

COMPARATIVE ANALYSIS OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT BASED ON CIVIL SERVICE STATUS AT STATE ISLAMIC UNIVERSITY (UIN) MATARAM

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Abstract: *This study aims to analyze the level of job satisfaction and organizational commitment based on employment status that is between civil servants and employees of non-civil servants of the general administration at the State Islamic University (UIN) Mataram, but also aims to analyze whether there is significance of differences in level of job satisfaction and commitment organizational between the two types of employees and analyzed which employees have a higher level of job satisfaction and organizational commitment based on their employment status.*

This type of research is a comparative study. This study used census method in determining the respondents where the entire study population was chosen to be the respondent. The number of respondents is 104 people, consisting of 53 non-civil servants and 51 civil servants. Data collection methods used were interviews, documentation and questionnaires. The data analysis technique used is Independent Sample T-test with the help of SPSS 16.

The results showed that civil servants and non-civil servants have a level of job satisfaction belonging to the category of satisfaction and organizational commitment into the high category. In addition, the results of the study indicate that there are significant differences in job satisfaction and organizational commitment based on employment status, where civil servants have a higher level of job satisfaction and organizational commitment than non-civil servants.

Keywords: *Job Satisfaction, Organizational Commitment, Status of Personnel*

1. INTRODUCTION:

Progress of an organization can not be separated from the role of Human Resources (HR) in it, both private organizations and government organizations are in need of high organizational commitment of employees to achieve organizational goals. Organizational commitment according to Richard M. Steers cited by Hadiyani, et al (2013) defines organizational commitment as a sense of identification (trustworthiness of organization), involvement (willingness to do the best for the organization) and loyalty (the desire to remain a member of the organization concerned) declared by an employee of the organization.

Commitment of each employee will be different from each other and strongly influenced by organizational factors, employee expectation to work and also influenced by individual characteristic itself (Kusmaryani, 2007 in Rodhi, 2017). Private organizations and governmental organizations are two distinct organizations both in terms of vision, mission, and goals of the organization. Employees in private organizations are more required to be productive and of course the level of employee productivity affects the compensation they will receive. While the compensation of government organizations received by each employee has been determined in accordance with certain classes and positions, and it applies to civil servants and different from non-civil servants who have no clarity about the compensation they will receive or in other words very determined compensation based on employment status.

Different employment status not only affects the differing organizational commitment of employees but also different employee job satisfaction. Job satisfaction is a positive feeling about one's work which is the result of an evaluation of its characteristics (Robbins, & Judge 2008). In the theory of job satisfaction quoted from Rivai (2010) in Rodhi (2017) explained that the difference in employment status is a factor that can cause employee work discontent, meaning that the higher the employment status difference will be lower employee job satisfaction.

Based on the employment status, in government agencies there are usually two types of employees namely permanent employees (PNS) and non-permanent employees (Non-civil servants). Including State Islamic University (UIN) Mataram, Acceptance of non-permanent employees is an action taken as a supporter of increasingly complex activities, let alone State Islamic University (UIN) Mataram can be said to be the main choice for graduates SLTA / MA to continue its education because the status has become State University.

Different employment status will be different also the rights and obligations received by each employee based on the status of employment. The phenomenon that occurs in the field that is related to the compensation received by employees there is a difference, be it financial compensation or non-financial compensation. Where permanent employees (PNS) have salaries well above the UMP in accordance with a certain rank or class, while non-permanent employee salaries are under UMP.

The opportunity for promotion is also a very clear thing that distinguishes permanent employees with non-permanent employees, because although the work performance of employees is not fixed high, there is still no chance at all to get promotion for career path, unlike the permanent employee (PNS) who have a clear career ladder, meaning that the higher the performance of permanent employees will be the higher expectations / career opportunities that they get. The theory expressed by Kreitner and Kinicki (2014) explains that the factor of justice is a factor that can affect job satisfaction. If the organization is able to apply justice to its employees it will foster job satisfaction.

2. LITERATUR REVIEW:

2.1. Previous Research

Research conducted by Ismawati (2014) at PT. Pagilaran and research Hendrajana et al (2017) at Yayasan Dharma Widya Ulangun Denpasar Bali, on organizational commitment based on employment status in plantation sub-sector, reveals that there is a difference of organizational commitment between permanent employees and contract workers, where employees still have higher commitment than contract employees, this is because of the different facilities, salaries and benefits that they receive.

In line with the research, research conducted by Princess et al (2014) at PT. Kobexindo Bengkulu, on the difference of organizational commitment based on employee status, suggests that there is a difference in organizational commitment of contract employees with permanent employees, where contract workers exhibit lower commitment than regular employees, this is due to differences in employment agreements through the PKWT (Particular Working Agreement) or PKWTT (Employment Agreement of Indefinite Time) from each employee, further research conducted by Hadiyani et al (2013), on the difference of organizational commitment in terms of employee's employment, reveals that the organizational commitment of employees is determined by the employment period, the longer the employment period the higher the organizational commitment will be.

Research conducted by Ntisa, et. (2016) at the University of Technology of South Africa, Wirakusuma and Sintaasih (2016) research on the Transportation Department of Information and Communications of Bali Province, with the result of research that there is a negative relationship between employment status with employee job satisfaction, the higher employment status will lower employee job satisfaction. Besides, it has been disclosed that there is a significant difference of job satisfaction between contract employee and permanent employee, that is, employee still have higher job satisfaction when compared with job satisfaction of contract employee.

Research conducted by Bruno et. al (2013) revealed that job stability is the most serious cause of low employee job satisfaction is not fixed. Another study was conducted by Dawson, et. (2014) discloses that the main cause of job discontent in non-permanent employees is job insecurity, this indicates with a certain period of time to the employee is not fixed, affecting the low satisfaction of employee's work especially because the employee is not permanent feel anxiety in work.

2.2. Theory

In this research, for job satisfaction variable adapting theory proposed by Kreitner and Kinicki (2003), where to measure job satisfaction can be measured using five indicator that is job itself, compensation, relationship with co-worker, career development and supervisor supervision. As for the statement items of each indicator is adapted from The Minnesota Satisfaction (MSQ) developed by Weiss and Dawis (1978).

Then for organizational commitment variables adapting the theory of Meyer and Allen, where organizational commitment is divided into 3 dimensions of affective commitment, ongoing commitment and normative commitment.

2.3. Employment status

Employment status is a condition that differentiates one employee from another within the organization (Putri, et al 2014). According to Barthos in Princess, et al (2014) Employee status is the position of a person in doing the work, that is whether the situation of the person is domiciled as a worker / employee, trying with the help of family workers / labors are not fixed. Civil Servant (PNS) is an Indonesian citizen who fulfilled certain requirements appointed to the State Civil Apparatus permanently by personnel officer to occupy government positions. While Non-Permanent Employees are employees who work part-time, temporarily or only until the appointed time.

2.4. Job satisfaction

According to Handoko (2012: 193), job satisfaction is a pleasant or unpleasant emotional state for employees in looking at their work. Meanwhile, according to Robbins & Judge (2008), defining job satisfaction is a general attitude toward a person's job that shows the difference between the number of awards received by the worker and the amount they believe they should receive. According to Luthans (2006: 431) job satisfaction is the result of employee perceptions of how well their work provides what is considered important.

According Hasibuan (2007: 202) job satisfaction is an employee emotional state to determine the feeling of happiness or not to work. Meanwhile, according to Gibson et.al (2003) in Suswanto (2017) defines job satisfaction is an attitude that individuals have about their work resulting from their perceptions of their work based on work environment factors such as supervisory styles, policies and procedures, group affiliation, working conditions and benefits.

According to Luthans (2006), there are five main factors that determine job satisfaction namely the work itself, salary or wages, promotion, supervision and group of colleagues.

2.5. Organizational Commitment

According to Kreitner and Kinicki (2014: 165) defining commitment is an agreement to do something for yourself, others, group, or organization. So organizational commitment reflects the degree to which a person recognizes an organization and is tied to its goals.

Furthermore, Robbins and Judges, (2011) Organizational commitment is defined as the relative strength of the individual in identifying his or her involvement into the organization, which is characterized by the acceptance of organizational values and goals, the willingness to strive for the organization and the desire to maintain membership in the organization.

Another opinion raised by Rivai (2011) in Hendrajana (2017) defines organizational commitment as a condition in which an employee sides with a particular organization and its purposes, and intends to maintain membership within the organization. This is because there is work involvement with organizational commitment very closely influenced. Job involvement as a degree of willingness to unite himself with work, invests his time, his abilities and his energies for work and considers his work as a major part of life.

Dimensions Organizational commitment according to Meyer and Allen (1993) in Rodhi (2017) there are 3 dimensions of organizational commitment, namely:

a) Affective Commitment

Associated with members' emotional connection to their organization, identification with the organization, and member involvement with organizational activities. This commitment is influenced and / or developed when engagement in the organization proves to be a rewarding experience. Members of organizations with Affective Commitment will continue to be members in the organization because they have a desire for it.

b) Continuance commitment

Associated with member awareness so that will lose if leaving the organization. Members of organizations with a high continuance commitment will continue to be members in the organization because they have a need to become members of the organization.

c) Normative commitment

Feelings of connection to continue to be in the organization. Normative commitment is influenced and / or developed as a result of a feeling of receiving a profit that creates a feeling of obligation to be reciprocated. Members of organizations with high normative commitment will continue to be members in the organization because they feel they must be in the organization.

Based on previous research and theoretical basis, it can be formulated hypothesis as follows:

H₁: Civil servants have higher job satisfaction when compared to non-civil service employees

H₂: PNS employees have higher organizational commitment compared to non-civil servants

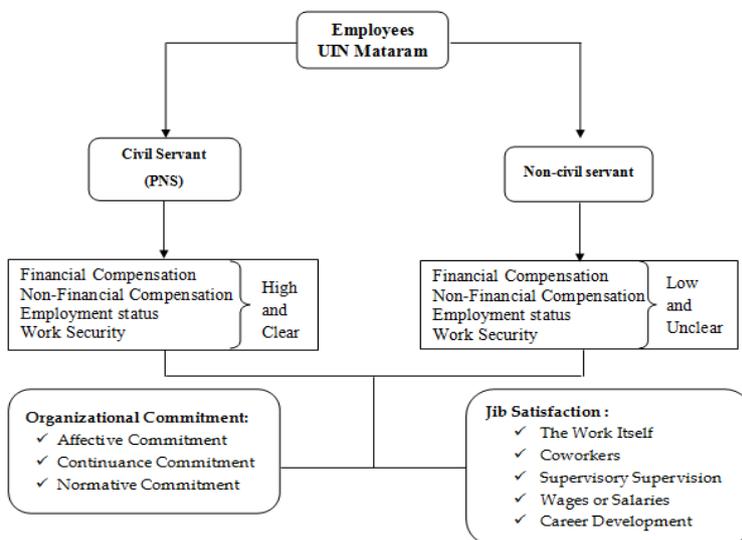


Figure 2.1 Conceptual Framework for Research

3. METHOD:

The research method used in this study is quantitative with the type of comparative research that is the type of research that is comparing. The population of this research is all employees of State Islamic University (UIN) general administration section as many as 104 people consisting of 51 civil servants and 53 non-civil servant status. The sampling technique is the census that is the entire population made as respondents in the study.

Data collection techniques used were interviews, documentation and questionnaires. Assessment of the variable of job satisfaction and organizational commitment is measured using Likert scale. Source of data in this research comes from primary and secondary data. Primary data is data obtained directly from respondents using questionnaire method is by distributing questionnaires to respondents, while secondary data is supporting data obtained from the place of research, such as journals and other documents relating to research problems.

The variables used in this study are job satisfaction variables measured by using indicators developed by Kreitner and Kinicki with statement items developed by weiss and dawis, while organizational commitment variable is measured using dimensions developed by Mayer and Allen.

The result of validity test of job satisfaction and organizational commitment indicates that each variable is only one statement item is not valid because the score is below 0.36 and all other statement items are valid because they have score above 0.36. Reliability test results show Cronbach's Alpha value on each variable greater than 0.60, so the instrument of this study can be said reliable. Data analysis technique in this research is Independent Sample t-test that is parametric test used to know whether there is difference of average between two group of unrelated sample, if there are group of sample which have highest average.

4. RESULT AND DISCUSSION:

4.1. Description Variable research

Descriptive analysis is intended to describe the responses of respondents related to the choice of statements addressed by the frequency of respondents' answers. To give respondent perception to each variable which is examined based on likert scale score done grouping and interpretation then concluded and generalized.

Table 4.1. Average score and category of job satisfaction and organizational commitment

Research variable	Employees dan Average Score		Category
	Employees	Average	
Job Satisfaction	Civil Servant	3,84	Satisfaction
	Non Civil servant	3,57	Satisfaction
organizational commitment	Civil Servant	3,99	High
	Non civil servant	3,66	High

Based on the above table shows the average score of respondents' variables of job satisfaction, either civil servants or non-civil servant employees into the category of satisfaction. This shows that civil servants and non-civil servants are satisfied with their current work and satisfied with the organization. Furthermore, for the variable of organizational commitment of civil servant and non-civil servant employees can be categorized as high. This indicates that both employees have a high commitment to their work and also to the organization today, whether in terms of affective commitment, continuous commitment and normative commitment.

4.2. Results of the Independent Sample t-test

Before conducting an Independent Sample t-test analysis, data normality tests are performed first, because the main requirement that must be met is the data must be normally distributed. The data normality test is used to test whether the data of a model has a normal distribution or not.

Tabel 4.2. Hasil Uji Normalitas Data

		Kepuasan_Kerja_Non_PNS	Kepuasan_Kerja_PNS	Komitmen_Organisasional_Non_PNS	Komitmen_Organisasional_PNS
N		53	51	53	51
Normal Parameters ^a	Mean	49.96	53.78	54.92	59.84
	Std. Deviation	5.189	4.785	5.533	5.140
Most Extreme Differences	Absolute	.147	.073	.175	.159
	Positive	.147	.073	.146	.060
	Negative	-.107	-.071	-.175	-.159
Kolmogorov-Smirnov Z		1.070	.519	1.276	1.137
Asymp. Sig. (2-tailed)		.202	.951	.077	.151

a. Test distribution is Normal.

Based on table 4.2 above can be seen that the results of data processing in the normality test has Asymp value. Sig. (2-tailed) each variable is greater than 0.05. Then based on the provisions of testing, it can be concluded that all variables are normally distributed.

Table 4.3. Results of Different Test of Job Satisfaction Based on Civil Service Status

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Kepuasan_Kerja	Equal variances assumed	.085	.771	3.901	102	.000	3.822	.980	1.879	5.765
	Equal variances not assumed			3.907	101.819	.000	3.822	.978	1.882	5.762

Prior to the previous t-test, the first test of variance (homogeneity) with F test (Levene, s Test), means that if the variant is the same then the t test uses Equal Variance Assumed (assuming the same variant) and if different variants use Equal Variance Notes Assumed (assumed different variants). Then based on the above processing can be seen the value of P Value of 0.771 greater than 0.05, so it can be assumed that both variants are the same. Using this t test using Equal Variance Assumed (assumed both variants are the same).

Based on table 4.3, then to see whether there is a significant difference between the two groups of sample that is PNS and Non-PNS, can be known by comparing the value of t arithmetic with t table and by comparing P Value with significance level (0.05). So if the value of t arithmetic from the above processing is $3.901 > t$ table (1.98) and p value of $0.000 < 0.05$, it can be concluded that there is a significant difference in job satisfaction between civil servants and non-civil servants general administration at the State Islamic University of Mataram.

Then to prove the hypothesis is to see which group of samples is higher satisfaction work, it can be seen in table 4.4. below this :

Table 4.4. Comparison of Job Satisfaction Level

	Employees	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction_Job	PNS	51	53.78	4.785	.670
	Non_PNS	53	49.96	5.189	.713

Based on the above table, to see the difference between the average value of job satisfaction between civil servants and non-civil servants can be seen from the mean value in each sample group. So based on the above table, the group of civil servants had a higher average score of 53.78, while the non-civil servant sample group was 49.96. So it can be concluded that civil servants have higher job satisfaction compared with non-civil servant employee, hence in this research hypothesis that "civil servant employee have higher job satisfaction compare to non civil servant" acceptable.

Table 4.5. Independent Sample t test Results Organizational Commitment

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Komitmen_Organisasional	Equal variances assumed	.348	.556	4.693	102	.000	4.919	1.048	2.840	6.998
	Equal variances not assumed			4.699	101.877	.000	4.919	1.047	2.843	6.995

Based on the above table, to see whether there is a significant difference between organizational commitment between two groups of sample that is PNS and Non-PNS, can be known by comparing the value of t arithmetic with t table and by comparing P Value with significance level (0,05). So if the value of t calculated from the above processing of $4.693 > t$ table (1.98) and p value of $0.000 < 0.05$, it can be concluded that there is a significant difference organizational commitment between civil servants and non-civil servants general administration at the State Islamic University of Mataram.

Then to prove the hypothesis is to see which group of samples is higher organizational commitment, it can be seen in table 4.6. below this :

Table 4.6. Comparison of Levels of Organizational Commitment

	Pegawai	N	Mean	Std. Deviation	Std. Error Mean
Commitment_Organization all	PNS	51	59.84	5.140	.720
	Non_PNS	53	54.92	5.533	.760

Based on the above table, the sample group of civil servants has a higher average value of 59.84, while the non-civil servant sample group is 54.92. So it can be concluded that civil servants have a higher organizational commitment compared with non-civil servants, then in this study the hypothesis that "civil servants have higher organizational commitment compared with non-civil servants" is acceptable.

5. DISCUSSION:

As previously described in hypothesis testing, there is a significant difference in job satisfaction between civil servants and non-civil servant employees, where civil servants have higher job satisfaction than non-civil servants, hence the hypothesis (H₁) is accepted. differences in employee job satisfaction is more due to differences in the compensation system and career development system applied between the two types of employees. Employees of civil servants are paid salary above UMP based on certain rank / class, so the salary amount has been determined, unlike non-civil servants who get salary under the UMP despite being in the same field of employment with civil servants. In addition, different job satisfaction is also caused by different benefits between the two types of employees, where civil servants receive high functional allowances and remain based on their responsibilities and positions, while non-civil servants are not entitled to any benefits even when they are in the same job and assume the same responsibility within the organization.

Other causes that cause different levels of job satisfaction of civil servants and non-civil servants are in the career development system, be it from the benchmark promotion of positions and opportunities to develop a career. In career development, it is clear that the difference of promotion standard is used, where civil servant employees can promotion position based on working period and work performance, while non-civil servant employees although have long working period and have job performance still no chance for promotion position. This study supports the previous research of the study of Ntisa et.al (2016), Dawson et.al (2014) and Bruno et.al (2013) study with the same result that there is a significant difference in job satisfaction between permanent employee and employee still, where employees still have higher job satisfaction compared with non-permanent employees.

Based on the results of previous hypothesis test in this research, that there is a significant difference of organizational commitment between civil servant and non civil servant, where civil servant has higher organizational commitment compared with non-civil servant then hypothesis (H₂) is accepted. There are several things that cause different organizational commitments between the two types of employees that lie in the items of a continuous commitment and an item of normative commitment.

The item of the ongoing commitment in question is that other organizations do not benefit as much as organizational profit is currently the main cause of different levels of organizational commitment between civil servants and non-civil servants. The average respondent's answers fall into fairly high categories, where non-civil servants feel that there are still organizations out there that provide higher salaries or benefits and career development opportunities compared to current organizations. It is their hope to be met by the organization, so that it becomes the main cause of different organizational commitment between the two types of employees.

In addition, there is also differences in the items of the normative commitment of non-civil servant employees feel not too much have debt to the organization. The average respondent's responses to the category are quite high, because non-civil servants feel that the organization has not fully provided what the employee needs, be it financial or non-financial, even if the organization has been willing to employ them within the organization.

6. CONCLUSION:

Based on the above description, the results of this study can be concluded that civil servants and non-civil servants have the level of job satisfaction that fall into the category of satisfaction. In addition, it can be concluded the organizational commitment of civil servants and non-civil servants into the high category. However, there is an average difference of respondents' answers, where civil servants have an average job satisfaction score and organizational commitment is higher than non-civil service employee.

In addition, the results of this study also revealed that there are significant differences in job satisfaction between civil servants and non-civil servant employees, where civil servants have a higher job satisfaction compared with non-civil service employees. This difference in job satisfaction is more due to the different compensation systems and career development systems received by employees. The results also reveal that there are significant differences in organizational commitment between civil servants and non-civil servants, where civil servants have higher organizational commitment than non-civil servants.

There are limitations in this study. First, the variables studied in this study are still relatively small, ie only comparing job satisfaction and organizational commitment based on employment status. Therefore in future research can add other variables so that it can provide a broader picture associated with the variables studied. Secondly, the sample used in this research is only done to the general administrative staff of Mataram State Islamic University, so it is expected that the next research will use different organization, be it broader government organization, private organization, BUMN, BUMD and so on as research.

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