for the job enrichment capability demanded of the workers so that they can be intrinsically motivated, then the possibility of attendance and labor migration will be reduced. The existence of these motivations makes workers want to do the best for the job. Job Enrichment is one theory to improve work motivation of workers. According to Herzberg (2001: 176), job enrichment is the practice by giving the worker a job controlling, planning, organizing until the implementation and evaluation of the work. Job enrichment is also more emphasis on the independence of a worker more independent and innovative, so as to motivate workers to promote better organizational. Motivation is often identified with a form of commitment in an organisationally.

Job Enrichment (X1) significantly affects job satisfaction (Y2). This indicates that with regard Job Enrichment in the Department of Health will be able to influence job satisfaction civil servants health. The results are consistent with the results of research conducted by Budiarto (2007) in Nugraha (2010) which states that the job Enrichment have a significant impact on job satisfaction. If job enrichment is higher, then increasing job satisfaction. Thus it can be concluded that the civil servants feel free enough to do the job and easily evaluate their own work, this condition is expected by civil servants, so that job satisfaction can be improved. In addition, research conducted by Raza and Nawaz (2011) showed that job enrichment has a significant relationship to job satisfaction, this means any changes due to job enrichment from the company to civil servants civil going to change anyway job satisfaction perceived by civil servants.

Job Enrichment is an approach to redesign jobs to improve job satisfaction. Workers are given power over their work, they can make their jobs become more specialized and simple. Of these workers can develop the skills that they have. In addition, job enrichment able to make workers are motivated to succeed in achieving job satisfaction. Because the job enrichment herein workers to do the job on their own abilities.

Job Enrichment (X1) significantly affects performance (Y3). This shows that with the members freedom to the health of civil servants to expand their work then it can be a sense of commitment to the health of the civil service organization. Job Enrichment is an additional employment for civil servants. Any work done by civil servants, civil servants of course it can get feedback from Sinjai District Health Office in the form of the results of their performance are both good and less good in performing their job. In this case the Department of Health Sinjai less provide feedback to civil servants about the results of their performance so that civil servants do not contribute significantly to the Job Enrichment, but the Health Department Sinjai give only how civil servants can work as desired Health Department Sinjai Sulawesi selstsn without providing feedback on the work of civil servants.

Job Enrichment is a design approach work that directly applies the theory of job characteristics to make work more attractive and increase the motivation of civil servants. enrichment work putting together a special task so that one person is responsible for producing the product as a whole or the whole service. Job enrichment give civil servants more opportunities, autonomy and feedback, as well as giving them more responsibility that requires decision-making, such as work scheduling, determining the working methods and quality. However, the successful implementation of job enrichment is limited by the available production technology and the ability of civil servants (Gomes-Mehjia, Balkin and Gardy 2004: 60). Self-Efficacy (X2) not significant effect on organizational commitment (Y1). This shows that despite the higher Self Efficacy owned health of the Civil Servants do not make the higher commitment to the health of civil servants Sinjai District Health Office, and vice versa. The results of this study do not correspond with the results of research conducted by Hariyanto (2001: 213) which analyzes the influence factors on the performance of self efficacy, job satisfaction, organizational commitment remote workers, claimed self-efficacy has a positive causal relationship to organizational commitment. According Stapley (1996, in Hariyanto, 2001) organizational commitment as one of the attitude of the workers are better if the worker is self efficacy considerations the better. The greater the workers' self efficacy considerations will influence positively on increasing organizational commitment.

Self-Efficacy (X2) significantly affects performance (Y3). This suggests that high self-efficacy, which is owned by the Civil Service can improve the health of their performance in the future. The results are consistent with the results of research conducted by Judge and Bono (2001) who found a positive relationship between self-efficacy and individual performance. Erez and Judge (2001) also states there is a positive and significant correlation between self-efficacy and individual performance. Confidence in the ability of self, confidence in the success achieved always make someone work harder and always produce the best results. Self-efficacy is a person's beliefs about his chances to successfully achieve a certain task (Kreitner & Kinicki, 2005). If a person has a high Self-Efficacy where he feels confident in his ability to succeed then it is very supportive and performing career as a civil servant. While Bandura (1986; 130) defines self-efficacy as an individual judgment on their ability to organize and carry out a series of actions required to achieve performance.

Organizational commitment (Y1) significantly affects job satisfaction (Y2). This shows that if the commitment of the Civil Service improved the health of the Civil Service job satisfaction also increased. If a Civil Servant has the trust and acceptance of the values of the profession of civil servants health, trying in earnest in the interests of the profession and maintain membership as a civil servant health, it will affect the growing amount of job satisfaction civil servants health. The results are consistent with the results of research conducted by Greggson (1992) said that job satisfaction is the first sign an organizational commitment. The opinion contrary to Batemann and Strasser (1984) which says that the commitment precedes job satisfaction. With the commitment of at least may affect either directly or indirectly.

Job satisfaction (Y2) significantly affects performance (Y3). This suggests that if the Civil Service medical satisfied on the job then it can improve its performance, and vice versa. The results of this study do not correspond with the results of research conducted by Vroom (1960) and Strauss (1968) in the partner Cecilia (2008). According to them, the productivity can be improved through increased job satisfaction, because job satisfaction to encourage workers to improve productivity. On the other hand, Iffaldano and Muchinsky (1986) found no significant correlation between job satisfaction and individual performance. Research conducted by Maryani and Supomo (2001), which makes the professor a sample study states that there is a significant relationship between job satisfaction and individual performance.

The results of this study also does not correspond with the results of research conducted by Anderson (1994) which states that job satisfaction is a level of an organizational civil servants who feel that organizational sustainably satisfy their needs. Various studies on job satisfaction has made a quarter century ago Locke (1984; in Bambang Guritno and Waridin, 2005). The results show that job satisfaction is not something static, but it is a subject that can affect and modify various forces that exist within the individual civil servants. An empirical

study on the satisfaction of the work done by Baron (1985, in Bambang Guritno and Waridin, 2005), indicating that the working conditions can help increase interest in the work, promotion and minimize conflicts between civil servants, all of which would lead to job satisfaction of public servants civil. According to Lum (1994), a quality improvement program can improve job satisfaction civil servants, among others through work interests are increasing, a good relationship with the management or fellow civil servants, job security, increased responsibility, increased salary, opportunities for promotion, clarity of roles and increasing participation in decision-making. Studies conducted by Honey (1998, in Bambang Guritno and Waridin, 2005) showed a significant relationship between kepuasan civil servants working with performance, both for small and large offices.

#### **4.5. Theoretical Implication**

Job Enrichment positive and significant impact on job satisfaction and performance. This is according to research conducted by Thomas and Velthouse (1990) that the job enrichment program as a model that can improve motivation and performance. Intrinsic job satisfaction will result in a positive and significant. Self Efficacy positive and significant effect on performance. It proves to research conducted by Paul Joko Sigiro and Cahyono (2005), where the research results prove that high self-efficacy will have a significant effect on job satisfaction.

Organizational commitment and no significant negative effect on job satisfaction. This is according to research conducted by Koesmono (2005) where his research is organizational commitment and significant positive effect on motivation and job satisfaction. Self Efficacy negative and not signifikan to the organizational commitment and job satisfaction. This is not in accordance with the results of research conducted by Hariyanto (2001) which analyzes the influence of factors Self Efficacy on performance, job satisfaction, organizational commitment remote workers, claimed self-efficacy has a positive causal relationship to organizational commitment.

Organizational commitment and no significant negative effect on performance. This result is contrary to the research conducted by the Judge (2006: 214) concluded that organizational commitment has a positive influence on the performance of civil servants. It is also supported by research conducted Ivano (2009: 173) states that organizational commitment positively affects performance. Job Satisfaction positive and significant impact on performance. This study supports previous research conducted by Masrukin (2006: 58), namely job satisfaction positively and significantly. If the job satisfaction increases, it can be predicted that the performance of civil servants also increased.

#### **4.6. Practical Implication**

The above results can then be developed into a strategy that can increase the performance of Civil Servants in Sinjai District Health Department in order to continue to thrive. The Health Department Sinjai, South Sulawesi Province should consider factors that can affect the performance of civil servants. Job Enrichment very big influence on organizational commitment, satisfaction and work performance look more closely at the factors and external internal before policy on job enrichment. Because, basically, each individual has a behavior that is easily affected by external and internal factors in people.

Self Efficacy enormous influence on the formation organisasional commitment to job satisfaction and performance. For that it is necessary to set up a high self-efficacy, ie by applying the system of assessment of the results of individual work pales in doing the work completed by a team that assessment is not only given to the team but also to individuals who are on the team. Organizational commitment is the most important and significant effect on the success of a program / activity to be achieved in implementing the tasks, as evidence of job satisfaction and performance of civil servants.

Civil Servant Job satisfaction is key in achieving good performance and success. Organizational be difficult to achieve good performance if the exclusion of civil servants job satisfaction. It is necessary for the formation of job satisfaction and meet all the needs of its employees. Performance Civil Servants are evidence of the success of the work in implementing the tasks mandated / assigned to it under the basic tasks (TOR), which is based on the Effect of Job Enrichment, Self Efficacy and organizational commitment to job satisfaction and performance of the Civil Service DHO Sinjai, South Sulawesi Province.

## **V. CONCLUSION**

This study contributes to the literature of management, especially management economics related human resources. This study demonstrates that job enrichment and self efficacy is a variable that can affect organizational commitment, job satisfaction and performance. This study also shows that organizational commitment and job satisfaction and performance acts as a liaison in the relationship between job enrichment and self efficacy on job satisfaction and performance. Era of Global Economy and the Asian economies needed resources are able to adapt to environmental changes, local, district, provincial, national, and international, to

create the jobs needed by the community, therefore provide benefits to the Nation and the World. This study reviewed the effects of job enrichment, self-efficacy and organization commitment to job satisfaction and performance of the Civil Service as a liaison role of job enrichment and self-efficacy that impact on performance.

## VI. FURTHER RESEARCH DIRECTION

This study examined the civil servants in Sinjai District Health Office. Thus the results and managerial implications in the study may not be completely accurate when applied to other agencies. The results of the research value of TLI (0.94), indicating the question of what factors are affecting the performance of civil servants at the Department of Health still unanswered Sinjai perfect. Perhaps there are other variables outside the research model also influential in the development of job enrichment, self-efficacy and organizational commitment on job satisfaction and performance of civil servants Sinjai District Health Office of South Sulawesi province. For scholars and readers to expand the study to consider the area of research to produce an information on the Effect of Job Enrichment, Self Efficacy and organizational commitment on job satisfaction and performance of civil servants Sinjai District Health Office of South Sulawesi province, so that research results better and accurate.

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