
The Effect of Organizational Commitment, Emotional Intelligence and Compensation on Performance of Satpol PP and WH Aceh Employee Through Job Satisfaction

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Abstract

The purpose of this study was to examine the effect of organizational commitment, emotional intelligence and compensation on job satisfaction and its impact on employee performance in the Civil Servant Police Unit and Wilayatul Hisbah Aceh (Satpol PP and WH Aceh). The population in this study are 65 employees in Satpol PP and WH of Aceh Province. The research model is tested using Structural Equation Modeling (SEM) through the use of Amos software. The results of research on Satpol PP and WH Aceh prove organizational commitment has a positive effect on employee job satisfaction, organizational commitment has a positive effect on employee performance, emotional intelligence has no effect on employee job satisfaction, emotional intelligence has no effect on employee performance, compensation has an effect positive direction on employee job satisfaction, compensation has a positive effect on employee performance, Job satisfaction has a positive direction on employee performance, job satisfaction mediates the effect of organizational commitment on employee performance, job satisfaction does not mediate the effect of emotional intelligence on employee performance, satisfaction work mediates the effect of compensation on employee performance, job satisfaction has a positive effect on employee performance. These findings contribute academically, especially in the renewal of the causality theory and can be a reference for practical leaders, especially those in Satpol PP and WH Aceh. The novelty of this research lies in the combination of previous causality research models, with new objects. The limitation of the study is on the number of variables studied and the research scope.

Keyword: Organizational Commitment, Emotional Intelligence, Compensation, Job Satisfaction, Employee Performance.

1. Introduction

The Office of the Civil Servant Police Unit and Wilayatul Hisbah Aceh Province (Satpol PP and WH Aceh) as one of the organizations that carry out the affairs of the Aceh Province have the main task of maintaining and implementing public order and order, implementing Regional Regulations (Qanun), Governor Regulations, Governor Decrees, carry out socialization, supervision, guidance, and investigation and assistance in the implementation of punishment within the scope of the laws and regulations in the field of Islamic Sharia in

accordance with Pergub (Governor Regulation) Number 47 of 2008 concerning the main tasks and functions of the Satpol PP and WH of Aceh Province.

The performance of Satpol PP and WH Aceh employees is the result of quality and quantity of work achieved by Satpol PP and WH Aceh employees according to the duties and responsibilities assigned to the employee. Based on observations that the author has made on Satpol PP and WH Aceh, it turns out that employees at the Satpol PP and WH office in Aceh province have not shown the performance as expected by the leadership. This phenomenon is not yet maximized by the performance of employees at the Satpol PP and WH Aceh, which is inseparable from the influence of the low quality, quantity and responsibility of employees in carrying out their duties. The management of government administration that has not been maximally covering employee performance, is contained in the 2017 BPK RI LHP. In the LHP it is explained that employee performance in general is not optimal, including Satpol PP and WH Aceh Employees.

The low achievement of employee productivity is caused by a job satisfaction factor felt by existing employees. Job satisfaction is increasingly becoming one of the themes widely discussed among psychologists and public sector management. Some of these indicators are also adjusted to the facts that cause employees to feel happy and satisfied working in the management of Satpol PP and WH Aceh, so that there is mutual respect between coworkers and the attitude shown by the leadership to each employee, and the ability of employees to overcome work burnout. The phenomenon related to the low employee job satisfaction at the Satpol PP and WH Aceh can be seen from the level of compensation given by the organization to each employee, promotions that are still not in accordance with the demands of employees, teamwork that is still less solid in achieving organizational goals and the presence of supervisors made by superiors who are inconsistent or phenomena related to the work itself made by employees.

Organizational commitment is also one of the factors that can cause the low performance of employees in Satpol PP and WH Aceh. Organizational commitment owned by employees is still low, especially in carrying out their duties and functions in accordance with the duties of each employee is also relatively low. Low organizational commitment can be seen from the lack of understanding of employees on organizational values, especially in achieving organizational goals. Then there are still employees who are more concerned with self-service compared to devotion to other organizations and have less willingness to achieve organizational goals.

In general, employee job satisfaction is inseparable from the lack of emotional intelligence of the employees themselves. Employees with low emotional intelligence will always have an impact on the level of job satisfaction they feel. In addition, job satisfaction is also driven by the compensation factor. How much compensation is given to employees will have a direct impact on the level of satisfaction they feel. Especially if the amount of compensation received by employees exceeds expectations, then the level of job satisfaction that he feels will be much greater.

Based on the phenomena above, making the researcher interesting to conduct a study involving the variables Influence of Organizational Commitment, Emotional Intelligence, Compensation, Job Satisfaction and Performance of Satpol PP and WH Aceh Employees.

2. Literature Study

Employee Performance

In the success of an organization, this depends on the role of the person as a potential resource and source of strength to manage the wheels of the organization's activities. As an organizational element, people play a very important role in carrying out their functions for organizational development so that organizational goals can be achieved optimally. Measuring the performance of the state civil service (ASN) must be used as an assessment activity to assess the success and failure of tasks and functions. Thus, ASN performance is a benchmark for interpreting successes and failures to achieve performance. Performance measurement according to (Bernardin & Russell, 2012) is the result of a particular job function or activity within a certain time period. This system is designed to help government managers evaluate the achievement of strategies using financial and non-financial measurement tools.

The performance measurement system can be used as a tool for managing an organization, as shown in the formulation of a strategic organizational chart (Bastian, 2014). Performance is the overall or totality of the results of a job achieved by an institution or organization. The performance of a state civil apparatus (ASN) has a close relation to the achievement of an organization's goals. ASN performance cannot be separated from the resources owned by an organization. ASN is a resource that is driven and run by a state that actively acts as an agent in an effort to achieve organizational goals. This can be done well if there is attention to the performance of the apparatus. (Wibowo, 2016) said that performance is not just a work result or work performance. But performance is how the work process takes place. Performance is about something that is done and how the method is done. Based on this understanding, that an outcome achieved by an ASN that is measured in its work carried out in accordance with its capabilities and tasks that have been determined by the organization. Thus a person's performance is crucial to the achievement of an organization, performance must continue to be evaluated and monitored and performance must continue to be improved in line with the progress or growth of the organization.

Employee performance can be measured using the following indicators (Mahsun, 2012): (1) Quantity of work: The amount of work done in a specified period. (2) Quality of work: The quality of work achieved is based on the conditions of suitability and readiness. (3) Job Knowledge: The extent of knowledge about his work and skills. (4) Creativeness: The authenticity of ideas that are raised, and actions in solving problems that arise. (5) Cooperation: Willingness to cooperate with other people or fellow members of the organization. (6) Dependability: Awareness to be trusted in terms of attendance and completion of work. (7) Initiative: The spirit to carry out new tasks and to enlarge their responsibilities. (8) Personal Qualities: Regarding personality, leadership, hospitality and personal integrity.

Job Satisfaction

(Robbins & Coulter, 2016) stated that job satisfaction is a general attitude of a person at his job, which shows the consistency of expectations arising from the rewards given by his work. (Uha, 2013) revealed that job satisfaction is a feeling of employee work, regardless of whether they are happy or not, happy or not, as a result of employee interactions with their work environment or perceptions about mental attitudes, as well as the results of employee assessments. Employees' feelings at work reflect their attitudes and behavior at work.

The behavioral impact of a job satisfaction and dissatisfaction has been widely studied and reviewed previously. Many employees' behavior and work outcomes are thought to be a result of job satisfaction or dissatisfaction. They not only consist of work variables such as performance and turnover, but also non-employment variables such as health and life satisfaction. Therefore, job satisfaction can be interpreted as the feelings of an employee who must continue to look after

and be satisfied, evaluated, and also monitored, in order to be able to boost his work in the organization where he belongs. Satisfaction is a sense that can change, but can be stimulated to be increased and decreased, then the organization has the obligation to carry out such stimulation in order to achieve maximum employee performance.

According to (Zainal, 2015) indicators of job satisfaction consist of: (1) The job itself is work that is interesting and challenging, which is not boring and work that can provide a status; (2) Salary which is a significant thing, but includes complex or complicated and multidimensional factors for job satisfaction. (3) Promotion is the opportunity or opportunity to be promoted for which can have a diverse effect on job satisfaction, because promotion can be in different forms as well as varying the rewards that it gets. (4) Supervision, which is another important source of job satisfaction. (5) Co-workers, namely regarding the relationship in the work that is very good between fellow colleagues. (6) Working conditions, namely regarding the complete working equipment facilities to help carry out the task.

Organizational Commitment

Organizational Commitment can be illustrated to what extent an employee stands for an organization and its objectives, and has the intention to maintain membership in the organization (Robbins & Judge, 2008). other than that (Amilin & Dewi, 2008) also explained that organizational commitment is employee loyalty to the organization, willingness and willingness to strive to be part of the organization, and a willingness to survive within the organization. The concept of employee commitment to this organization gets the attention of leaders and experts in organizational behavior, which is expected to exist in every employee. Work commitment can also be said as a condition that can be felt by employees that can lead to strong positive behavior in the organization under their care.

(Mowday, Porter, & Steers, 2013) explained employee commitment as a relative strength of individual identification and involvement with work organizations. While (Guay, Choi, Oh, & Mitchell, 2015) viewed employee commitment as a value orientation at work which shows that individuals think highly of their work, work gives life satisfaction, and work gives status to individuals. (Daft & Marcic, 2008) defined employee commitment is: "loyalty & significant involvement in the organization. So it can be explained that organizational commitment can be in the form of determination and behavior of an employee to be in the organization and carry out their work in order to advance the organization.

Indicators of organizational commitment according to (Wibowo, 2015) are (1) Service made by employees in the organization, (2) Improving performance, namely increasing ability and improving service, (3) High will owned by employees and (4) Work targets that must be achieved.

Emotional Intelligence

According to (Goleman, 2018) emotional intelligence describes emotional skills that include one's ability to control themselves and have endurance when faced with obstacles, can control impulses and not feel satisfied quickly, can regulate moods and can manage anxiety so as not to interfere with the ability to think, empathize and hope. (Efendi & Sutanto, 2013) also stated the idea of emotional intelligence that emotional intelligence is the potential for someone to feel, use, communicate, recognize, remind, describe, and describe emotions. Today more and more are studying about how to control emotional intelligence and align it with the goals of the

organization's goals. Thus it appears that emotional intelligence is a factor that is able to move employees towards positive or negative directions so that it can influence the movement of the organization.

Based on various opinions, it can be explained that emotional intelligence is the ability of someone to better recognize themselves and others so that he can make a harmonious relationship with others. A number of 5 (five) dimensions were adopted to measure the emotional intelligence of the theory (Goleman, 2018) namely: (1) Recognizing one's emotions, where recognizing one's own emotions is an ability to recognize feelings when they occur. This ability is the basis of emotional intelligence, namely awareness of one's own emotions. Self-awareness can make him more alert to his mood and his thoughts about the mood. Conversely, if not or less vigilant then the individual becomes easily dissolved in the flow of his emotions and controlled by his emotions. Self-awareness does not guarantee mastery over emotions, but is one of the important prerequisites in controlling emotions so that individuals easily master emotions.

(2) Managing emotions, where managing emotions is an individual's ability to handle his feelings in order to express them appropriately, so as to achieve a balance in him. Keeping troubling emotions under control is a person's key to emotional well-being. Excessive emotions, which can increase with intensity for too long will damage a person's stability. These skills include the ability to entertain oneself, release anxieties, offenses, moodiness and other consequences caused by them and their ability to rise from feelings that can suppress them. (3) Motivating oneself, where achieving an achievement must be passed by having motivation in him, which means having perseverance and perseverance to hold himself to his satisfaction and control his impulses, as well as having a positive motivational feeling, namely optimism, enthusiasm, passion, and self-confidence. (4) Recognizing the emotions of others, where the ability to recognize other people's emotions can also be called empathy. According to Goleman, an individual's ability to recognize others or care, shows one's empathy ability. Individuals who have the ability to empathize are better able to capture hidden social signals that imply what is needed by others so that he is more receptive to the viewpoint of others, sensitive to the feelings of others and more able to listen to others. (5) Fostering relationships, where the ability to foster relationships is a skill that can support popularity, leadership and success among people. Communication skills are the basic ability to achieve success in building relationships. Sometimes humans can be difficult to get what they want and also difficult to understand the will or desire of others.

Compensation

Compensation and incentives have a close relationship, where the intended incentives are included as a component of compensation, and both as a determinant to achieve an overall organizational goals and objectives. Incentives can be formulated as an appropriate reward to employees whose performance exceeds the established standards. Incentives are a motivating factor for employees to work better so that employee performance can improve. The Government of Aceh Province also provides incentives commonly referred to as Work Performance Allowances (TPK) for Employees in an effort to improve employee performance in Aceh Province.

Incentives can be formulated as adequate remuneration for employees whose activities exceed set standards. Incentives are a motivating factor for employees to work better so that employee productivity can increase. According to (Hasibuan, 2014) incentives are additional

prizes given to certain employees whose performance exceeds the standard performance. This incentive pay is a tool used to uphold the principle of fairness in providing compensation. Meanwhile according to (Mangkunegara, 2013) Incentives are a form of money given by organizational leaders to employees to work with high motivation and achievement in achieving organizational goals, recognizing work results and contributions from. From this it can be revealed that incentives are the needs and desires of each employee as their impetus in carrying out their duties as well as an important factor for the brand to continue to commit to improving its performance on an ongoing basis. The company has the obligation to determine incentives even based on the provisions or references set by the government.

According to (Hasibuan, 2014) basic considerations for the preparation of incentives include: (1) Performance is an incentive system that links the amount of incentives directly with the performance that has been shown by the employee concerned. (2) Length of Work is the amount of incentive determined on the basis of the length of time employees carry out or complete a job. (3) Seniority, which is the amount of incentives determined by the level of seniority of the employees concerned in an organization. The rationale is senior employees, showing the high loyalty of the employees concerned in the organization where they work. (4) Needs, namely incentives given to employees based on the level of urgency of decent living needs of employees. This means that the incentives provided are reasonable if they can be used to meet some basic needs, not excessive but not lacking. (5) Fairness and Eligibility, namely the provision of justice incentives is not necessarily the same without discrimination but must be related to the relationship between sacrifice (input) and output, the higher the sacrifice, the higher the incentive provided. The principle of feasibility is to compare the amount of incentives with other companies engaged in similar business fields. (6) Job Evaluation, which is an attempt to determine and compare the value of a particular position with the value of other positions in an organization.

Research paradigm

Based on the discussion of the problem and research literature, the researcher formulates the paradigm and research hypothesis as follows.

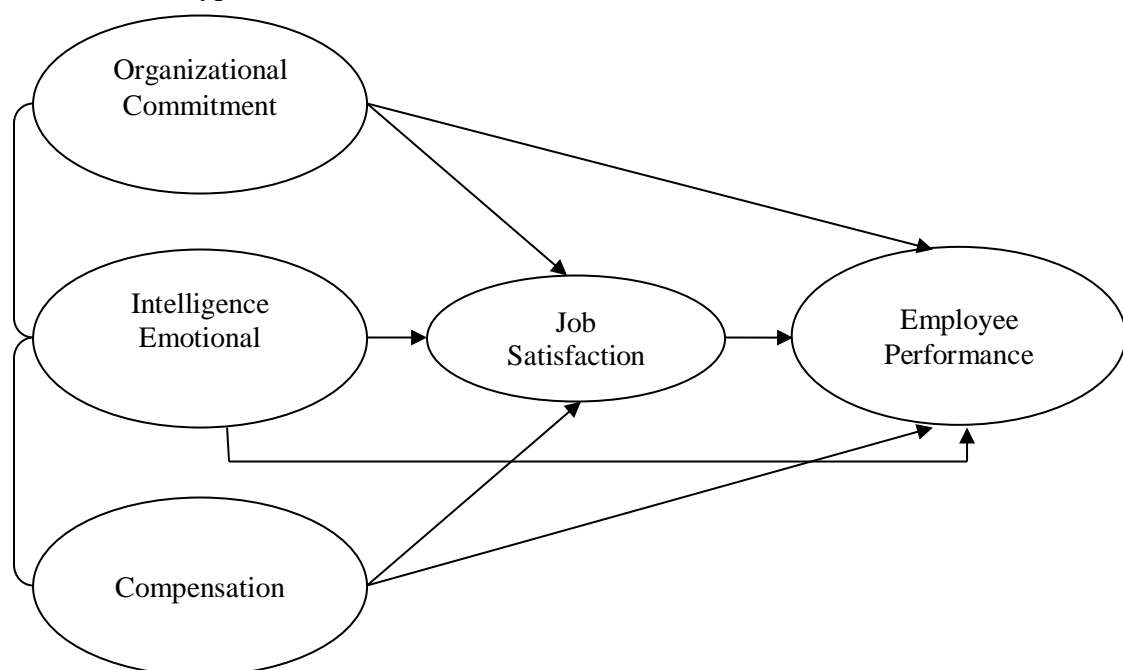


Figure 1. Research Model

- H_{a1}: Allegedly Organizational Commitment affects Job Satisfaction in Satpol PP and WH Aceh
- H_{a2}: Emotional Intelligence is suspected to have an effect on Job Satisfaction in Satpol PP and WH Aceh
- H_{a3}: Allegedly Compensation affects Job satisfaction in Satpol PP and WH Aceh
- H_{a4}: Allegedly Organizational Commitment affects Employee Performance in Satpol PP and WH Aceh
- H_{a5}: Emotional Intelligence Allegedly affects the Performance in PP and WH Aceh Civil Servants
- H_{a6}: Alleged Compensation affects Employee Performance in Satpol PP and WH Aceh
- H_{a7}: Allegedly job satisfaction affects the performance in Satpol PP and WH Aceh Employees
- H_{a8}: Allegedly organizational commitment has an indirect effect on performance through employee job satisfaction in Satpol PP and WH Aceh
- H_{a9}: Allegedly emotional intelligence has an indirect effect on performance through employee job satisfaction in Satpol PP and WH Aceh
- H_{a10}: Suspected compensation has an indirect effect on performance through employee job satisfaction in Satpol PP and WH Aceh

3. Research Method

The location of this research is Satpol PP and WH Aceh. While the object of research is the perception of employees in the Satpol PP and WH Aceh related to the variables to be examined, namely Organizational Commitment, Emotional Intelligence, Compensation, Job Satisfaction and Employee Performance of Satpol PP and WH Aceh Employees. The population of this research is the entire staff of Satpol PP and WH Aceh, amounting to 65 people who are distributed in various fields of work. Data were collected using a questionnaire. The list of questions is asked and assessed using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM) techniques through the use of Amos software. The SEM equation model is a collection of statistical techniques that allow simultaneous testing of relatively complex relationships (Hair, Hult, Ringle, & Sarstedt, 2016). SEM is able to enter latent variables into the analysis. Before testing the hypothesis, confirmatory factor analysis (CFA). CFA in SEM needs to be made to ensure that the indicator is fit (Silva & Alwi, 2008). To test mediation variables, this study uses the Sobel test.

In this study, researchers construct constructs for each variable studied based on previous theories, and the binding conditions for the measurement of organizational performance under study, namely:

1. Employee Performance with measurement indicators (1) Quantity of work (2) Quality of work; (3) Job Knowledge; (4) Creativeness; (5) Cooperation; (6) Dependability, (7) Initiative, (8) Personal Qualities.
2. Job satisfaction with measurement indicators (1) Salary; (2) The work itself; (3) Co-workers; (4) Bosses; (5) Promotion.

3. Organizational commitment with measurement indicators (1) Dedication; (2) Improve performance; (3) High aging; and (4) Performance Targets.
4. Emotional intelligence with measurement Dimensions: (1) Recognizing self-emotions, (2) Managing self-emotions, (3) Motivating oneself, (4) recognizing the emotions of others, (5) building relationships.
5. Compensation with measurement indicators: (1) Performance, (2) Length of work, (3) Seniority, (4) Needs, (5) Fairness and eligibility, and (6) Position Evaluation.

4. Result

From the validity and reliability tests, an indicator of employee performance was excluded, that was quantity of work, because of not meet the requirement. While others were included, especially the 5 emotional intelligence dimensions that provided 8 indicators.

Analysis of the structural model that explains the effect test between variables is presented in the following path diagram:

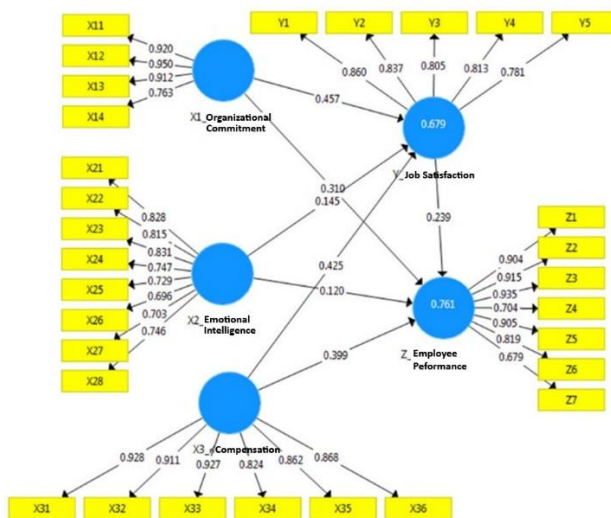


Figure 2. Hypothesis Test Result

The results of testing the hypothesis testing after going through the fulfillment of SEM assumptions, more clearly are in the table below:

Table 1. Model Testing Results

Variable	Original Sample	Sample Mean	Standard Deviation	T- statistics	P-values
X1 → Y	0.457	0.458	0.096	4.767	0.000
X1 → Z	0.310	0.308	0.090	3.433	0.001
X2 → Y	0.145	0.151	0.104	1.402	0.162
X2 → Z	0.120	0.139	0.089	1.347	0.179
X3 → Y	0.425	0.421	0.072	5.909	0.000
X3 → Z	0.399	0.396	0.089	4.499	0.000
Y → Z	0.239	0.225	0.099	2.412	0.016

Source: Questionnaire / Primary Data, 2020 (processed)

Based on the results of testing the direct effect in the table above can be seen that:

1. The Effect of Organizational Commitment on Job Satisfaction

The test results on the model of the influence of organizational commitment on job satisfaction show the value of the original CR sample estimate is worth 4,767 with a significance value of 0,000. Both numbers obtained can be accepted for terms in accepting H1, namely CR of 4.767 is greater than 1.975 (table at df 154) and the probability of 0.000 is smaller than 0.05. From the figures, it can be explained that organizational commitment influences employee job satisfaction. In this case, satisfaction is considered as a result of the treatment of commitments made by employees at work. Satisfaction is indeed often the dependent variable in research, especially in the field of human resources.

2. The Effect of Organizational Commitment on Employee Performance

The results of the test on the model of the influence of organizational commitment on employee performance show the value of the original CR sample estimate is worth 3,433 with a significance value of 0.001. Both numbers obtained can be accepted for conditions in accepting H2, namely CR of 3.433 has been greater than 1.975 (table at df 154) and the probability of 0.001 is smaller than 0.05. From the available figures, it can be explained that organizational commitment influences employee performance. This means that the better the implementation of organizational commitment by the employee, the better the employee's performance will be.

3. The Effects of Emotional Intelligence on Job Satisfaction

The results of tests on the influence of emotional intelligence on job satisfaction models show the value of the original CR sample estimate is 1.402 with a significance value of 0.162. Both numbers obtained can be accepted for the conditions for accepting H3, namely CR of 1.402 is smaller than 1.975 (table at df 154) and the probability of 0.162 is greater than 0.05. From the figures, it can be explained that emotional intelligence has no effect on employee job satisfaction.

Employees who have emotional intelligence at a high level are employees who have self-control, so they can respond to situations and conditions optimistically and can determine alternative attitudes and behaviors needed if they face obstacles in overcoming problems in the workplace. So by having self-control, employees will be able to see work as a challenge that must be faced and make it an opportunity for success. This shows that employees have positive feelings at work that these feelings can support the formation of job satisfaction which is higher in the employee themselves. Conversely, employees with low emotional intelligence tend to experience emotional tension and avoid problematic situations that cause pressure on him that results in not overcoming problems that interfere with the performance of employees themselves. As a result, employees do not have self-control so that employees view work as a burden. This of course makes employees have negative feelings at work and results in job satisfaction on the employee is also low. So emotional intelligence acts as the main capital in self-control so that it can produce good performance and good performance will bring job satisfaction.

4. The Effect of Emotional Intelligence on Employee Performance

The test results on the influence of emotional intelligence models on employee performance shows the value of the original CR estimate sample is worth 1.347 with a significance value of 0.179. Both numbers obtained can be accepted for the conditions for accepting H4,

namely CR of 1.347 is smaller than 1.975 (table at df 154) and the probability of 0.179 is greater than 0.05. Thus it can be concluded that emotional intelligence has no effect on employee performance.

Based on research results obtained that emotional intelligence has no effect on employee performance. Everyone has different abilities. The abilities that each person has are divided into 3 abilities: intellectual intelligence (IQ), emotional intelligence (emotional coefficient) and spiritual intelligence (spiritual ratio). Balance in these three things can make people accepted in various fields. However, emotional intelligence is important for determining individual character, especially in obtaining high-quality human resources, to ensure maximum performance, as expected.

5. The Effect of Compensation on Job Satisfaction

The results of tests on the Compensation model on job satisfaction show the value of the original CR sample estimate is 5.999 with a significance value of 0.000. Both numbers obtained can be accepted for the conditions for accepting H5, namely CR value of 5.999 is greater than 1.975 (table at df 154) and the probability of 0.000 is smaller than 0.05. From the available figures, it can be explained that compensation has an effect on employee job satisfaction. This means that the better compensation given by the organization, the job satisfaction of employees will also be better.

Incentives as a form of compensation are a way of motivating employees to work optimally with their skills. Incentives become extra income (excess) beyond the stipulated wage or salary. The provision of incentives is interpreted so that employees can better meet the needs and needs of their families. The term incentive is mostly used in describing and describing payment plans for a type of wage associated with various standards of work performance or employee performance and organizational profitability. Thus, incentives are very important in this research model, so that they can trigger employee performance.

6. The Effect of Compensation on Employee Performance

The test results on the influence compensation model on employee performance shows the value of the original CR estimate sample is worth 4,499 with a significance value of 0,000. Both numbers obtained can be accepted for the conditions for accepting H6, namely CR of 4.499 is greater than 1.975 (table at DF 154) and the probability of 0.000 is smaller than 0.05. From the available figures, it can be explained that compensation has an effect on employee performance. This means that the better the application of compensation provided by the organization, the better the performance of employees.

Compensation is a payment given either directly or indirectly to employees as compensation for the results of work that has been made with a time scale determined by the organization concerned. A person will not do the maximum work if they do not get the proper payment for the results they can.

7. The Effect of Job Satisfaction on Employee Performance

The test results on the model of the effect of job satisfaction on employee performance shows the value of the original CR estimate sample is worth 2,412 with a significance value of 0.016. Both numbers obtained can be accepted for the conditions for accepting H7, namely CR of 2,412 is greater than 1.975 (table on DF 154) and the probability of 0.016 is already smaller than 0.05. From the figures, it can be explained that job satisfaction has an effect on employee performance. This means that the better job satisfaction of employees, the better the performance of employees.

Staff job satisfaction can influence patient outcomes. All services are available to show that services are more than good when they are satisfied with what they do and when they are committed to their organizations.

Then a moderation effect test is made visible in the table below:

Table 2. Direct Effects and Indirect Effects

No	Description	Direct	Indirect	Total Effect	Information
1.	Effect of organizational commitment on employee performance	$(0.310)^2$ = 0.096	$0.457 \times$ 0.239 = 0.109	0.205	Direct < Indirect
2.	The influence of emotional intelligence on employee performance	$(0.120)^2$ = 0.014	$0.145 \times$ 0.239 = 0.034	0.048	Direct < Indirect
3.	Effect of compensation on employee performance	$(0.399)^2$ = 0.159	$0.425 \times$ 0.239 = 0.101	0.260	Direct < Indirect

Source: Primary Data, 2020 (processed)

1. The Effect of Organizational Commitment on Employee Performance Through Job Satisfaction

Estimation parameters for testing the indirect effect of organizational commitment on employee performance through job satisfaction obtained the value of the coefficient of direct influence valued at 0.096, the coefficient of indirect effect valued at 0.109, and the total effect valued at 0.205. The test results explain that the magnitude of the direct effect is smaller than the indirect effect. Thus it can be concluded that organizational commitment indirectly has an influence on employee performance through employee job satisfaction. The results of this study have the implication that the higher application of employee organizational commitment will have an impact on improving employee performance through employee satisfaction.

Testing the effect of mediating organizational commitment variables on employee performance can be explained as follows:

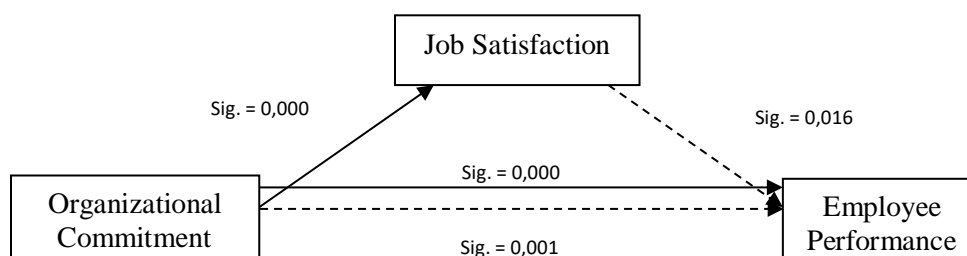


Figure 3. Testing the Effect of Mediating Organizational Commitment on Employee Performance through Job Satisfaction

Based on Figure 3 above can be seen and explained as organizational commitment can affect job satisfaction, organizational commitment affects the performance of employees directly and indirectly, and job satisfaction also affects employee performance then proves that job satisfaction as an intermediary or mediates the effect of organizational commitment on employee performance. Mediation results show partial mediation (partially mediated).

2. The Effect of Emotional Intelligence on Employee Performance Through Job Satisfaction
Estimation parameters for testing the indirect effect of emotional intelligence on employee performance through job satisfaction obtained the value of the coefficient of direct influence valued at 0.014, the coefficient of indirect effect valued at 0.034, and the total effect valued at 0.048. The test results show that the magnitude of the direct effect is smaller than the indirect effect. Thus it can be assumed that emotional intelligence indirectly has an influence on employee performance through employee job satisfaction. However, by not only referring to the coefficient number, the test is still seen in the number of significance in each path, because the results of this model will have implications for how the role of emotional intelligence employees will have an impact on improving employee performance through employee satisfaction.

So, testing the mediating effect of emotional intelligence variables on employee performance can be explained as follows:

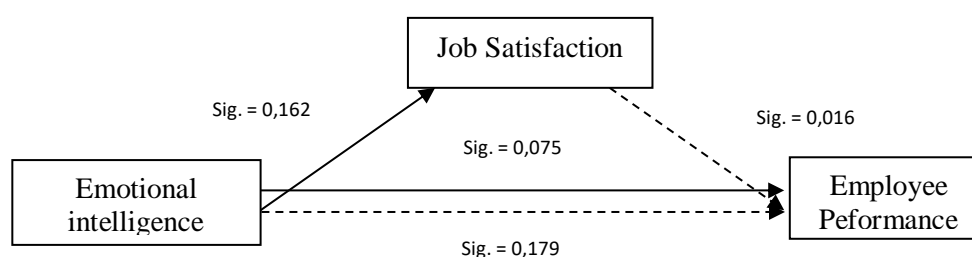


Figure 4. Testing the Effects of Mediating Emotional Intelligence on Employee Performance through Job Satisfaction

Based on the picture above it can be seen that emotional intelligence apparently has no influence on employee satisfaction at work and job satisfaction also does not have an effect also on employee performance. Thus, an analysis of the probability of significance proves that job satisfaction does not mediate the effect of emotional intelligence on employee performance.

3. The Effect of Compensation on Employee Performance through Job Satisfaction
Estimation parameters for testing the indirect effect of compensation on employee performance through job satisfaction obtained the value of the coefficient of direct influence valued at 0.159, the coefficient of indirect effect valued at 0.101, and the total effect valued at 0.260. The test results show that the magnitude of the direct effect is smaller than the indirect effect. Thus it can be concluded that compensation has an indirect effect on employee performance through employee job satisfaction. The results of this study imply that the higher the compensation provided will have an impact on improving employee performance through employee satisfaction.
Testing the effect of mediating organizational support variables on employee performance can be explained as follows:

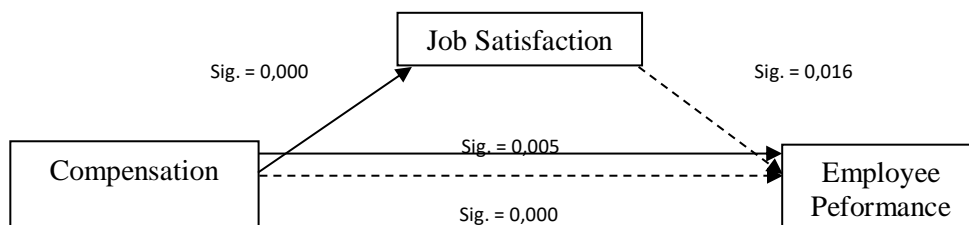


Figure 5. Testing the Mediating Effects of Compensation Variables on Employee Performance through Job Satisfaction

Based on Figure 5 it can be seen that compensation has an effect on job satisfaction, compensation has an effect on employee performance both directly and indirectly, thus proving that job satisfaction mediates the effect of compensation on employee performance. Mediation results show partial mediation (partially mediated).

4. Conclusion

The results of research conducted in Satpol PP and WH Aceh reveals that an organizational commitment has a positive effect on employee job satisfaction at Satpol PP and WH Aceh. In other words, the stronger organizational commitment in an organizational environment, will also increase employee satisfaction in the organization. This study also obtains the result that organizational commitment has a positive effect on employee performance in Satpol PP and WH Aceh. That the better the commitment of the organization to a work environment, the more it will increase the performance of employees in the organization.

Then it is concluded that emotional intelligence had no effect on job satisfaction of employees in Aceh Province Satpol PP and WH staff. The same conclusion for the variable emotional intelligence does not affect the performance of employees at the Satpol PP and WH Aceh. Then it is concluded that compensation had a positive effect on employee job satisfaction at the Satpol PP and WH Aceh Office. Or in other words that the more compensation that an employee receives, the better the level of employee job satisfaction. The next conclusion is that compensation has a positive effect on employee performance in Satpol PP and WH Aceh. This means that the more compensation given to employees, the more performance the employees will increase. Next, Job satisfaction has a positive effect on employee performance at Satpol PP and WH Aceh. In other words, the greater the level of employee satisfaction with his job, the higher the level of employee performance.

The next conclusion is that satisfaction in working can mediate the effect of organizational commitment on employee performance in the Satpol PP and WH Aceh Province. While the opposite occurs in the eighth hypothesis that employee satisfaction at work does not mediate the influence of emotional intelligence on employee performance at the Satpol PP and WH Aceh Office. Next is that job satisfaction mediates the effect of compensation on employee performance at the Satpol PP and WH Aceh Office. The final conclusion is that job satisfaction has a positive effect on employee performance at the Satpol PP and WH Aceh Office.

Those conclusions and managerial implications above contribute to the realm of science especially in management field. The research model is the update one from the previous models. Those also can be a reference in order to achieve high employee performance in the research

object that is Satpol PP and WH Aceh organization. All the discussion also enriches the topic. The limitation of the study is on the number of variables studied and the research scope.

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