



# Commitment, Competence, Leadership Style, and Work Culture on Job Satisfaction and Employee Performance at the Office of the Ministry of Religion, Kampar District

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## Abstract

This study aims to examine and analyze the effect of commitment, competence, leadership style, and work culture on job satisfaction and performance of employees of the Office of the Ministry of Religion, Kampar Regency. Data collection techniques are interviews, questionnaires, and employee data. The population in the study was 102 employees and the method used to determine the number of samples in this study was the total sample method using the census technique so the total sample was 102 respondents. Analysis using Structural Equation Modeling (SEM). The results showed that commitment has no effect on job satisfaction, competence has no effect on job satisfaction, leadership style has no effect on job satisfaction, work culture has an effect on job satisfaction, commitment has no effect on employee performance, competence has no effect on employee performance, leadership style has no effect on employee performance, work culture has no effect on employee performance and job satisfaction has no effect on employee performance.

**Keywords:** Commitment, Competence, Leadership Style, Work Culture, Job Satisfaction, Employee Performance

## 1.0 INTRODUCTION

Along with the implementation of development which is increasingly rapid with various demands in the development process that cannot be avoided, of course it will have a big impact on the Indonesian nation as a developing nation. Human resources are the main requirement as the basic capital of other physical development, this is because with quality resources the management of other resources will be more optimal, effective and efficient so that development will be carried out properly as expected. In this case, of course, it is necessary to measure performance so that management will know how much work is achieved by someone in achieving organizational goals

Measuring the performance of government employees refers to statutory regulations, namely Regulation of the Republic of Indonesia Number 46 of 2011 concerning Assessment of Work Performance for Civil Servants (PNS), evaluating employee performance is very important because with performance appraisal, an organization will be able to see the extent to which employees can support organizational goals. So in this case, the measurement of employee performance at the Ministry Office of Kampar Regency aims to see the extent to which the results of work and the role of employees are in achieving their vision, namely in realizing the people of Kampar Regency who are religious and make religion the foundation of morals, morals and ethics, namely by improve the quality of human resources who have faith and piety as well as have noble character, improve Ministry of Religion services, implement religious teachings and ummah harmony. The achievement of employee performance is focused on the level of employee performance achievement with assessment indicators on Employee Work Targets (SKP) and PNS work behavior consisting of service orientation, integrity, commitment, discipline, cooperation and leadership, as shown in Figure 1.

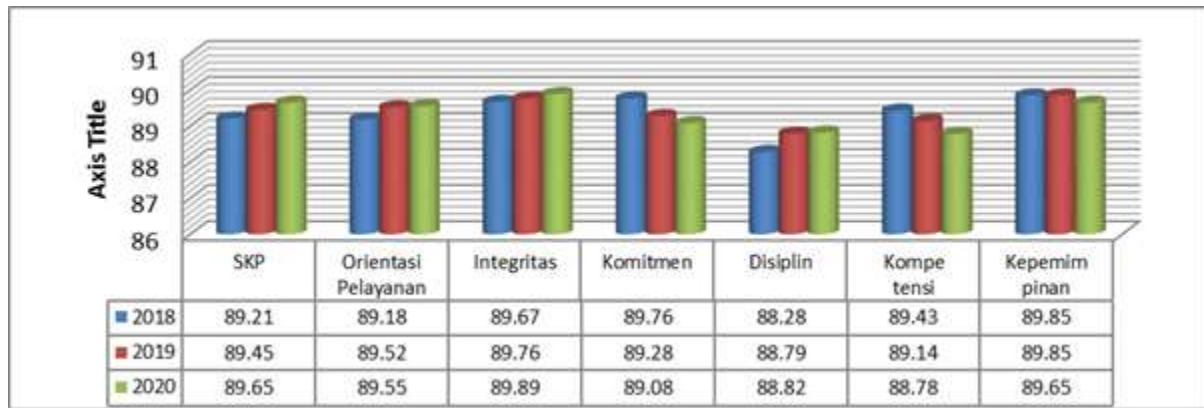


Figure 1. Level of Employee Performance at the Office of the Ministry of Religion, Kampar Regency Fiscal Year 2018-2020

From the picture above, it can be seen that the achievement of employee performance appraisal on Employee Work Targets (SKP), service orientation, integrity and discipline has increased in the last three years, but commitment, competence and leadership have decreased. Based on the Regulation of the Minister of Religion of the Republic of Indonesia Number 29 of 2016 Concerning Employee Performance Evaluation at the ministry of Religion Article 5 Numbers 1 and 2, explains that one of the employee performance assessments is based on employee performance reports at the end of each month, so that it will be used as the basis for annual employee performance evaluations. The current conditions at the Ministry of Religion of Kampar Regency indicate that based on the annual report on employee performance it is known that it is not as expected and as a whole it can be interpreted that employee performance is still not optimal, this is due to several factors such as job satisfaction, commitment, competence, leadership style (Putra & Renaldo, 2020) and work culture (Hosan, Komardi, & Panjaitan, 2019).

Based on the background described above, the formulation of the problem in this study is whether commitment, competence, leadership style and work culture (Andi, Sudarno, & Nyoto, 2019) have an influence on employee job satisfaction and whether commitment, competence, leadership style (Bulan, Chandra, & Komara, 2018), work culture and job satisfaction have an influence on office employee performance Ministry of Religion of Kampar Regency.

Based on the formulation of the problem, the purpose of this study was to test and analyze the effect of commitment, competence, leadership style and work culture on job satisfaction and to test and analyze the effect of commitment, competence, leadership style, work culture and job satisfaction on employee performance on Office of the Ministry of Religion of Kampar Regency.

This research is expected to be useful for several parties, namely for the head of the Kampar Regency Ministry of Religion office. The results of this research are expected to be one of the considerations that can be used as a reference for making policies related to job satisfaction and employee performance. As for academics and researchers, they can contribute thoughts, references to similar research for the development of empirical literature on factors that can affect job satisfaction and employee performance.

## 2.0 LITERATURE REVIEW

### Commitment

According to Kusmayarni (2019: 42), employee commitment to the organization is basically a condition that is felt directly by employees and can lead to strong positive behavior (Renaldo, Andi, Nur, Junaedi, & Panjaitan, 2021) towards work organizations that are owned and related to identification and loyalty to the organization in achieving its goals. Tohardi (2017: 200), commitment is a management concept that places HR as a central figure for the organization. Without commitment it will be difficult to expect active and deep participation from HR and Zamhir (2016: 88), commitment can be interpreted as an individual's approval of a decision or an organizational request and makes a serious effort to carry out the request or implement the decision in accordance with the interests of the organization in achieving its vision. and mission.

From the description of the theory, it can be concluded that commitment is employee loyalty to the organization, which is reflected in their high involvement in achieving organizational goals and the indicators used are affective commitment, continuance commitment and normative commitment.

### Competence

According to Spencer in Panggabean (2017: 5), competence is a basic characteristic that can be defined as a characteristic that underlies a person related to the effectiveness of individual performance in his work, or basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference, effective or perform excellent or superior at work or in certain situations. Donni (2016: 254),

competence is a map of employee capacity which is a collection of abilities, skills and experience in carrying out job responsibilities obtained through education, experience and training and Ruky (2018: 219), competency (competence) is a fundamental characteristic possessed someone who has a direct influence on, or can predict, excellent performance.

From the description of the theory, it can be concluded that competence is the knowledge, skills and attitudes or behavior (Renaldo, Sudarno, & Hutahuruk, 2020a) of an ASN employee that is observed, measured and developed in carrying out his/her duties and the indicators used are knowledge, skills, motives, employee attitudes and employee self-image.

### **Leadership Style**

According to Nyoto (2019: 27), leadership style is a behavioral (Nyoto, Renaldo, Karuppanan, Bhuiyan, & Kumarasamy, 2021) norm that is used by someone when trying to influence the behavior of others. Leadership style (Mairia, Komardi, & Panjaitan, 2021) is also interpreted as the most critical ingredient for the success of a comprehensive organizational performance. Khaerul (2018: 270), leadership style is a manifestation of power to influence someone to do or not do something and Cardoso (2018: 34), leadership style is a certain way, pattern and ability used by a leader in behaving, communicating and interacting to influence, direct, encourage and control (Renaldo, Sudarno, & Hutahuruk, 2020b; Renaldo, Sudarno, Hutahuruk, Suyono, & Suhardjo, 2021) other people or subordinates to be able to do a job so as to achieve a goal.

From the description of the theory, it can be concluded that leadership style is the way a leader behaves, communicates, and interacts with other people in influencing people to do something. These styles can vary on the basis of motivation (Sukmawaty, Sudarno, & Putra, 2021), power or orientation towards a particular task or person and the indicators used are the style in innovation, the style in communicating, the style in motivating, the style in supervising and the style in delegating.

### **Commitment**

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### Previous Research

There are several previous studies used in this study, namely: 1) Najmyah, & Ais, N. (2018) which in his research concluded that competence has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance, discipline has a positive effect and significant to employee performance, the motivational variable has a dominant influence compared to other variables at the Office of the Ministry of Religion of Maros Regency. 2) Hasrun Afandi Umpu Singa, Appin Purisky Redaputri, Vonny Tiara Narundana (2020), who in his research concluded that competence and organizational commitment have proven to have an impact on employee performance at the Regional Office of the Ministry of Religion, Lampung Province. Competence has been shown to have an effect on employee performance, while organizational commitment has been shown to have no effect on employee performance at the Regional Office of the Ministry of Religion, Lampung Province. 3) Mardhotillah (2018), which in his research concluded that competence and training together have a significant effect on the performance of Civil Servants (PNS) in the Office of the Ministry of Religion of Musi Rawas Regency. Competence has a significant effect on the performance of Civil Servants (PNS) in the Office of the Ministry of Religion of Musi Rawas Regency. Training has a significant effect on the performance of Civil Servants (PNS) in the Office of the Ministry of Religion of Musi Rawas Regency. 4) Safnal Rasyad Kabu1, Rudianto, Ribut Priadi (2020), who concluded in his research that leadership, competence and work motivation have proven to have a simultaneous effect on employee performance at the Ministry of Religion of North Padang Lawas Regency. competence is proven to have no effect on employee performance at the Ministry of Religion of North Padang Lawas Regency. work motivation is proven to influence employee performance at the Ministry of Religion of North Padang Lawas Regency. 5) Desmawaty Hasibuan (2020), which in his research concluded that partially, communication variables have a positive and significant effect on employee job satisfaction. Partially, leadership effectiveness has a positive and significant effect. on employee job satisfaction. Partially, work commitment has a positive and significant effect on employee job satisfaction. Simultaneously, the variables of communication, leadership effectiveness, and work commitment have a positive and significant effect on job satisfaction of employees of the Office of the Ministry of Religion of Labuhanbatu Regency.

### Research Framework

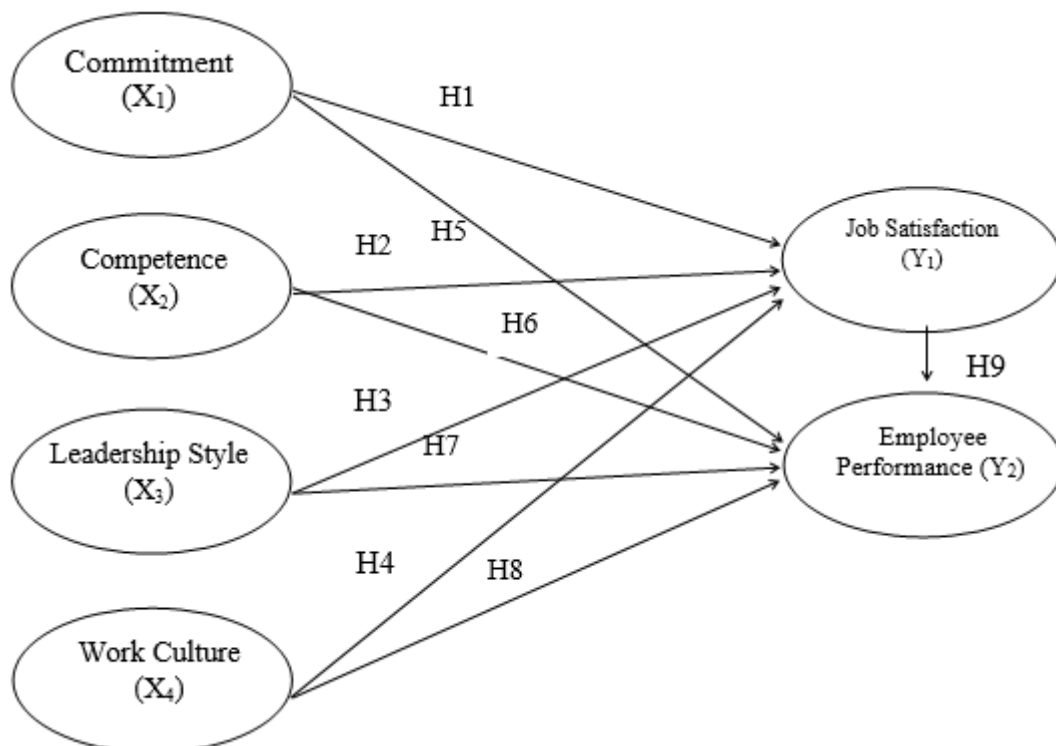


Figure 2. Research Framework

### Hypothesis

The formulation of the hypothesis proposed in this study is:

- H1: There is an influence of commitment to employee job satisfaction at the Kampar District Ministry of Religion Office
- H2: There is an influence of competence on employee job satisfaction at the Office of the Ministry of Religion, Kampar Regency
- H3: There is an influence of leadership style on employee job satisfaction at the Office of the Ministry of Religion of Kampar Regency

- H4: There is an influence of work culture on employee job satisfaction at the Office of the Ministry of Religion of Kampar Regency
- H5: There is an influence of commitment to employee performance at the Kampar District Ministry of Religion Office
- H6: There is an influence of competence on employee performance at the Kampar District Ministry of Religion Office
- H7: There is an influence of leadership style on employee performance at the Kampar District Ministry of Religion Office
- H8: There is an influence of work culture on employee performance at the Kampar District Ministry of Religion Office
- H9: There is an influence of job satisfaction on employee performance at the Office of the Ministry of Religion of Kampar Regency

### 3.0 METHODOLOGY

#### Place and time of research

This research was conducted at the Office of the Ministry of Religion of Kampar Regency, which is located on Jalan D.I. Panjaitan, Langgini Bangkinang District. The time of this research is in 2021.

#### Population and Sample

The population in this study were all employees who worked at the Office of the Ministry of Religion of Kampar Regency, which currently numbered 102 employees and the method used in this study was the total sample method using the census technique, where the entire population was sampled, so that the number of samples in this study were as many as 102 respondents.

#### Data Types and Sources

The techniques used to collect primary data are interviews and questionnaires. The secondary data in this study is employee data.

#### Variable Operational Definition

The operational definitions of the variables in this study are shown in Table 1.

**Table 1. Operational Definition of Research Variables**

Variable	Variable Definitions	Indicator	Reference	Scale
Commitment (X1)	Commitment is employee loyalty to the organization, which is reflected in their high involvement in achieving organizational goals.	1. Affective commitment 2. Continuance commitment 3. Normative commitment	Kusmayarni (2011), Zamhir (2015), Tohardi (2012)	Interval
Competency (X2)	Competence is the knowledge, skills and attitudes or behavior of an ASN employee that is observed, measured and developed in carrying out the duties of his position	1. Knowledge 2. Skills 3. Motive 4. Employee attitude 5. Employee self-image	Spencer in Panggabean (2012), Donni (2016), Ruky (2013)	Interval
Leadership Style (X3)	Leadership style is the way a leader behaves, communicates, and interacts with others in influencing people to do something.	1. Innovate style 2. Communication style 3. Motivating style 4. Controlling style 5. Delegating style	Nyoto (2019), Khaerul (2018), Cardoro (2018)	Interval
Work Culture (X4)	Work culture does not just appear, but when it appears, the culture is difficult to extinguish, meaning it will stick to the organization.	1. Working tolerance 2. Achievement of goals 3. Control 4. Patterns of Communication	Robbins dkk (2017), Kasmir (2018), Manullang (2018)	Interval
Job		1. Type of Work	Arifin (2017),	Interval

Variable	Variable Definitions	Indicator	Reference	Scale
Satisfaction (Y1)	Job satisfaction is defined as a pleasant or unpleasant employee emotional state	2. Supervision 3. Cooperation 4. Salary suitability 5. Promotion of position	Amirullah (2016), Alwi (2013)	
Employee Performance (Y2)	One of the employee performance appraisals is based on employee performance reports at the end of each month, so that it will be used as the basis for annual employee performance evaluations.	1. SKP 2. Service Orientation 3. Integrity 4. Discipline 5. Leadership	Regulation of the Minister of Religion of the Republic of Indonesia Number 29 of 2016 concerning Performance Evaluation of Ministry of Religion Employees	Interval

### Data Analysis Technique

#### Descriptive Analysis

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the responses of the respondents. The characteristics of the respondents in this study are important to provide an overview of the identity of the respondents.

#### Validity test

Validity Test indicates the extent to which measuring devices to measure Validity. Sugiyono, (2017: 177) says, the validity test shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher to look for the validity of an item, we correlate the score of the item with the total of these items. If the coefficient between the items and the total item is equal to or above 0.3 then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid. To find the coefficient value, the researcher used SPSS software version 21.0 to analyze the validity test of this research plan. The minimum requirement to be considered a valid instrument item is a valid index value that is a validity index value  $\geq 0.3$  (Sugiyono, 2017: 179). Therefore, all statements that have a correlation level below 0.3 must be corrected because they are considered invalid.

#### Reliability Test

The reliability test is the extent to which measurement results using the same object will produce the same data (Sugiyono, 2017: 177). The reliability test in this study is to perform Cronbach's Alpha statistical tests. If the Cronbach's Alpha value is  $\geq 0.7$  then the item provides a sufficient level of reliability, otherwise if the correlation value is below 0.7 then the item is said to be less reliable.

From the path diagram above, it can be translated in the form of a function or equation, ie

$$Y1 = \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4$$

$$Y2 = \beta5X1 + \beta6X2 + \beta7X3 + \beta8X4 + \beta9Y1$$

Information:

Y1, Y2 = Dependent Variable (dependent variable)

X1, X2, X3 X4 = Independent Variables

$\beta1...9$  = Regression Coefficient Values

#### Testing Path Analysis in Structural Equation Modeling (SEM)

Path analysis or Path Analysis was first developed in the 1920s by a geneticist, namely Sewall Wright. The path analysis model is used to analyze the relationship pattern between variables with the aim of knowing the direct and indirect effect of a set of independent (exogenous) variables on the dependent (endogenous) variable (Ghozali, 2016).

#### Testing the Goodness of Fit

At this stage testing of the suitability of the model is carried out through a review of various criteria of goodness of fit. Several important measures in evaluating the goodness of fit criteria are:

Table 2. Evaluation of the Goodness of Fit Index Model Criteria

No	Goodness of Fit Index	Cut of Value
1	Chi Square	Small
2	Significant Probability	> 0,05
3	RMSEA	< 0,08
4	GFI	> 0,90
5	AGFI	> 0,90
6	CMN/DF	< 2,00
7	TLI	> 0,95
8	CFI	> 0,95

Source: Singgih, 2011

### Measurement Model Fit

An instrument is reliable if it has a Cronbach alpha coefficient above 0.60.

### Data processing and hypothesis testing

The next step is to process the data using SPSS version 21.0 and AMOS 21.0. The results obtained can be directly used to test the hypothesis.

## 4.0 RESULTS AND DISCUSSION

### Descriptive Analysis

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the respondents' responses based on the recap results of the questionnaire that has been distributed.

### Characteristics of Respondents Based on Gender

The characteristics of respondents based on gender in this study indicate that most of the respondents in this study were male, with a percentage of 69% or consisting of 70 employees, while the percentage of respondents who were female was only 31% or consisted of 32 employees of the Office of the Ministry of Religion of Kampar Regency.

### Characteristics of Respondents by Group

Characteristics of respondents based on employee class in this study showed that most of the respondents in this study were in class III with a percentage obtained of 59% or consisting of 60 employees of the Office of the Ministry of Religion, Kampar Regency.

### Characteristics of Respondents Based on Years of Service

Characteristics of respondents based on employee tenure in this study shows that respondents with less than 5 years of service with the smallest percentage obtained by 4% or consisting of 4 employees, 5-15 years of service have a percentage of 39% or consisting of 40 people employees, the working period of 16–25 years has the highest percentage, namely with a percentage of 45% or consisting of 46 employees, then respondents with a working period of over 25 years have a percentage of 12% or consisting of 12 employees of the Office of the Ministry of Religion of Kampar Regency

### Characteristics of Respondents Based on Employee Age

Characteristics of respondents based on the age of employees in this study showed that most of the respondents in this study were between the ages of 41 to 50 years with a percentage obtained of 50% or consisting of 51 employees of the Office of the Ministry of Religion of Kampar Regency

### Characteristics of Respondents Based on Last Education

Characteristics of respondents based on their last education in this study showed that most of the respondents' last education in this study was S1 with a percentage obtained of 51% or consisting of 56 employees, respondents with the last education of SMA/Equivalent with a percentage obtained of 12% or consisting of 12 employees, respondents with the last education DII/DIII/DIV with a percentage obtained of 1% or consisting of 1 employee, respondents with a Master degree with a percentage obtained of 31% or consisting of 32 employees and respondents with a Doctoral education with a percentage obtained of 1% or consisting of 1 employee of the Office of the Ministry of Religion of Kampar Regency.

### **Analysis of Respondents' Responses to Variables**

Analysis of respondents' responses in this study was used to obtain an overview of respondents' responses to the variables in this study which consisted of the variables of commitment, competence, leadership style, work culture, job satisfaction and employee performance. For more details, the results of respondents' responses to each of these variables can be explained as follows:

#### **Respondents' Responses to Commitment**

The results of respondents' responses regarding commitment consisted of 20 statements to measure the perceptions and responses of respondents in this study with an average score of 4.70 meaning that all of the respondents' answers stated very well about commitment. It can be concluded that the interpretation of employee commitment to the Office of the Ministry of Religion in Kampar Regency is very high with the perceptions of each respondent.

#### **Respondents' Responses to Competence**

The results of respondents' responses regarding employee competence consisted of 28 statements to measure the perceptions and responses of respondents in this study the average score was 4.60 meaning that all of the respondents' answers stated very well about the competency variable. It can be concluded that the interpretation of employee competence at the Office of the Ministry of Religion of Kampar Regency is very high with the perceptions of each respondent.

#### **Respondents' Responses to Leadership Style**

The results of respondents' responses regarding leadership style consisted of 20 statements to measure the perceptions and responses of respondents in this study with an average score of 4.50 meaning that all of the respondents' answers stated very well about the leadership style variable. It can be concluded that the interpretation of the leadership style of the head of the Kampar Regency Ministry of Religion office has been very good with the perceptions of each respondent in this study.

#### **Respondents' Responses to Work Culture**

The results of respondents' responses regarding work culture consisted of 16 statements to measure the perceptions and responses of respondents in this study with an average score of 4.62 meaning that all respondents' answers stated very well about work culture variables. It can be concluded that the interpretation of the work culture of employees at the Office of the Ministry of Religion of Kampar Regency is very good with the perceptions of each respondent.

#### **Respondents' Responses to Job Satisfaction**

The results of respondents' responses regarding job satisfaction consisted of 20 statements to measure the perceptions and responses of respondents in this study with an average score of 4.65 meaning that all of the respondents' answers stated very high about the variable job satisfaction. It can be concluded that the interpretation of employee job satisfaction at the Kampar Regency Ministry of Religion office is already very high with the perceptions of each respondent.

#### **Respondents' Responses to Employee Performance**

The results of respondents' responses regarding employee performance consisted of 16 statements to measure the perceptions and responses of respondents in this study with an average score of 4.66 meaning that all respondents' answers stated very high about employee performance variables. It can be concluded that the performance interpretation of employees at the Ministry of Religion office in Kampar Regency is very high with the perceptions of each respondent.

### **Questionnaire Test**

#### **Validity Test Regarding Commitment Variables**

Testing the validity of the data regarding commitment aims to test whether the indicators or statements used to measure organizational commitment variables already have valid values or not. From the test results it is known that all statement items have a corrected item-total correlation value  $> 0.3$ . This gives the meaning that all statement items used to measure the commitment variable are declared valid, so that what is the test requirement in this study has been fulfilled.



### Validity Test Regarding Competency Variables

Testing the validity of data regarding competencies in this study aims to test whether the indicators or statements used to measure competency variables already have valid values or not. From the test results it is known that all statement items have a corrected item-total correlation value  $> 0.3$ . This means that all statement items used to measure competency variables are declared valid, so that what is the test requirement in this study has been fulfilled.

### Validity Test Regarding Leadership Style Variables

Testing the validity of the data regarding leadership style in this study aims to test whether the indicators or statements used to measure the leadership style variable already have a valid value or not. From the test results it is known that all statement items have a corrected item-total correlation value  $> 0.3$ . This gives the meaning that all statement items used to measure the leadership style variable are declared valid, so that what is the test requirement in this study has been fulfilled.

### Validity Test Regarding Work Culture Variables

Testing the validity of data regarding work culture in this study aims to test whether the indicators or statements used to measure work culture variables already have valid values or not. From the test results it is known that all statement items have a corrected item-total correlation value  $> 0.3$ . This gives the meaning that all statement items used to measure work culture variables are declared valid, so that what is the test requirement in this study has been fulfilled.

### Validity Test Concerning Job Satisfaction Variables

Testing the validity of data regarding job satisfaction in this study aims to test whether the indicators or statements used to measure job satisfaction variables already have valid values or not. From the test results it is known that all statement items have a corrected item-total correlation value  $> 0.3$ . This means that all statement items used to measure job satisfaction variables are declared valid, so that what is the test requirement in this study has been fulfilled.

### Validity Test Regarding Employee Performance Variables

Testing the validity of data regarding employee performance in this study aims to test whether the indicators or statements used to measure employee performance variables already have valid values or not. From the test results it is known that all statement items have a corrected item-total correlation value  $> 0.3$ . This means that all statement items used to measure employee performance variables are declared valid, so that what is the test requirement in this study has been fulfilled.

### Data Reliability Test

Reliability testing was carried out with internal consistency using the cronbach's alpha technique. Based on the test results, Cronbach's alpha for a significance level of 6% of each variable studied in this study as shown in Table 3.

**Table 3. Instrument Reliability**

Variable	Criteria	Cronbach's alpha	Conclusion
Commitment (X1)	0.6	0.936	Reliable
Competency (X2)	0.6	0.767	Reliable
Leadership Style (X3)	0.6	0.925	Reliable
Work Culture (X4)	0.6	0.943	Reliable
Job Satisfaction (Y1)	0.6	0.960	Reliable
Employee Performance (Y2)	0.6	0.950	Reliable

Source: Processed Results of SPSS 21, 2021

The table above shows that the reliability of the variables commitment (X1), competence (X2), leadership style (X3), work culture (X4), job satisfaction (Y1) and employee performance (Y2) are categorized as high because the Cronbach's alpha value is above 0.6, meaning that the level of reliability or level of trust the variables used in this study are reliable and can be used in further analysis. Thus it can be concluded that the questionnaire reliability test in this study found no obstacles.

### Discriminant Validity Test

The following is the output of the structural diagram on AMOS in producing discriminant validity tests consisting of construct reliability and variance extracted in this study as shown in Table 4.

**Table 4. Discriminant Validity**

Variable	Construct Reliability	Variance Extracted
Commitment (X1)	0.919	0.792
Competency (X2)	0.870	0.598
Leadership Style (X3)	0.911	0.671
Work Culture (X4)	0.954	0.840

Source: Processed Results of AMOS 21, 2021

Discriminate validity testing using the AVE value is carried out by comparing the root value of the AVE of each construct with the correlation between the construct and the other constructs. It is recommended that the AVE value should be greater than 0.5. Based on Table 4.14 it shows that the value of the variance extracted for each construct is greater with the correlation between constructs and other constructs. So it is concluded that it has good discriminant validity.

### Results of Data Analysis

#### Assessing Structural Model Identification

Structural Equation Modeling (SEM) analysis can only be performed if the model identification results fall into the over-identified category. This identification is done by looking at the df value of the model that has been made. For more details, the identification value of the structural model in this study is shown in Table 5.

**Table 5. Computation of Degrees of Freedom**

Number of distinct sample moments:	351
Number of distinct parameters to be estimated:	71
Degrees of freedom (351 - 71):	280

Source: Results of Processed Data from Amos 21, 2021

The table above is the result of the AMOS output which shows a model df value of 280. This indicates that the model in this study is included in the over identified category because it has a positive df value. Therefore, data analysis can proceed to the next stage. Furthermore, from the estimated standardized regression weight (loading factor) value, it is known that there is no estimate value > 1, so there is no estimation error which is called the Heywood Case (HC). Therefore, the offending estimate does not exist in the research data so that the next stage of analysis can be carried out.

### Structural Goodness of Fit Test

**Table 6. Structural Goodness of Fit Test**

Goodness of Fit Index	Cutoff Value	Analysis Result	Model Evaluation
Chi-Square	Smaller than Chi-Square Table (102;0.05)= 126.574	438.082	marginal
Significant Probability	≥ 0.05	0.002	marginal
CCMIN/df	< 2.00	1.565	fit
G F I	≥ 0.90	0.771	marginal
A G F I	≥ 0.90	0.712	marginal
T L I	≥ 0.95	0.944	marginal
C F I	≥ 0.95	0.952	fit
N F I	≥ 0.90	0.879	marginal
I F I	≥ 0.95	0.953	fit
RMSEA	0.05 - 0.08	0.075	fit

Source: Processed Results of AMOS 21, 2021

Chi-Square is very sensitive to sample size. The value of X in this study is 438,082 with a probability of 0.000. The results of this Chi-Square indicate that the non-hypothesis which states that the model is the same as the empirical

data is accepted, which means that the model is good. The overall goodness of fit measurement above indicates that several models are in the good category, so that the proposed model is acceptable.

### Measurement Model Fit test

The measurement model test is to test the relationship between indicators and latent variables. By combining the structural and measurement model tests, it is possible to test measurement error as an integral part of SEM and perform factor analysis together with hypothesis testing. In the measurement model test, the chi square results are 438,082, the df is 280 and the probability is 0.002. The results of testing the model hypothesis show that this model is in accordance with the data or good for the data used. The Chi Square value is 438,082 and is affected by the df value. In this study the df value is 280 and if the df value is smaller than the chi square value will decrease.

### Structural Equation

#### 1. Structure of Equation 1

$$Y1 = \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4$$

$$\text{Job Satisfaction} = -0.098 * \text{Commitment} + 0.371 * \text{Competence} - 0.131 * \text{Leadership Style} + 0.840 * \text{Work Culture}$$

#### 2. Equation Structure 2

$$Y2 = \beta5X1 + \beta6X2 + \beta7X3 + \beta8X4 + \beta9Y1$$

$$\text{Employee Performance} = 0.157 * \text{Commitment} - 0.131 * \text{Competence} - 0.014 * \text{Leadership Style} + 0.319 * \text{Work Culture} + 0.661 * \text{Employee Performance}$$

Based on the structural equation of the model can be explained as follows:

1. The commitment variable has a negative relationship to job satisfaction, which is equal to 0.098. This value means that if commitment increases by 1 unit assuming other factors are constant, it can reduce job satisfaction by 0.098 units and vice versa. That is, the better the commitment, the lower the job satisfaction of employees at the Office of the Ministry of Religion of Kampar Regency.
2. The competency variable has a positive relationship to job satisfaction, which is equal to 0.371. This value means that if competence increases by 1 unit assuming other factors are constant, it can increase job satisfaction by 0.371 units and vice versa. That is, the better the competence, the higher the job satisfaction of employees at the Office of the Ministry of Religion of Kampar Regency.
3. The leadership style variable has a negative relationship to job satisfaction, which is equal to 0.131. This value means that if the leadership style increases by 1 unit assuming other factors are constant, it can reduce job satisfaction by 0.131 units and vice versa. That is, the better the leadership style, the lower the job satisfaction of employees at the Office of the Ministry of Religion of Kampar Regency.
4. The work culture variable has a positive relationship to job satisfaction, which is equal to 0.840. This value means that if work culture increases by 1 unit assuming other factors are constant, it can increase job satisfaction by 0.840 units and vice versa. That is, the better the work culture, the higher the job satisfaction of employees at the Office of the Ministry of Religion in Kampar Regency.
5. The commitment variable has a positive relationship to employee performance, which is equal to 0.157. This value means that if commitment increases by 1 unit assuming other factors are constant, it can increase employee performance by 0.157 units and vice versa. That is, the better the commitment, the better the performance of employees at the Office of the Ministry of Religion of Kampar Regency.
6. The competency variable has a negative relationship to employee performance, which is equal to 0.131. This value means that if competence increases by 1 unit assuming other factors are constant, it can reduce employee performance by 0.131 units and vice versa. That is, the better the competence, the lower the performance of employees at the Office of the Ministry of Religion of Kampar Regency.
7. The leadership style variable has a negative relationship to employee performance, which is equal to 0.014. This value means that if the leadership style increases by 1 unit assuming other factors are constant, it can reduce employee performance by 0.014 units and vice versa. That is, the better the leadership style, the lower the performance of employees at the Office of the Ministry of Religion of Kampar Regency.
8. The work culture variable has a positive relationship to employee performance, which is equal to 0.319. This value means that if work culture increases by 1 unit assuming other factors are constant, it can increase employee performance by 0.319 units and vice versa. That is, the better the work culture, the better the performance of employees at the Office of the Ministry of Religion in Kampar Regency.
9. The job satisfaction variable has a positive relationship to employee performance, which is equal to 0.661. This value means that if job satisfaction increases by 1 unit assuming other factors are constant, it can increase employee performance by 0.661 units and vice versa. That is, the better the job satisfaction, the better the performance of employees at the Office of the Ministry of Religion of Kampar Regency.

## Hypothesis test

**Table 7. Regression Weights**

Hypothesis	Exogenous Variables	Endogenous Variables	CR	P-Value	Conclusion
H1	Commitment	Job satisfaction	-1.036	0.300	No effect
H2	Competence	Job satisfaction	1.038	0.299	No effect
H3	Leadership Style	Job satisfaction	-0.322	0.748	No effect
H4	Work Culture	Job satisfaction	2.464	0.014	Influential
H5	Commitment	Employee Performance	0.984	0.325	No effect
H6	Competence	Employee Performance	-0.212	0.832	No effect
H7	Leadership Style	Employee Performance	-0.026	0.979	No effect
H8	Work Culture	Employee Performance	0.282	0.778	No effect
H9	Job satisfaction	Employee Performance	0.571	0.568	No effect

Source: Processed Results of AMOS 21, 2021

Analysis of the results of testing the nine research hypotheses, namely as follows:

### Testing the Effect of Commitment on Job Satisfaction

Based on the results of testing the commitment variable on job satisfaction, it shows a significance value of 0.300 which is proven to be greater than the alpha value of 10%. Because the significance level is greater than alpha, commitment is proven to have no significant effect on job satisfaction. This means that the proposed hypothesis is rejected, so it can be concluded that in this study organizational commitment proved to have a negative and not significant effect on employee job satisfaction at the Office of the Ministry of Religion of Kampar Regency.

### Testing the Effect of Competence on Job Satisfaction

Based on the results of testing the competency variable on job satisfaction, it shows a significance value of 0.299 which is proven to be greater than the alpha value of 10%. Because the significance level is greater than alpha, competence is proven to have no significant effect on job satisfaction. This means that the proposed hypothesis is accepted, so it can be concluded that in this study competency proved to have a positive but not significant effect on employee job satisfaction at the Office of the Ministry of Religion in Kampar Regency.

### Testing the Effect of Leadership Style on Job Satisfaction

Based on the results of testing the leadership style variable on job satisfaction, it shows a significance value of 0.748 which is proven to be greater than the alpha value of 10%. Because the significance level is greater than alpha, the leadership style is proven to have no significant effect on job satisfaction. This means that the hypothesis proposed was rejected, so it can be concluded that in this study leadership style proved to have a negative and insignificant effect on employee job satisfaction at the Office of the Ministry of Religion in Kampar Regency.

### Testing the Effect of Work Culture on Job Satisfaction

Based on the results of testing the work culture variable on job satisfaction, it shows a significance value of 0.014 which is proven to be smaller than the alpha value of 10%. Because the significance level is lower than alpha, work culture is proven to have a significant effect on job satisfaction. This means that the proposed hypothesis is accepted, so it can be concluded that in this study work culture has a positive and significant effect on employee job satisfaction at the Office of the Ministry of Religion, Kampar Regency.

### Testing the Effect of Commitment on Employee Performance

Based on the results of testing the commitment variable on employee performance, it shows a significance value of 0.325 which is proven to be greater than the alpha value of 10%. Because the significance level is greater than alpha, commitment is proven to have no significant effect on employee performance. This means that the proposed hypothesis is accepted, so it can be concluded that in this study commitment proved to have a positive but not significant effect on employee performance at the Office of the Ministry of Religion in Kampar Regency.

### Testing the Effect of Competence on Employee Performance

Based on the results of testing the competency variable on employee performance, it shows a significance value of 0.832 which is proven to be greater than the alpha value of 10%. Because the significance level is greater than alpha, competence is proven to have no significant effect on employee performance. This means that the

proposed hypothesis is rejected, so it can be concluded that in this study competence has a negative and insignificant effect on employee performance at the Office of the Ministry of Religion, Kampar Regency.

#### **Testing the Effect of Leadership Style on Employee Performance**

Based on the results of testing the leadership style variable on employee performance, it shows a significance value of 0.979 which is proven to be greater than the alpha value of 10%. Because the significance level is greater than alpha, the leadership style is proven to have no significant effect on employee performance. This means that the proposed hypothesis is rejected, so it can be concluded that in this study leadership style has a negative and not significant effect on employee performance at the Office of the Ministry of Religion in Kampar Regency.

#### **Testing the Effect of Work Culture on Employee Performance**

Based on the results of testing the work culture variable on employee performance, it shows a significance value of 0.778 which is proven to be greater than the alpha value of 10%. Because the significance level is greater than alpha, work culture is proven to have no significant effect on employee performance. This means that the proposed hypothesis is accepted, so it can be concluded that in this study work culture proved to have a positive but not significant effect on employee performance at the Office of the Ministry of Religion in Kampar Regency.

#### **Testing the Effect of Job Satisfaction on Employee Performance**

Based on the results of testing the variable job satisfaction on employee performance, it shows a significance value of 0.568 which is proven to be greater than the alpha value of 10%. Because the significance level is greater than alpha, job satisfaction is proven to have no significant effect on employee performance. This means that the proposed hypothesis is accepted, so it can be concluded that in this study job satisfaction proved to have a positive but not significant effect on employee performance at the Office of the Ministry of Religion in Kampar Regency.

### **Research Discussion**

#### **Commitment Does Not Affect Job Satisfaction**

The results of this study indicate that commitment has a negative relationship and is proven to have no effect on job satisfaction of employees of the Office of the Ministry of Religion of Kampar Regency, meaning that the higher the commitment, the job satisfaction felt by employees will decrease, and vice versa the lower the commitment, the higher the satisfaction felt by employees. Increases and the results of this study also show that commitment has an insignificant effect on employee job satisfaction. This is possible because there are still some employees who feel uncomfortable at work where the leadership has not taken firm action against employees who violate applicable regulations, such as there are still employees who do not come to work without explanation, employees who are late, employees who return not according to schedule work and so on, but the employee has not been given strict sanctions in accordance with applicable regulations. Then, the negative effect of commitment on job satisfaction means that increasing organizational commitment consisting of affective commitment, continuance commitment and normative commitment will require employees to continue to be involved in every activity that is carried out continuously without tolerance for employees who make mistakes and in terms of In this case, there will be demands for employees to work carefully and must be in accordance with applicable regulations, which means that the higher the organizational commitment in achieving goals, the workload of employees will increase, so this often creates a feeling of stress and boredom that appears within the employee himself, so that this condition causes employee satisfaction to decrease.

#### **Competence Does Not Affect Job Satisfaction**

The results of this study indicate that competence has a positive relationship and is proven to have no effect on job satisfaction of employees of the Office of the Ministry of Religion of Kampar Regency, meaning that the higher the competence of employees, the job satisfaction felt by employees will increase, and vice versa the lower the competence of employees, the perceived job satisfaction employees will decrease and the results of this study also show that high or low employee competence is proven to have no effect on the level of job satisfaction felt by employees. This is possible because not all employees have the opportunity to attend education and training (training), workshops and seminars and even though some employees have attended, they have not been able to improve their work results within the organization. This is because the employee has not been able to properly apply the results of the training, education and training (training), workshops and seminars that he has attended. In addition, there is no effect of competency on job satisfaction because there are some employees who still think that high or low formal education has no effect on the work results to be achieved by employees.

**Leadership Style Does Not Influence Job Satisfaction**

The results of this study indicate that leadership style has a negative relationship and is proven to have no effect on employee job satisfaction in the office of the Ministry of Religion of Kampar Regency, meaning that the higher the leadership style, the employee's job satisfaction will decrease, and vice versa, the lower the leadership style, the employee satisfaction will increase and the results of this study also show that leadership style has an insignificant effect on employee job satisfaction. This is possible because even though currently the leadership style which consists of a style in innovation, a style in communicating, a style in motivating, a style in supervising and a style in delegating is already in a very good category, the leadership is apparently only oriented towards achieving work results and have not been able to build good and communicative relationships with all of their subordinates, so that in this case the leader only gives orders to employees to complete their work properly without any more specific job descriptions. This condition causes a decrease in employee satisfaction at work.

**Work Culture Influences Job Satisfaction**

The results of this study indicate that work culture has a positive relationship and is proven to have an effect on employee job satisfaction in the Office of the Ministry of Religion of Kampar Regency, meaning that the higher the work culture, the job satisfaction felt by employees will increase, and vice versa the lower the work culture, the perceived job satisfaction employees will decrease and the results of this study also show that high or low employee competence is proven to have an influence on employee performance outcomes. This means that most employees already have the ability to adapt to the culture that develops within the organization such as employee culture in maintaining cleanliness and tidiness and the workplace and the habit of always being loyal to their work. With this work culture, it will make employees more satisfied at work, which means this needs to be a top priority that must be considered by leaders in increasing employee job satisfaction, one of the efforts that can be made by leaders is making competition for employees who have work habits, good habits so that it will encourage other employees to further improve these good habits at work.

**Commitment Does Not Affect Employee Performance**

The results of this study indicate that commitment is proven to have a positive relationship and is proven to have no effect on the performance of employees of the Office of the Ministry of Religion of Kampar Regency, meaning that the higher the organizational commitment, the level of employee performance will increase, and vice versa the lower the organizational commitment, the level of employee performance will be the lower and the results of this study also indicate that commitment has no significant effect on the results of the employee's performance. This is possible because even though employees have dedicated themselves to always have a high commitment in achieving organizational goals, they have not been able to improve their performance, so in this case the leadership needs to monitor and direct directly to any obstacles currently faced by employees and then the leadership needs to carry out an evaluation so that employees who have a high commitment can be directed and encouraged to be able to carry out the work that has been targeted in accordance with the duties and functions of each employee.

**Competence Does Not Affect Employee Performance**

The results of this study indicate that competence has a negative relationship and is proven to have no effect on the performance of employees of the Office of the Ministry of Religion of Kampar Regency, meaning that the higher the competence possessed by employees, the overall performance of employees will decrease, and vice versa the lower the competence possessed by employees, the performance of employees will increase and the results of this study also show that competence has an insignificant effect on employee job satisfaction. This is possible because employees who have high competence tend to carry out their work independently and do not want to collaborate with other employees, so employees who do not have competence will not be able to carry out their work optimally. So that in this case, it is necessary to pay attention to the leadership to direct competent employees to join and establish good cooperation with other employees and leaders should generalize employee participation in participating in education and training (training), seminars and so on so that each Employees have good competence for their work and continue to direct employees to continue to work together in completing the assigned tasks.

**Leadership Style Does Not Affect Employee Performance**

The results of this study indicate that leadership style has a negative relationship and is proven to have no effect on the performance of employees of the Office of the Ministry of Religion of Kampar Regency, meaning that the higher the leadership style, the lower the level of employee performance, and vice versa the lower the leadership style, the higher the level of employee performance is increasing and the results of this study also show that

leadership style has no significant effect on the results of the employee's performance. Even though currently the leadership style consisting of indicators of style in innovation, style in communicating, style in motivating, style in supervising and style in delegation is in a very good category, in practice the leader carries out his duties and functions of leadership by prioritizing coercion rarely coordinate with subordinates, set their own deadlines for completing tasks, lack of attention and often decide actions centrally, so that the leadership style that is already in the very good category becomes inversely proportional to the achievements of employee performance.

#### **Work Culture Does Not Affect Employee Performance**

The results of this study indicate that work culture has a positive relationship and is proven to have no effect on the performance achievements of employees of the Office of the Ministry of Religion of Kampar Regency, meaning that the better the work culture, the level of employee performance will increase, and vice versa if the work culture is not good, the level of performance achievement employees will decrease and the results of this study also show that the current work culture has no significant effect on employee performance outcomes. This is possible because agencies have not been able to create a much better working culture climate by formulating policies, values and rules that have direction to achieve agency goals. With changes in policies, values and rules within the agency, employees are expected to be able to follow a culture that develops optimally by implementing or applying existing policies, values and rules so that in this way the work culture will affect employee performance achievements.

#### **Job Satisfaction Does Not Affect Employee Performance**

The results of this study indicate that job satisfaction has a positive relationship and is proven to have no effect on the performance of employees of the Office of the Ministry of Religion of Kampar Regency, meaning that the higher the job satisfaction felt by employees, the level of achievement of employee performance will increase, and vice versa the lower the job satisfaction felt by employees then the level of employee performance attainment will be lower and the results of this study also indicate that the current job satisfaction felt by these employees has no significant effect on employee performance outcomes. This is possible because even though the employee is satisfied at work, it is not certain that the employee is able to carry out his duties properly, which means that even though the employee is satisfied, if the employee does not have the ability to carry out his duties in accordance with what the leader instructs properly, then the employee's performance will not increase. In addition, employees are also dissatisfied with the methods and mechanisms for employee career development that are currently being applied by the leadership. This is because employees who have internal closeness with leaders have greater career development opportunities than employees with the best work performance.

## **5.0 CONCLUSION**

Based on the results of the research that has been done, it can be concluded that (1) commitment has a negative and insignificant effect on job satisfaction, (2) competence has a positive and insignificant effect on job satisfaction, (3) leadership style has a negative and insignificant effect on job satisfaction, (4) work culture has a positive and significant effect on job satisfaction, (5) commitment has a positive and not significant effect on employee performance, (6) competence has a negative and insignificant effect on employee performance, (7) leadership style has a negative and insignificant effect on employee performance, (8) work culture has a positive and insignificant effect on employee performance and (9) job satisfaction has a positive and insignificant effect on employee performance.

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