Effect of Competence, Organizational Culture and Climate of Organization to the Organizational Commitment, Job Satisfaction and the Performance of Employees in the Scope of Makassar City Government

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ABSTRACT: *This study analyzes the effect of competence, organizational culture and climate of organization to the organizational commitment, job satisfaction and the performance of employees in the scope of Makassar city Government. The population of the study was government employees of Makassar city governmant occupying echelon 2,3 and 4 which ammounted to 453 people. The number of samples used were 298 people. This research uses Structural Equation Modelling (SEM) as analysis technique. Based on analysis results and hypotheses testing, the conclusions of this research are the competence has positive significant effect to the organizational commitment, work satisfaction and the employees performance; organization culture has positive influence on the organizational commitment, work satisfaction and the employees performance; organization climate also has positive impact on the organizational commitment, work satisfaction and the employees performance. In the other side, organizational commitment positively affect the job satisfaction and employees commitment.*

KEYWORDS – *Competence, Organizational Culture, Climate of Organization, Job Satisfaction, Employees Performance, Makassar City Government*

I. INTRODUCTION

Human resources is a decisive factor in the activities of government organizations, without the function and role of human resources, any event will not be run in accordance with the expected goals. One of the factors that determine the success or failure of an organization is its human resources organization. Understanding the behavior of each individual to be a resource in the organization and an indicator to measure the success in achieving organizational goals (Mujanah, 2014: 1).

Competence of human resources is a factor supporting the achievement of organizational goals. According to Hutapea (2008: 4) that the competence is a composition that is the person who can make that person is able to fulfill what is implied by the work of an organization, so that the organization is able to deliver the expected results. The importance of human resources, the human resources has high competence will affect the performance of civil servants, particularly in an organization. These results are consistent with research conducted by Hadiyatno (2012: 2) examine the effect of competence, compensation to employee performance. The results showed that simultaneous competencies, compensation and job satisfaction have a significant effect on employee performance.

Another factor that affects organizational commitment, job satisfaction and employee performance is the culture of the organization. Organizational culture is an important part of an organization, because according to Torang (2013: 68) that organizational culture can be said to constitute the norms that have been agreed to decide on organizational behavior in organizations. Badeni (2013: 59) argues that organizational culture is everything that rated organization and should be developed, maintained or altered to create an organization that is effective and efficient in achieving objectives. The implementation of organizational culture within government agencies have an impact on job satisfaction, commitment and performance employees. Research conducted by Brahmasari and Suprayetno (2008: 56) who were investigating the effects of work motivation, leadership and organizational culture on employee job satisfaction and its impact on company performance in PT. Pei Hai International Wiratama Indonesia.

The study found that motivation, leadership and organizational culture positive and significant impact on employee job satisfaction and impact on employee performance improvement. Indraswari (2012), which examines the influence of organizational culture on job satisfaction and motivation and performance of employees at PT. Telkom Regional IV Semarang. The results showed that motivation and organizational culture striving to work satisfaction with employee performance. Then other researchers are Sunaryo (2011) examined the impact of organizational culture on job satisfaction. The results showed that organizational culture influence on job satisfaction.

Another factor is the organizational climate and organizational climate on job satisfaction which is in line with previous research which Susanty (2012) examined the effect of organizational climate on job satisfaction and employee commitment to the Open University. The results showed that organizational climate had no significant effect on job satisfaction, but the effect on organizational commitment.

Research conducted by Kurnia Sari (2013) investigated the influence of the work environment and organizational climate to work commitment through employee satisfaction in the Market Office Market Unit at Regency Tanjung Jember. The result study found that the work environment and organizational climate on job satisfaction. According to Karundeng (2013) examined the effect of organizational climate on employee performance. The study found that organizational climate on employee performance, especially at PT. TASPEN (Persero) Branch Manado.

Factors that can increase employee performance is the organizational commitment. According to Sopiah (2008: 62) that organizational commitment is a psychological bond of employees in an organization characterized by the trust and acceptance of the strong over the goals and values of the organization, willingness to striving for interests of the organization, a strong desire to maintain a position as a member of the organization, Kotler and Beskett (1997: 110), entitled corporate culture and performance to conclude that corporate culture has a very dominant influence on the success or failure of the company in building performance, organizational culture has a positive impact on the economic performance of companies.

Other factors that can increase the performance of employees is job satisfaction. According Sunyoto (2012: 65) that job satisfaction is an emotional state that is pleasant or unpleasant. So with high employee satisfaction will affect employee performance. Research conducted by Indrawati (2013) entitled influence job satisfaction on the performance of employees at Private Hospital in Denpasar, the research found that job satisfaction has a significant and positive effect on employee performance.

The other study was conducted by Zhang (2010) examined the organizational climate and its effects on an empirical study of organizational variables. The study found that the characteristics of the organizational climate variables affect the organization, which is shown as follows: education level, position and length of time working for the organization at this time was a significant main effect of organizational climate; Specifically, the character of the company and the size of the company also has a significant main effect of organizational climate; organizational climate had a significant main effect on the effectiveness of human resource management such as turnover intentions, job satisfaction and job performance of employees; organizational climate also had a significant main effect on the effectiveness of the organization such as organizational commitment of staff members and collective identity.

The last few years based on our observation as one of the clerks in the scope of the Government of Makassar that employees performance decreased when officers PNS always required to provide services to the public, so that public services are organized by the local government in regional autonomy is expected to increase public satisfaction of any services provided by local governments. The phenomenon encountered in the scope of government in the city of Makassar is the quality of work produced by each employee is still low.

Some things that can affect the decline in the performance of employees, among others employees competence themselves, the organizational culture in every office and organizational climate can ultimately affect the organizational commitment and job satisfaction. then do research on the factors that influence employee performance decline. Based on the description turns within the scope of an employee of the Government of Makassar City overall employees performance on average showed the value of adequate performance, it is in line with the results of previous studies that employee performance is strongly influenced by their competence, organizational culture and organizational climate, organizational commitment and job satisfaction.

II. LITERATURE REVIEW

2.1. *Competence*

The word "competence" has highlighted aspects of understanding and emphasis relatively distinct. Competence has the same meaning as capability (ability). Someone competent is who has the ability, knowledge and expertise to do things efficiently and effectively. Every organization, private or public need to develop human resources (HR) owned professional and have high competence. Human resources highly competent organization will become a center of excellence as well as support organizational competitiveness in entering the era of globalization and face the business environment as well as social conditions are changing so fast.

The role of human resources in the organization has the same meaning as important as the work itself, so that the interaction between the organization and human resources became the focus of attention of the manager. Therefore, the values that complies with the demands of the organization's environment needs to be introduced and socialized to all individuals in the organization. Organizations in the future will be shaped around a human. Then less emphasis on tasks as a unit to build the organization. It means that it is centered on human competence. If humans are used as a development organization, then what do they bring to the job that competence becomes very important.

To obtain maximum benefit from the opportunities provided by the types of the new organization, the necessary forms of human resource management more integrated, which is based on a clear understanding of the competencies required for the role (rather than from a job or task) management so requires a sharper picture of the strengths and weaknesses of the real nature of people. Given the large sense of competence raised in the dictionary and also by the experts, the following describes some sense of competence. According to Makmur (2013: 237) competence is as skills that should be developed by the staff when he wants to show the performance that meet the standards are fully satisfy their jobs. Formation of the competence of the government apparatus not appear by itself but through a long process and use a long time, because it is theoretically competence or the ability to form the government intelligence apparatus which is applied through proper thought and action as well as profitable.

Definition of competence as stated by Hutapea (2008: 4) that the competence of the existing capacity in someone who can make a person able to fulfill what is required by the job within an organization so that the organization is able to achieve the expected results. Suparno (2005: 24) that the competence contains aspects of knowledge, skills and the ability or personality characteristics that influence performance. In contrast to Fogg (2004: 90) that divides competences into two (2) categories:
1. Basic competencies and differentiate basic competencies (threshold) and
2. Competence differentiator according to criteria that are used to predict the performance of a job. Basic competence (threshold competencies) are the main characteristics, which is usually in the form of knowledge or basic skills such as the ability to read, while differentiating competencies are competencies that make a person different from another.

2.2. Organization Culture

The concept of organizational culture became popular since the early 1980s. The term culture of the organization known as the organizational culture terminology. Then, in a variety of management science literature is becoming more popular with corporate culture terminology. In the literature, there is no consensus or agreement on the definition of the organization's culture. In fact, often found the perception or understanding of the concept of organizational culture is synonymous with national culture or even no different with climate organization organizational climate. The concept of organizational culture with the national culture and the organizational climate. Culture, or culture manifests from the surface to depth in symbols, spirit, rituals and values. At the level of the nation's cultural values, while the organizational culture at the level of symbols, spirit, ritual together, and practices. (Tika, 2008: 56). Organizational culture consists of two things; that are visible or invisible (visible artifacts) and are not visible (invisible). Cultural elements that appear include everything that can be seen by naked eye, such as people behave, dress, speech, symbols, rituals, organization logo, hero figures, the stories are often discussed the organization's members.

Cultural elements are not visible are the values, assumptions, philosophies, beliefs, thought processes, which in principle would affect the proper elements. Organizational culture can be formed, created and engineered to synergistically with the ideals of the organization. Therefore, the task of the leader of the organization is to build an organizational culture that is in line with the vision and mission of the organization. As an example of an organization which has the motto "Customer satisfaction is our happiness" is not only limited to making formal dimension slogan visible artifact, but need to make it as beliefs, principles and measures for members of the organization. To that end, leaders of the organization and the human resources department in charge of socialization and internalization motto is meant to be the organization's culture.

In his environment, humans are influenced by a culture where it is located, such as values, beliefs, social behavior or society which in turn produce social customs or culture. The same thing happened to members of the organization, with all the values, beliefs and behavior within the organization would then create an organizational culture (Sopiah, 2008: 135). The above description can be said that the organizational culture is basically represent the norms of conduct followed by the members of the organization, including those within the organizational hierarchy. For organizations that are still dominated by the founder, for example, then the culture will be a vehicle to communicate the expectations of the founders of the other workers. Similarly, if a company is managed by a senior manager who apply the autocratic leadership style top down. Here culture will also serve to communicate the expectations of senior managers.

Culture execute complex functions, within the organization. First, the role of culture has set boundaries. That is, culture of creating a clear distinction between the organization, with the others. Second, culture bring a sense of identity for the members of the organization. Third, facilitate the emergence of a culture of commitment to something larger than one's personal self-interest. Fourth, the cultural increase the stability of the social system. Culture is the social glue that helps unite the organization by providing appropriate standards for what should be said and done by the employees. Fifth, culture serves as a control mechanism and meaning makers who facilitate and shape the attitudes and behaviors of employees. Sixth culture will generate commitment and mission of the organization.

Organizational culture is a social force that is not visible and can move people in an organization to perform work activities so according Torang (2013: 69) There are 13 indicators to measure organizational culture that is the style of leadership, communication of patterns, style of decision making, use of information, level of classifications and privileges, concequences of failure, the space of the layout, norms and behavior, mythos stories, traditions and rituals, heroes, symbol-brand-logo, motto, language, relics. While Sembiring (2012: 59) that the indicators in measuring the organization's culture: innovation, risk taking, results orientation, attention to details, people orientation and team orientation.

2.3. *Organizational Climate*
The organization is a form of human cooperation for the achievement of common goals. Organization is nothing more than a group of people who gather together around a technology that is used to change the inputs from the environment into goods and services that can be marketed. Climate organization by Sunyoto (2012: 52) is a set of feelings and perceptions of the various workers who may change from time to time and daeri one worker to another worker.

How organizational climate beneficial to the individual needs of example consider the interests of workers and achievement-oriented, then we can expect the level of behavior toward high goal. Conversely, when the climate arising contrary to the objectives, needs and personal motivation, it can be expected that the achievement and satisfaction will be reduced. In other words, the final outcome or behavior is determined by the interaction between the needs of individuals with environmental organizations that they feel. The level of achievement, satisfaction and so generated can then feed back and contribute not only to the climate of the working environment is concerned, but also on possible policy changes and management practices.

Understanding organizational climate proposed by Simamora (2006: 56) stated that the organizational climate is the internal environment or psychological organization. Organizational climate affects HR practices and policies adopted by the organization's members. Keep in mind that each organization will have a different organizational climate. Diversity work designed in the organization, or individual nature there will reflect these differences.

All organizations certainly have a strategy in menanajemen HR. Open organizational climate to spur employees to express their interests and grievances without fear of reprisal and attention. Such discontent can be handled in a way that is positive and thoughtful. A climate of openness, however, is only created if all members have a high level of confidence and trust justice action.

Climate is important organization to be created because it is one's perception of what is provided by the organization and provide a basis for determining the behavior of members of the next. Climate is determined by how well member directed, built and valued by the organization. Definitions of organizational climate can be seen in the dimensions of the organizational climate. Likert (1986: 101) to measure the organizational climate by developing a classic instrument that focuses on management style. Survey Likert includes several factors: leadership, motivation, communication, interaction, decision making, goal setting, and control. In this case, respondents were asked to choose according to his view on each item indicating autocratic tendencies in the organization, structuring high or participatory and human-oriented. The conclusion from this study is that the human-oriented organization, produce a level of achievement (performance) and higher levels of job satisfaction is higher also.

Commitment to the organization is a feeling of obligation on the employee to remain in the organization that is the result of pressure to go in or go in an organization. Affective commitment concerning the emotional provide greater benefits to the organization which is to reduce employee turnover, increase productivity and higher job satisfaction. This compared with the commitment of employees, based on the financial aspects of bringing harm to the organization are employees who are experienced will try to find a job outside the organization more profitable which would reduce job satisfaction in the organization and the award high self will lead to loss of experienced employees (Tika 2008: 68).

So someone who has a high commitment to the organization will have identification, engaged earnestly and loyalty with affection there positively to the organization. Besides performing behavioral work towards the organization's goals and desire to remain joining the organization in the long term. Organizational commitment is a psychological bond of employees in an organization characterized by strong trust and acceptance on the goals and values of the organization, packaging striving for interests of the organization, a strong desire to maintain a position as a member organisasi. Dunham, et al. (1994: 370) there are four indicators used to measure the organizational commitment is proud as workers, engaged in the task, the progress of the organization, and employee behavior.

2.4. *Job Satisfaction*
One important tool in the management of human resources in an organization is the creation of job satisfaction of employees or employees. Here notions of job satisfaction, according to some experts as

dikemukakakan by Martoyo (2007: 115) is basically a psychological aspect that reflects one's feelings toward his work, he will be satisfied with the fit between the capabilities, skills and expectations with the job he faced , Satisfaction is actually a state of nature is the result of subjective conclusions based on a comparison of what is received by an employee from work compared with the expected, desired, and thinking as the proper thing or entitled to it. While every employee subjectively determine how the work was satisfactory.

Rival (2009: 475) satisfaction is an evaluation that describes someone for feeling happy or disgruntled attitude in work. Job satisfaction is basically something individual. Each individual has a level of satisfaction varies according to the value system that applies to him. The higher the assessment of the perceived activities in accordance with the wishes of individuals, the higher the satisfaction with the activity. So the outline of job satisfaction can be defined as a pleasant or unpleasant that where an employee sees its job.

Job satisfaction is one of the important factors that affect life satisfaction, because most of the time humans spent at work. Work satisfaction according to Setiawan and Ghozali (2006: 159) is a pleasant condition or emotionally positive that comes from one's judgment on the job or work experience, Handoko (2008: 193) states that job satisfaction is an emotional state that is pleasant or unpleasant by which employees view their job. The opinion can be understood that an employee should be placed on the work according to ability and background skills. Job satisfaction according Hasibuan (2008: 202) is a pleasant emotional disposition and loves his job. This attitude is reflected by the morale, discipline and work performance. Enjoy job satisfaction in the job, off the job, and a combination of inside and outside of work.

Job satisfaction in work is the job satisfaction of interest in the job by gaining praise the work, placement, treatment, equipment and atmosphere of a good working environment. Employees who prefer to enjoy job satisfaction in a job would prefer the work of the remuneration even if the remuneration is important, satisfaction outside of work is employee satisfaction is enjoyed outside of work with the amount of remuneration to be received from their work, so that he could buy the necessities -kebutuhannya. Employees who prefer to enjoy more job satisfaction beyond question the remuneration of the execution of his duties.

Job satisfaction is a combination of inside and outside of work is job satisfaction, as reflected by the balance between the emotional attitude of remuneration with the implementation of the work. Employees who enjoy more job satisfaction combination of inside and outside work will be satisfied if the work and reply to services deemed fair and reasonable. More accurate understanding of job satisfaction can be achieved if an analysis of job satisfaction is associated with job performance, absenteeism, desire to move, worker's age, level of position and size of the organization.

The same thing was stated Robbins (2005: 119) job satisfaction indicates compatibility between one's expectations were raised by the remuneration provided by the job. While Luthans (2006: 99) adds job satisfaction is the difference between how much something for which he should receive) .Malthis and Jakson (2006: 87) argues job satisfaction is a positive emotional expression which is the result of the evaluation of work experience. Handoko (2008: 193) states that job satisfaction or the emotional state of pleasant or unpleasant by which employees view their job. Job satisfaction reflects one's feelings toward his work. It seems the positive attitude of employees towards work and everything he faced in the work environment. Personnel department or management should constantly monitor job satisfaction, because it affects absenteeism, labor turnover, morale, complaints and problems other vital personnel.

2.5. *Employees Performance*

Companies can develop is the desire of every individual residing within the company, because each individual is expected with the development of the company is able to compete and to follow the progress of time. Therefore, the purpose of which is expected by the company can be reached well. The company's progress is influenced by environmental factors that are internal and external. The extent to which the company's goal has been achieved can be seen from how much the company meets the demands of the environment. Meeting the demands of the environment means it can take advantage of opportunities or overcome environmental challenges or threats from the environment in order to deal with or meet the demands and changes in the corporate environment (Riva, 2009: 547).

The promotion and development of new employees and old in the company is one of several activities in order to adjust to the changes and development of employees, because it is necessary for an assessment of the work that has been carried out by employees or called with the performance assessment or performance appraisal (Rival 2009 : 547). Employee performance is influenced by a variety of personal characteristics of each individual. In the development of a competitive and globalized, companies need employees who are high achievers. In the further development workers need feedback on their performance as a guide for their actions in the future, therefore, the assessment should illustrate the performance of the employee (Rival 2009: 547).

Most of the work has more than one job criteria or dimensions. Often certain individuals show better performance on some criteria for certain jobs than others. In addition, some criteria may be more important than others for the organization. Weights can be used to indicate the relative importance of several criteria for employment in one job. All employers want employees do their jobs well. However, an effective performance management system increases the likelihood that such performance will be realized.

The performance management system (performance management system) consists of a process to identify, encourage measures to evaluate, improve, and reward employee performance. Employee performance and organizational performance has a very close relationship. Achievement of organizational goals can not be separated from the resources owned by an organization that is driven or run employees play an active role as actors in an effort to achieve these goals. Achieving maximum performance will not be separated from the role of bureaucracy leader in motivating subordinates in carrying out the work efficiently and effectively.

Improve the performance of an employee required an assessment of performance called performance appraisal. The performance assessment generally includes both qualitative and quantitative aspects of the implementation work. Assessment of performance is one of the fundamental functions of personnel, which is sometimes also called the study of performance, employee assessment, job evaluation, personnel evaluation, or a ranking personnel. All of these terms refer to the process of the same. Assessment of performance as a whole is a different process of job evaluation. Job evaluation determines how high a valuable job for the organization and as such, the salary range should be given to the work.

III.   RESEARCH METHODS

3.1. Conceptual Framework

Job satisfaction and employee performance is a fundamental factor, especially in the spheres of government. Because their job satisfaction will be able to improve employee performance. Lijan (2012: 135) that the interests of managers and job satisfaction tends to be centered on the effective performance of employees. Lijan (2012: 137) that job satisfaction is significantly related to employee performance, but in improving job satisfaction will affect the performance of employees is determined by their organizational commitment. This is consistent with the theory put forward by Sopiah (2008: 65) that high organizational commitment that will have an impact on employee satisfaction and employee performance and ultimately decreases absenteeism.
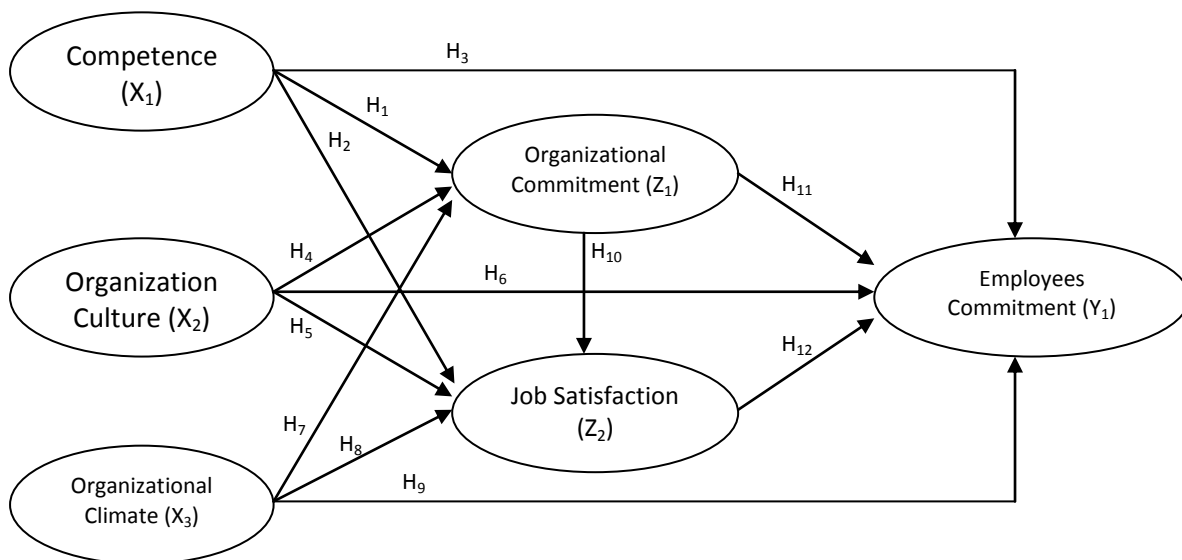

Figure 1. Conceptual Framework

Based on the model, the research hypothesis in detail and in detail described as follows:

Hypotheses 1   : Effect of Competence to Organizational Commitment
Hypotheses 2   : Effect of Competence to Job Satisfaction
Hypotheses 3   : Effect of Competence to Employees Performance
Hypotheses 4   : Impact of Organizational Culture to Organizational Commitment
Hypotheses 5   : Impact of Organizational Culture to Job Satisfaction
Hypotheses 6   : Impact of Organizational Culture to Employees Performance

Hypotheses 7   : Organizational Climate Influence on Organizational Commitment
Hypotheses 8   : Organizational Climate Influence on Job Satisfaction
Hypotheses 9   : Organizational Climate Influence on Employees Performance
Hypotheses 10 : Effect of Organizational Commitment to Job Satisfaction
Hypotheses 11 : Effect of Organizational Commitment to Employees Performance
Hypotheses 12 : Impact of Job Satisfaction to Employees Performance

3.2. Data Collection and Sample Characteristics

According Sugiyono (2011: 63) population is generalization region consisting of the objects/subjects that have certain qualities and characteristics that are determined by researchers to learn and then drawn conclusions. Based on the theory advanced by Sugiyono (2011) then that becomes the study population was Servants occupying echelon 2, 3, 4 in the Scope of Government of Makassar. The details of the echelon on the Scope of Government in Makassar can be presented in Table 1 are:

Tabel 1. Details of Echelon in the scope of the Government of Makassar

No.	Level of Employment	Headcount (N)	Number of Samples (n)
1.	Eselon I	52	11
2.	Eselon II	133	80
3.	Eselon IV	268	121
Total		**453**	**212**

The sampling technique used was poportinate random sampling. According Sugiyono (2011: 123) that proportinate random sampling is used when the population has members/components are not homogeneous and stratified proportional.

3.3. Data Collection

Data collection techniques used in this study is a survey that is an information-gathering techniques were done by compiling a list of questions to the respondents in the form of a sample of a population, which in practice is used instrument questionnaires and documentation questionnaires namely data collection techniques used by researchers in obtaining data through the respondents to be used in the collection of research data; and documentation that the data collection techniques used to collect the documents obtained in the Scope of Government of Makassar. The data obtained regarding the staffing structure at SKPD Scope of Government in Makassar during 2015.

3.4. Data Analysis

Data analysis techniques used in this research is the analysis of Structural Equation Modeling (SEM) using Amos release 21. According to Minto (2011: 39) steps in the SEM analysis are: 1) the development of a theory-based model; 2) Development of flow charts; 3) conversion of flowcharts into the equation; 4) selecting an input matrix and estimation techniques; 5) assess the problem identification; 6) reliablity test and variance extract; 7) evaluation models; and 8) the model interpretaion and modification.

IV.   RESULTS

4.1. Research Data Quality Test

Validity test used to measure whether or not a legitimate or valid questionnaires. A questionnaire considered valid if the questions in the questionnaire were able to reveal something that will be measured by the questionnaire (Ghozali, 2009). When the results of the questionnaire below 0.30, it can be concluded that the limit of the instrument is not valid and should be repaired or discarded. For more details, the validity of test results of each research indicators can be presented in the following table 2.

Based on Table 2 results of testing the validity of each indicator research, it can be concluded that all indicators of research has been declared invalid, the reason for the correlation of each indicator range of research has been on top of the 0.30, so that all research indicators do not need to be repaired or discarded. Reliability is a tool to measure a questionnaire which showed indicators of variables or constructs. A questionnaire said to be reliable or reliable if someone answers the statement is consistent or stable over time.

The construct or variable said to be reliable if it gives Cronbach's Alpha> 0.60 (Ghozali, 2009). In conjunction with the above description it will be presented to the reliability test results are presented in the following table 3. Table 3 reliability test results from each construct / variable that indicates that everything has a Cronbach's alpha greater than 0.60, meaning it can be said that any response or respondent in the questionnaire has been reliable.

Tabel 2. Validity Test Results

No.	Variables	Questionnare	Correlation Range	Information
1.	Competence	3	0,630 – 0,754	Valid
2.	Organization Culture	6	0,194 – 0,806	Valid
3.	Organization Climate	3	0,534 – 0,603	Valid
4.	Organizational Commitment	4	0,522 – 0,737	Valid
5.	Job Satisfaction	4	0,508 - 0,810	Valid
6.	Employees Performance	5	0,598 – 0,667	Valid

Tabel 3. Reliabilty Test Results

No.	Variables	*Cronbach's Alpha*	Information
1.	Competence	0,835	Reliable
2.	Organization Culture	0,878	Reliable
3.	Organization Climate	0,748	Reliable
4.	Organizational Commitment	0,793	Reliable
5.	Job Satisfaction	0,855	Reliable
6.	Employees Performance	0,835	Reliable

4.2. *Model Fit Analysis*

Based on the analysis of SEM assumptions, reliability and AVE construct the next step is to analyze the structural equation modeling (SEM) is a full model. It aims to test models and hypotheses proposed in this study, the results of data processing by Amos SEM release 20 it will be presented image Structural Equation Model test results presented in figure 2.
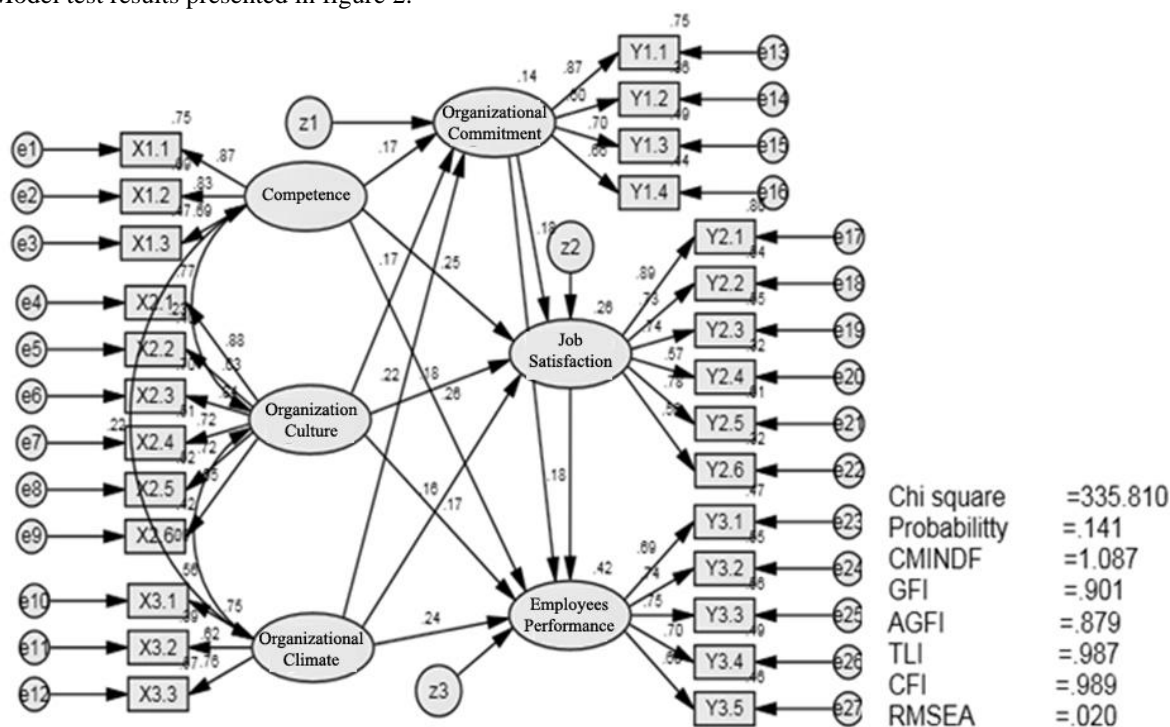
Figure 2. Structural Equation Modelling Test Result

Based on the test image SEM structural equation model it will be presented for feasibility testing models that can be presented by Table 3.

Tabel 4. Goodnes of Fit Index Evaluation in Model Fit Test

Goodness Of Fit Index	Cut-Of Value	Results	Information
Chi square	≤ 350.99, where Chi square df -= 309 ; Sig. level 5 % = 350,99	335,81	Good
Probability	≥ 0.05	0,141	Good
GFI	≥ 0.90	0,901	Good
AGFI	≥ 0.90	0,879	Marginal
CMINDF	≤ 2	1,087	Good
IFI	≥ 0.90	0,989	Good
TLI	≥ 0.90	0,987	Good
CFI	≥ 0.90	0,989	Good
RMSEA	≤ 0.08	0,020	Good

Determinant of sample covariance matrix = .016

4.3. Hypotheses Test Result

Based on the results of the feasibility of the model in the SEM analysis, having known score model fit then do hypothesis testing. But before it will be presented the results of regression weight of each track testing that may be presented by Table 5.

Table 5. Regression Weight in SEM Analysis

Path Test			Estimate	S.E.	C.R.	P
Organizational Commitment	←	Competence	0,216	0,104	2,082	0,037
Organizational Commitment	←	Organization Culture	0,212	0,100	2,129	0,033
Organizational Commitment	←	Organization Climate	0,250	0,097	2,591	0,010
Job Satisfaction	←	**Competence**	**0,313**	**0,098**	**3,206**	**0,001**
Job Satisfaction	←	Organization Culture	0,231	0,093	2,494	0,013
Job Satisfaction	←	Organization Climate	0,180	0,090	2,006	0,045
Job Satisfaction	←	Organizational Commitment	0,179	0,078	2,285	0,022
Employees Performance	←	Competence	0,251	0,078	3,211	0,001
Employees Performance	←	Organization Culture	0,166	0,072	2,320	0,020
Employees Performance	←	Organization Climate	0,204	0,071	2,882	0,004
Employees Performance	←	Job Satisfaction	0,138	0,062	2,217	0,027
Employees Performance	←	**Organizational Commitment**	**0,128**	**0,060**	**2,122**	**0,034**

V.   DISCUSSION

The results of data analysis studies have shown that the level of employee competence in the execution of work on the Scope of Government of Makassar is good, it can be seen from the knowledge held by employees in the execution of the work is good enough, and besides the expertise of employees and experience of employees in the implementation of the work has been good. It is seen from the level of the average work experience already has a tenure of more than four years, so that the level of knowledge, expertise and experience of employees affect the performance of employees in the completion of the work. While the results of data analysis that has been done, it can be said that the employees' competence positive effect on commitment organsiasional, where the higher the competency of employees in the execution of the work, the organizational commitment will be increased, so that it can be said that one of the factors that can increase organizational commitment in the scope of Makassar city government is competence.

Judging from the significant test results show that the competence significantly affect organizational commitment, meaning that with increased competency of employees it will provide a real influence on the increase in the scope of the Makassar Government's organizational commitment. Results of research conducted by researchers showed there was positive and significant impact on the scope of the organizational commitment

in the Makassar Government, so the results of this study support the research conducted by Fadli (2012) and Imayani (2007). From the results of hypothesis testing that has been done by researchers proved it can be said there is significant influence between competencies with organizational commitment.

Based on the analysis of research data have shown that the competency of the employees already can provide employee satisfaction. It can be seen from the results of studies showing that the higher the competency of employees it will have an impact on employee satisfaction. From the test results significantly between competence and job satisfaction of employees in the scope of Makassar city government, it can be said that it is empirically obtained results that the competency of employees significantly affect the job satisfaction of employees. Based on the results of research conducted by researchers showed no real influence among the competencies to job satisfaction, where the presence of competencies possessed by an employee will significantly affect the increase in employee satisfaction in the Scope of Government of the city of Makassar, so in this study support from previous research that the high competence will be followed by their employee satisfaction. Competence is an important part in supporting the implementation of work in a, this is based on the views expressed by Wibowo (2007: 8), which suggests that the performance is influenced by the knowledge, skills and attitudes. While the results of the study researchers found that the high competence of every employee will be followed by an increase in employee performance.

From the research that has been conducted shows that competence real impact on improving the performance of employees in the scope of the Government of Makassar. This means that with the increased competences it will significantly affect employee performance improvement, so that the theory advanced by Wibowo supports research conducted by the researchers that competence will provide increased employee performance. The results of data analysis studies have shown that implementation of culture conducted so far have been done properly, this can be seen from the opportunities presented to innovate in completing the work already done. Besides employees willing to take the risk to do the job tasks, as well as employees in doing the work is oriented on the work, and the employee always pay attention in detail to perform work tasks has been excellent and has encouraged employees to give attention to the details in performing job duties as well as any employee has been supported by a team in the execution of the work, so it can be said that the implementation of culture organissai conducted so far have been done properly so that it will affect the organizational commitment. The results of data analysis that has been done so far indicates that the cultural influence on organizational commitment where the better implementation of the culture carried out so far will increase the organizational commitment.

Based on the analysis and research that has been conducted shows that the culture positive effect on job satisfaction, it can be interpreted that the better implementation of the culture that is applied in the Scope of Government of the city of Makassar, the job satisfaction felt by employees is higher, so in this study, it can be said that through the implementation of a good culture will increase employee satisfaction in the scope of the Government of Makassar. The test results have shown that a good culture and applied within the scope of the Government of Makassar will improve employee performance, which means the presence of a strong culture will impact on employee performance improvement in the Scope of Government Makassar. From the test results significantly, the result that the culture will significantly affect kinerjapegawai, meaning the presence of a strong culture in job implementation will significantly improve the performance of employees in the scope of Makassar City Government.

Based on test results have shown that the positive effect on the climate of organizational commitment. This means that with a good climate will improve organizational commitment. While the results of the testing that has been done shows that the organizational climate significantly affect organizational commitment, which means an organizational climate that is well done significantly affect the scope of organizational commitment in Makassar city government. The results of the testing that has been done in the analysis of this study showed that organizational climate has positive influence on employee satisfaction. It can be said that a good organizational climate in the city of Makassar, the Scope of Government will be able to improve employee satisfaction.

While the views of significant test results it is evident there is a real effect between organizational climate and job satisfaction of employees. Based on test results with SEM analysis showing that climate oprganisasi positive influence on employee performance. Wherein the higher the organizational climate will improve employee performance in the Scope of Government Makassar. Then, the test results showed that organizational climate can significantly affect the performance of employees, so in this study stated that employee performance is achieved can be increased if supported by the organizational climate.

Based on test results by testing the SEM analysis it can be said that the influence of organizational commitment to employee satisfaction, organizational commitment where the higher the job satisfaction will increase. While the views of the test results showed that the organizational commitment significantly influence employee satisfaction. This may imply that high organizational commitment significantly affect employee satisfaction. Based on the analysis and research by testing the SEM analysis, which in this study shows there is a

positive influence between organizational commitment to employee performance. This means that the higher organizational commitment will improve the performance of employees in the scope of the Government of Makassar. While of significant test results have shown that organizational commitment significantly influence employee performance. Based on the results of regression testing that has been done shows that job satisfaction affects the performance of employees. Where higher employee satisfaction, the performance of employees will meningkat.Hasil this study showed that employee satisfaction significantly influence employee performance.

VI. CONCLUSION

Based on the results of research and discussion that has been conducted by researchers in the scope of Makassar city government, it can take some conclusions from the overall results of the analysis of the which is the competence of a positive effect (significant) to organizational commitment means that when competence is increased then the organizational commitment is also increasing. Competence also a positive effect (significant) towards employee satisfaction in the scope of government of the city of Makassar, which if competence is increased then the employee satisfaction will increase. Competence positive effect (significant) the performance of employees in the scope of the Government of the city of Makassar, which means that when competence mnaka improved employee performance will increase as well. Organizational culture positive effect (significant) against the organizational commitment in the scope of government of Makassar, which if improved organizational culture that organizational commitment has increased. Organizational culture positive effect (significant) towards employee satisfaction, improved organizational culture meant that if the employee satisfaction will increase.

Organizational culture positive effect (significant) the performance of employees in the scope of the government of Makassar, where the higher the culture of the organization, the performance of employees will also increase. Organizational climate positive (significant) towards organizational commitment in the scope of the government of Makassar, meaning that if the organizational climate improved organizational commitment will be increased as well. Organizational climate positive (significant) on job satisfaction, organizational climate improved mean when it will affect job satisfaction improvement in the scope of the government of Makassar. Organizational climate positive (significant) on the performance of civil servants in the scope of the government of Makassar, where the higher the organizational climate, the performance of employees will be increased. Positive influence of organizational commitment (significant) towards employee satisfaction in the scope of the Government of Makassar, meaning that if organizational commitment improved the job satisfaction of employees will also increase. Organizational commitment and significant positive effect on the performance of employees working in the scope of the Government of Makassar, where the higher organizational commitment will affect employee performance improvement. Job satisfaction has positive (significant) effect on the performance of employees, which means that if the job satisfaction is increased then the performance of employees in the scope of Makassar City government has also increased.

VII. FURTHER RESEARCH DIRECTION

As for suggestions that could be given with respect to the results of research and discussion is as follows suggested to the Government of Makassar to further improve the competence of employees through the implementation of training in order to further improve the performance of employees. Makassar City Government the need for further enhancing organizational culture by providing the opportunity for every employee to work as a team in order to improve the performance of employees. Need to increase organizational climate to support a better working atmosphere and support the daily work activities in the scope of the Government of the city of Makassar. The need for improved organizational commitment, it is intended to provide excellent service to the public or the community in need. The need for more attention to aspects of the leadership of employee satisfaction with the conduct of awards to employees who perform work. The need for the leadership further enhance employee performance by taking into account the aspects that can improve employee performance such as increased competence, organizational culture, organizational climate and organizational commitment in the implementation of daily work in the Scope of Government of Makassar.

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