

***DETERMINANTS OF JOB SATISFACTION AND ITS IMPLICATIONS ON
EMPLOYEE LOYALTY :***

***Empirical Study at Financial Management Apparatus Government of West Java
Province***

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Abstract

This research aims to analyze and prove the influence of empowerment, leadership and competence to job satisfaction, either partially or jointly, and the effect of empowerment, leadership, competence, and employee satisfaction to employee loyalty, either partially or together.

The method used in this research was a descriptive survey method and explanatory survey with a sample size of 225 respondents, and the data analysis methods used are SEM (Structural Equation Modeling).

Based on the results of the research, the findings obtained following empowerment no effect on job satisfaction. Leadership positive and significant effect on job satisfaction. Employee competency positive and significant effect on job satisfaction. Empowerment, leadership and employee competency together positive and significant effect on job satisfaction. However, when seen partially, it turns out the most dominant leadership effect on job satisfaction. Empowerment positive and significant effect on employee loyalty. Leadership no effect on job satisfaction. Employee competency positive and significant effect on employee loyalty. Empowerment, leadership, employee competency and job satisfaction advantage together positive and significant effect on employee loyalty. However, when seen in partial, it turns out the most dominant job satisfaction affect job satisfaction.

This research found and proved that to increase job satisfaction and loyalty of employees at Regions Financial management apparatus necessary to improve leadership with transformational leadership and competence of the employees in terms of trust, and supported by an increase in employee empowerment of responsibility and authority.

Keywords: Empowerment, Leadership, Competency, Job Satisfaction, Employee Loyalty

Introduction

Instability of economic conditions in
Indonesia in the last few years which affect

on uncertainty in business sector, cause a
shift in on the choice of life for some people.
From the beginning, work on private sector

employees more promising for the future than the work as a government employee. But when the economic crisis hit Indonesia unfinished, with the indicator rising prices of basic necessities coupled with the slowing down of the business world that causes many private sector employees who underwent termination of employment, then a relatively stable condition actually experienced by government employees better known as the Civil Servants (Saliman, 2011).

In the Law of Officer No. 8 of 1974 article 3, which reads: "Civil servants are the State Officer, State and Society servant with full fidelity and obedience to the Pancasila, the Constitution of 1945, the State, and the Government organized administration and development tasks". The article directs a civil servant to always understand the obligations, rights and legal position in terms of staffing. By knowing this and with stable economic conditions for a civil servant could have implications on the performance of a civil servant in performing his service as government officials to serve the public.

The civil servants are the primary support to the government, as well as spearhead running or not the system of government that has become the choice of the founders of the state. If the civil servants good the state will good also, but if civil servants bad the state will bad also. There are various cases right now and issues which indicate the symptoms of loss of quality, like missapplication of positions, decreased

discipline, and various other irregularities such as the recruitment of Civil Servants is not an objective, non-transparent career structure, the proliferation of corruption and collusion, so it is considered normative behavior is not commendable. It is in the spotlight of many experts and most conclude that a person would do or not do something very dependent on needs (needs), if someone felt the need and can fulfill their needs by doing an activity, it will perform these activities by mobilizing all its potential. However, if an activity does not significantly affect the life, it tends not to be done. If the theory is applied to civil servants, less will be able to answer why the unfavorable performance of civil servants, as well as on employee financial management apparatus in the province of West Java.

In fact, the facilities and the encouragement given by the government in the area of financial management personnel clerks West Java Province has relatively large, it is indicated by the enactment of Law No. 8 of 1974, Law No. 34 of 1999, and Law No. 32 of 2004 regarding the convening of Civil Servants welfare, among others include the pension plan and retirement savings, health insurance, housing savings and insurance education for the sons and daughters of Civil Servants, death benefits, rewards in the form of facilitating the Hajj, the determination of formation, procurement, appointment, removal, dismissal, the determination of pension, salary, benefits,

welfare, rights and obligations, legal status, competence development, and the control number.

Provision of facilities and labor, as well as government support to employees of financial management personnel in West Java province should increase the loyalty of these employees. But in fact the employee loyalty apparatus of financial management in the province of West Java is still relatively low. It is indicated by some employees unloyalty factor on Financial Management Apparatus Government Of West Java Province which unloyalty factor on Financial Management Apparatus Government Of West Java Province can be explained as follows: Employees go or die as much as 4%, Employee persuaded to move (5%), leadership style is lower (9%), poor employee Handling of complaints (14%), and less attention from the leadership (68%) (Source: West Java Provincial Government, 2011). The data shows that in fact the problem of lack of attention of the management, handling employee complaints were still not good, easily persuaded to move / transfer work, and low leadership shows that employee dissatisfaction is the main problem, why the employee is still relatively lacking loyalty.

Abdullah at.all research results (2011: 150) states that employee loyalty comes from satisfaction variabels, they are naming, recognition and rewards, teamwork and cooperative, working conditions and the relationship with the leader. Meanwhile

Lamalfa (2011: 3) states that in order increase employee loyalty and happiness, then the most important to do is to build employee satisfaction. Based on both statements, then it is still relatively low employee loyalty of Financial Management Apparatus in the province of West Java can allegedly caused by employee dissatisfaction, this can be seen based on the direct observation of researchers (2011) on the financial management of some employees of the apparatus of West Java Province, obtained Complaint complaints (complaints) of employees indicated they cause job dissatisfaction. This can be seen by direct observation result by researcher (2011) on some Financial Management Apparatus Government Of West Java Province, obtained the complaints of employees indicated they cause job dissatisfaction such as: The relationship between leaders and subordinates, working conditions, social relationships among employees, suggestion of a coworker, employee attitudes toward work, family relationship with the employee, and education (training, up grading) (Source: Preliminary Survey Results, 2011). Then in line with the results of preliminary observations above, based on the data of West Java Province officialdom, employee unsatisfaction seen on the still fairly high level of employee complaints in the period 2006 to 2010, namely: 14% in 2006, 23% in 2007, respectively 17% in 2008 and 2009, and 25% in 2010 (Source: Human Resources of West Java Province, 2011).

Another factors which influence employee satisfaction according to Aziz (2011: 469), there is employee empowerment is very important to increase employee satisfaction. Because it is based on the statement, low employee satisfaction Financial Management Apparatus of West Java province allegedly by low employee empowerment. This can be seen by direct observation by researcher (2011) which refers to the opinion of Towns (2011) which states empowerment is inter-personal relationships to build trust between employees and management. Based on the results of direct observation (2011) obtained data is still less than the maximum employee empowerment of financial management personnel in carrying out the duties and functions in their respective sectors, and there are still some officers who do not carry out the tasks which it is responsible (Source: Preliminary Survey Results, 2011), Employee empowerment Apparatus Finance manager of West Java province is relatively still not optimal, it is indicated also by reference to the long-term work plan Organization Financial Management of West Java Province (2007-2010) which is reflected in the lack of adequate human resources to improve the productivity of the organization. Based on data from APBD West Java (2011), shows that the employee empowerment of budgetary financial management is not optimal absorption resulting in an increase in the remainder of the budget, the remainder of the

highest budget in the period of 2008, reaching 32.47%. Despite the decline in 2009 to 17.79%, but increased again in 2010 to reach 20.56% (Source: APBD West Java Province, 2011) .This shows the implementation of activities / programs run by the government is not optimal due to low empowerment employees in implementing the work program.

Voon, Lo, Ngui, and Ayob (2011: 29), Muhammad, Al-Zeaud, and Batayneh (2011: 43), Bushra, Usman, and Naveed (2011: 263) states that leadership affects job satisfaction. Then Emilian (2008: 46) in his research stating that a failure in leadership will have implications on several aspects, including the resulting lack of capital amounted to 34%, 24% employee incompetence, and Fraud (Complaints complaint) by 11%. Leadership is less effective will complicate their employees in improving competence on the contrary will increase fraud from employees on complaints. Based on both statements, then the job satisfaction and employee disloyalty Apparatus Finance Management of West Java province is relatively low, presumably due to lack of proper leadership. It is indicated in the results direct observation by researcher (2011) against several employees of financial management personnel of West Java Province, which refers to the data of the Provincial Government of West Java indicate that the employee dissatisfaction and disloyalty shown by the low attention of the leadership,

which reached 68%, poor leadership reaches 9 %. Lack of leadership apparatus of financial managers also indicated by the results of the initial survey researcher (2011), which shows the leadership apparatus is still relatively low of Financial Management Apparatus Of West Java Province *separtipengawasan* is still low, the decision failed to give a sense of justice among fellow employees or the appearance of discrimination, *kekurangtegasan* and doubts - *raguan* in making decisions, lack of respect for each existing employee opinion in the environment as well as those within the organization, the less have extensive knowledge to consider all aspects in determining policy, distrust of leaders on subordinates, *ketidakeratan* working relationship between employees with leadership, coaching employees inaccuracies, as well as the lack of action against employees who violate.

Then Ariffin and Zailani (2011: 191) explains that the empowerment and competence of the employees can improve employee satisfaction. Based on the statement, indicating employee satisfaction Apparatus of Financial Management Apparatus Of West Java Province is relatively low also due to relatively low *pegawaiyang* competence and optimally utilized. This is indicated by data from Data Collection Re Employees in Financial Management Organization of West Java province in 2010, in the capacity of individual civil servants (employees) data

showed that of the total number of employees 966 Financial Management Organization of West Java Province, the largest percentage of those who had high school education (43, 10%), and the educated S-1 amounted to 35.60%, while those who are educated graduate (S-2 and S-3) is only 8.8%. Junior civil servants educated under is 12.5% (Source: Human Resources of West Java Province, 2011). This shows that that the level of employee competence is still relatively rendah. Relatif low educational qualifications in this environment led to the emergence of an attitude that seems unwilling to accept changes in accordance with the demands of the times and the demands of an increasingly complicated. Thus, job in carrying out the task as though monotonous and do not have the desire to actualize themselves, while paying less attention to the task of implementing the conditions and the situation in the surrounding areas, including less responsive to all the information diterimanya. The employees also pay less attention to financial management systems applicable in the Provincial Government of West Java, the employees are satisfied with the abilities and skills its work, although sometimes unable to complete the assigned task *pimpinan*. Hal shows also that the employee still has a low work responsibilities to a given task, which stood on his achievement remains low, often avoid the challenge, views on issues of quality work

and efficiency in completing the work is also seriously lacking.

Problem Formulation

Based on the above, it can be prepared a number of problem formulation for the unit of analysis of Financial Management Apparatus Of West Java Province, as follows:

1. Is there any influence of employee empowerment on employee satisfaction?
2. Is there a leadership influence on employee satisfaction?
3. Is there any influence of employee competence to employee satisfaction?
4. Is there any influence of employee empowerment, leadership, and competency pegawai together towards employee satisfaction?
5. Is there any influence of employee empowerment on employee loyalty?
6. Is there a leadership influence on employee loyalty?
7. Is there any influence of employee competence to employee loyalty?
8. Is there any influence of job satisfaction on employee loyalty?
9. Is there any influence of empowerment, leadership, competence and job satisfaction together towards employee loyalty?

Objectives

Based on the formulation of the problem above, the purpose of the study is to investigate, analyze and prove:

1. Effect of employee empowerment on job satisfaction.
2. The influence of leadership on job satisfaction.
3. Effect of employee competencies to job satisfaction.
4. Effect of employee empowerment, leadership, and employee competence together on job satisfaction.

5. Effect of empowerment of employee loyalty.
6. The influence of leadership on employee loyalty.
7. Effect of employee competence to employee loyalty.
8. The effect of job satisfaction on employee loyalty.
9. Effect of employee empowerment, leadership, employee competence, and kepuasan kerja together on employee loyalty.

Literature

Empowerment

Samad (2007) in Khan, Saboor, Khan, and Ali (2011: 556) states that: Empowerment is based on two perspectives namely structural perspective and psychological perspective. Heller (2003) is still in Khan, Saboor, Khan, and Ali (2011: 556) Structural empowerment focuses on empowering management practices such as delegation of decision making from upper to lower levels of organization and increasing access to information and resources Among individuals at the lower levels. And Chow et al. (2006) in Khan, Saboor, Khan, and Ali (2011: 556) Psychological empowerment is defined as a motivational construct is manifested in cognitions reflecting an employee's orientation to his or her work roles. It measures the extent to the which employees perceive they are allowed to use Reviews their own initiative and judgment in performing Reviews their jobs.

Empowerment is based on two perspectives: a structural perspective and the perspective of structural

psikologis. Pemberdayaan focuses on empowering management practices such as delegation of decision from the top to lower levels of the organization and improve access to information and resources among individuals at the level of psychological empowerment defined rendah. Untuk as build motivation manifested in cognition reflects the orientation pekerjaan. Mengukur employees who play a role in the degree to which employees see they are allowed to use their own initiative and penilaian mereka in doing their job. Thus empowering and coaching not only restoring and developing added value for the company, but also added value for its employees, which is a concept that combines an increase in job satisfaction social values, so that employees will be more than happy to do his job.

Leadership

Yukl (1989: 204) in Ahmad and Gelaidan (2011: 3-4) states that leadership is a combination of trasformasional leadership and transactional leadership, transformational leadership that has been defined as a process that affects a major change in the attitudes and assumptions of members of the organization and to build organizational commitment to achieve organizational goals, whereas transactional leadership is expected to be linked to the commitment of employees in organizational change.

Ali (2011: 43) states leadership is defined as the ability to influence others to achieve organizational goals. In this regard, the

individual can be leaders of the two playing styles of behavior, orientation to the task (task orientation) and the tendency to mutual relations between people (relationship orientation). Based on the above statement can be said that leadership is the activities undertaken to influence the people in order to work with sincerity to achieve a common goal. Leadership can also be defined as the ability of a person to invite others to achieve a predetermined goal vigorously. In general it can be said that leadership is a science and an art to influence another person or group of people to work together, not each other down in order to achieve organizational goals.

Employee Competence

Ariffin and Zailani (2011: 189) states competency is defined as a characteristic of an employee that contributes to successful job performance and the achievement of organizational results. Competency is a characteristic of the employees who have contributed to improve performance and achieve organizational results. Ariffin at all also confirmed that the competence including knowledge, skills and abilities coupled with other characteristics, such as values, motivation, and initiative, as well as self-control.

Spencer L. & S. Spencer (1993) in Beheshtifar and Moghadam (2011: 113), states that the competence as a basic feature of a person associated with superior performance in a situation. They are identified five competencies features

including motif, nature, self perception, knowledge and skills. Motif is the power that a person consistently thinks about them. Motif led activity or behavior towards a particular goal.

Boyatzis (1982) in June and Mahmood (2011: 79-98) states Competency depicted an individual characteristics associated with performance efektif. Base on definition above, any characteristics of the employee such as the ability to work, expertise in work, creativity, inisiatif, morals, beliefs, and other characteristics that contribute to the improvement of the performance of the organization is called competency. Because of competencies for each job is certainly different, but June and Mahmood offer general competence dimensions, namely knowledge, expertise skills, and abilities.

Job Satisfaction

Abdullah et al (2011: 1) states that "Satisfaction roomates factors are defined as representing environment, job characteristics and personality grouped as intrinsic and extrinsic factors: extrinsic factors related to work environment (rewards, relationship with other people, the atmosphere at the workplace, physical environment at workplace, work ethics, safety, and company policy) and intrinsic factors related to work content (the nature of the work, growth opportunities, career opportunities, responsibility, recognition, achievement) ". Job satisfaction expressed by Abdullah et, al the above is an effective or emotional

response to various aspects of the job. Satisfaction is not a single concept, on the contrary, a person can be relatively satisfied with some aspects of the job and not be satisfied with one or more other aspects.

The relationship between employees and the organization called psychological contract, since the employees who gave your time, talents, skills and effort they also expect compensation from the organization. Regarding the psychological contract, Norton and Anik (2011: 3) says that people have a wide range of expectations for the organization and the organization also has a wide range of expectations of employees. These expectations include not only how many of jobs to be done and how much reward, but also includes the entire pattern consisting of privileges, and obligations between employees and the organization. While Handoko (2001: 193) states that job satisfaction is the view of employees who are pleasant or unpleasant to their work. The feeling will be visible from positifkaryawan attitude towards work and everything encountered in the work environment.

Employee Loyalty

Stephen et al (2010: 182) states that employee loyalty define as loyalty or commitment or willingness of employees to work with the company because of the attachment. Employee loyalty by Stephen et al (2010: 182) were measured by the following indicators:

- The presence of employees, namely the length of a member company.
- Introduction of the employees of the ins and outs of the company.
- An employee is an asset to the organization that will support the company's existence.
- The participation of employees in every company activity.
- Pride employees of the company.

Framework

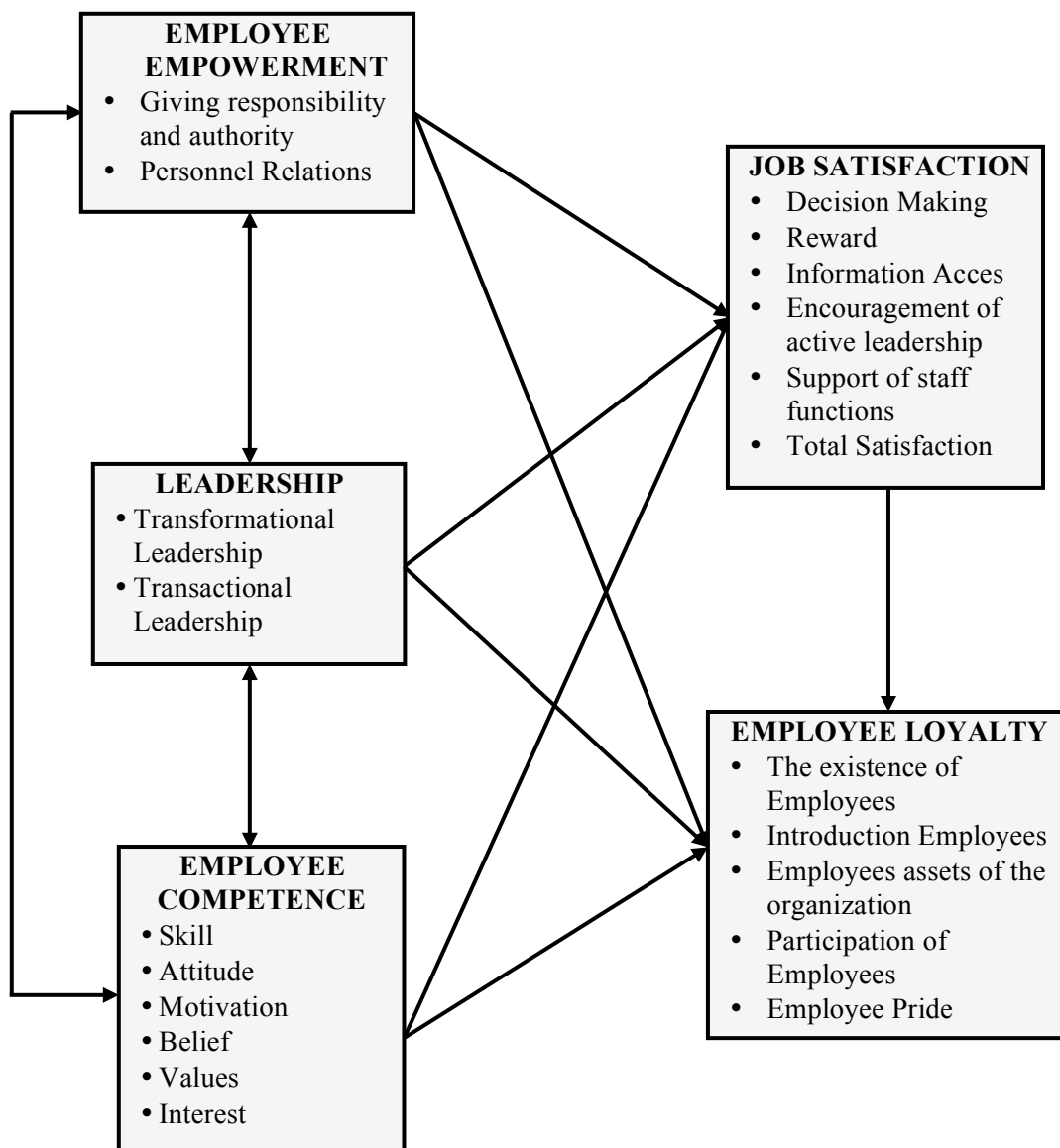


Figure 1. Research Model

Research Hypothesis

Based on the description refers to the framework and research model at the top of the research hypothesis is as follows:

H1: There is the influence of employee empowerment on job satisfaction of Financial Management Apparatus Of West Java Province.

- H2: There is a leadership influence on job satisfaction of Financial Management Apparatus Of West Java Province.
- H3: There is the influence of employee competence on the job satisfaction of Financial Management Apparatus Of West Java Province
- H4: There is the influence of employee empowerment, leadership, and employee competence together towards job satisfaction of Financial Management Apparatus Of West Java Province
- H5: There is influence of employee empowerment on employee loyalty of Financial Management Apparatus Of West Java Province
- H6: There is the influence of leadership on employee loyalty of Financial Management Apparatus Of West Java Province
- H7: There is the influence of employee competence on employee loyalty of Financial Management Apparatus Of West Java Province
- H8: There is the influence of job satisfaction on employee loyalty of Financial Management Apparatus Of West Java Province
- H9: There is the influence of employee empowerment, leadership, employee competencies, and employee satisfaction together towards employee loyalty of Financial Management Apparatus Of West Java Province.

Research Design

The object of research into the independent variable in this study is empowerment, leadership, and employee competence. While the dependent variable is employee satisfaction and employee loyalty. The nature of this research is descriptive and verification. When nature of this research is descriptive and verification, the research method digunakan adalah methods of descriptive survey and explanatory survey. The unit of analysis in this study is the administrative officer for Financial Management Apparatus of West Java Province amounted to 966 people, spread across 48 regional Organization. Time horizon in this study is cross-sectional, where research is done in one time simultaneously.

1. Employee Empowerment (ξ_1) as independent variables
2. Leadership (ξ_2) as independent variables
3. Employee Competence (ξ_3) as independent variables
4. Job Satisfaction (η_1) as an intermediate variable (intervening)
5. Employee Loyalty (η_2) as the dependent variable.

In this study, the population size of administrative officer for Financial Management Apparatus of West Java Province amounted to 966 people, spread across 48 regional Organization. The sample size is determined by taking into account the analytical techniques used in testing the hypothesis that structural equation modeling (structural equation model / SEM).

In this study there were five variables so that the required minimum sample size of 200 employees. Taking into account the presence of data outliers and principles of the larger sample size the better, by using a ratio of 1: 5 (Hair et al, 2003: 603), this study has 51 parameters (indicator) then obtained a minimum sample size of: $N = \text{the number of parameters} \times \text{variable} = 51 \times 5 = 255$ respondents.

While the selection of the sample population used proportionate random sampling technique. According Supranto J. (2003) is a proportionate random sampling is that we take a sample of the population was classified by the group and the sample is a random sample. So large samples taken in this study of 255 respondents from 48 Regional Organization business (OPD), using proportionate random sampling technique.

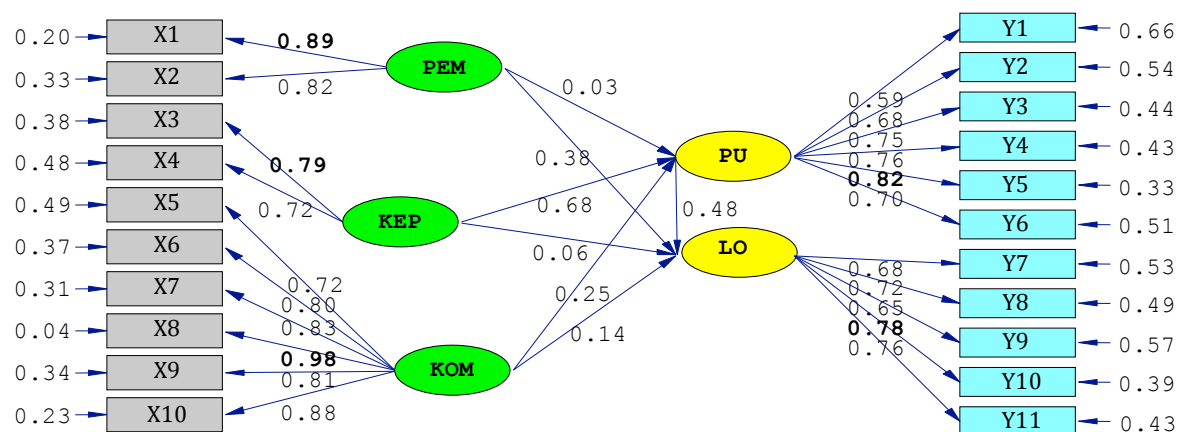
Table 1. Size Hybrid Model Conformity (Full SEM)

<i>Goodness of Fit Statistics(GOF)</i>	Ukuran yang Diharapkan	Hasil Estimasi	Kesimpulan
Ukuran Absolute Fit			
GFI	GFI > 0, 90	0, 85	<i>Marginal Fit</i>
RMSEA	RMSEA < 0, 08	0, 071	<i>Good Fit</i>
Ukuran Incremental Fit			
NNFI	NNFI > 0, 90	0, 92	<i>Good Fit</i>
NFI	NFI > 0, 90	0, 89	<i>Marginal Fit</i>
AGFI	AGFI > 0, 90	0, 80	<i>Marginal Fit</i>
RFI	RFI > 0, 90	0, 87	<i>Marginal Fit</i>
IFI	IFI > 0, 90	0, 93	<i>Good Fit</i>
CFI	CFI > 0, 90	0, 93	<i>Good Fit</i>

Source: Results of Treatment with LISREL 8:51

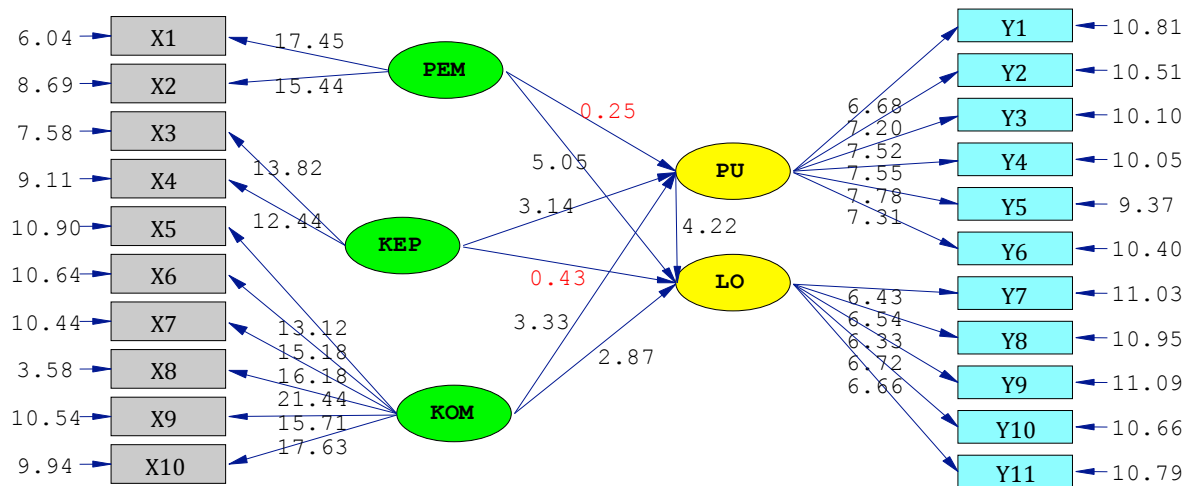
Based on Table 1 above, four sizes suitability obtained has an index of suitability model (good fit) that RMSEA, NNFI, IFI, and CFI. While four index suitability models are under size suitability good, but still be

within the scope of the suitability of the marginal (marginal fit) is GFI, NFI, AGFI and RFI. So that data analysis can be continued in subsequent analysis.



Chi-Square=476.56, df=179, P-value=0.00000, RMSEA=0.071

Figure 2. Hybrid Model (Full SEM) Standardized



Chi-Square=476.56, df=179, P-value=0.00000,

Source: Results of Treatment with LISREL 8:51

Figure 3. Hybrid Model (Full SEM) t-Value

Where: PEM = Employee Empowerment, PEM = Leadership, KOM = Competence Employees, PU = Job Satisfaction, LO = Loyalty Officer. Where: PEM = Employee Empowerment, PEM = Leadership, KOM = Competence Employees, PU = Job Satisfaction, LO = Loyalty Officer.

Based on Figure 2 and Figure 3 above is known to all sub-variables (dimensions) in the formation of the latent exogenous variables Empowerment, Leadership,

Employee Competence and endogenous latent variables Employee Satisfaction and Loyalty Employees have good validity, this is indicated by all the sub-variable has the Standardized Loading factor (SLF) ≥ 0.5 and t-value ≥ 1.96 value (at $\alpha = 0.05$) (Hair, at.all., 2006). Likewise, both exogenous and endogenous latent variables have a good model of reliability, it is shown with all the variable has a value of construct reliability greater than 0.70 (CR > 0.70) and extract variance values greater than 0.50 (VE > 0.50).

Table 2. Structural Equation Model

PU = 0.032*PEM + 0.68*KEP + 0.25*KOM, Errorvar.= 0.23, R ² = 0.77..... (1)					
(0.13)	(0.17)	(0.082)	(0.009)	(0.003)	
0.25	3.14	3.33	24.99	280.10	
LO = 0.48*PU + 0.38*PEM + 0.06*KEP + 0.14*KOM, Errorvar.= 0.15, R ² = 0.85...(2)					
(0.114)	(0.075)	(0.139)	(0.048)	(0.014)	(0.002)
4.22	5.05	0.43	2.87	11.03	354.17
Source :Output LISREL 8.51					

Table 3. Suitability Test Variable Relationships

No	Lintasan Struktural	SLF/ R ²	t _{hitung} /F _{hitung}	t _{tabel} / F _{tabel}	Hasil Uji
1	Pemberdayaan →Kepuasan Kerja	0.03	0.25	1, 96	Tidak Signifikan
2	Kepemimpinan→Kepuasan Kerja	0.68	3.14	1, 96	Signifikan
3	Kompetensi Pegawai→Kepuasan Kerja	0.25	3.33	1, 96	Signifikan
4	Pemberdayaan, Kepemimpinandan Kompetensi Pegawai→Kepuasan Kerja	0.77	280.10	3, 84	Signifikan
5	Pemberdayaan →Loyalitas Pegawai	0.38	5.05	1, 96	Signifikan
6	Kepemimpinan→Loyalitas Pegawai	0.06	0.43	1, 96	Tidak Signifikan
7	Kompetensi Pegawai→Loyalitas Pegawai	0.14	2.87	1, 96	Signifikan
8	Kepuasan Kerja→Loyalitas Pegawai	0.48	4.22	1, 96	Signifikan
9	Pemberdayaan, KepemimpinanKompetensi Pegawaidan Kepuasan Kerja→Loyalitas Pegawai	0.85	354.17	3, 84	Signifikan

Source: Results of Treatment with LISREL 8:51

Based on the results of hypothesis influence between variable according testing 1 to 9 above, large direct and indirect hypothesis can be seen in the tables below.

Table 4. Calculation Results of the Effects of Direct and Indirect Empowerment, Leadership and Competence on Employee Job Satisfaction

Variable	Significant Effect			Total
	Direct	Indirect	Indirect hrough	
Empowerment	0, 0009	0, 0147 0, 0042	Leadership Competency	0, 0198
Leadership	0, 4624	0, 0147 0, 1037	Empowerment Competency	0, 5808
Competency	0, 0625	0, 0042 0, 1037	Empowerment Leadership	0, 1704
Influence Simultaneous Empowerment, Leadership and Competence on Job Satisfaction (R ²)				0, 7710
Variables Influence Beyond Empowerment, Leadership and Competence on Job Satisfaction (ξ ₁)				0.2290

Source: Data Processing, 2014 (LISREL 8:51)

Based on Table 4 above it, Influence jointly Empowerment, Leadership and Competition An employee on job satisfaction is $0.7710 \approx 0.77$ or an $R^2 = 0.77$ (see equation sub structural model 1). On basic calculation above, it can be argued matters as follows:

- a) The contribution of the direct influence Empowerment variable to variable job satisfaction is with a contribution of 0.09%. While major contribution indirect influence through Leadership Job Satisfaction Pemberdayaanterhadap amounted to 1.47% and by 0.42% Employee Competence, bringing the total contribution to the empowerment of variables influence job satisfaction variable is equal to 1.98%.
- b) The contribution of the direct influence of variables to variable Job Satisfaction Leadership is with a contribution of 46.24%. While major contribution indirect effect on Job Satisfaction Leadership through Empowerment amounted to

1.47% and by 10.37% Employee competence, so that the total contribution of the effect of variable to variable Job Satisfaction Leadership amounted to 58.08%.

- c) The contribution of the direct influence of variables Competency Employee Job Satisfaction variable is the contribution of 6.25%. While major contribution indirect effect on Job Satisfaction Employee Competence through Empowerment is 0.42% and 10.37% through leadership, bringing the total contribution to the Employee Competence variables influence job satisfaction variable is equal to 17.04%.

Based on the above, the total contribution of the most dominant influence on Job Satisfaction Leadership is a factor with a contribution of 58.08% than the factor of empowerment and competence of each employee only amounted to 1.98% and 17.04%.

Table 5. Calculation Results of the Effects of Direct and Indirect Empowerment, Leadership and Employee Competency and Job Satisfaction on Employee Loyalty

Variabel	Significant Effect			Total
	Direct	Indirect	Indirect Through	
Empowerment	0, 1444	0, 0164 0, 0298 0, 1003	Leadership Competecy Job Satisfaction	0, 2909
Leadership	0, 0036	0, 0164 0, 0051 0, 0253	Empowerment Competecy Job Satisfaction	0, 0505
Competecy	0, 0196	0, 0298 0, 0051 0, 0504	Empowerment Leadership Job Satisfaction	0, 1049
Job Satisfaction	0, 2304			0, 4065

Variabel	Significant Effect		
	Direct	Indirect	Indirect Through
		0, 1003	Empowerment
		0, 0254	Leadership
		0, 0504	Competecy
Influence Simultaneous Empowerment, Leadership and Employee Competency and Job Satisfaction on Employee Loyalty (R^2)			0, 8528
Variables Influence Beyond Empowerment, Leadership, Competency, and Job Satisfaction on Employee Loyalty (ζ_2)			0, 1472

Source: Data Processing, 2014 (LISREL 8:51)

Based on Table 5 above it, Influence jointly Empowerment, Leadership and Employee Competency and Job Satisfaction to Employee loyalty adalah $0.8528 \approx 0.85$ or an $R^2 = 0.85$ (see equation sub structural model 2) .Atas basic calculation above, it can be argued the following matters:

- The contribution of the direct influence of variables to variable Loyalty Employee Empowerment is with a contribution of 14.44%. While a large contribution to the indirect influence of Loyalty Employee Empowerment through Leadership is by 1.64%, through the Employee Competence by 2.98%, and through the Job Satisfaction of 10.03%. So that the total contribution of the effect of variable to variable Employee loyalty adalah Empowerment of 29.09%.
- The contribution of the direct influence of Leadership variable to variable employee loyalty is with a contribution of 0.36%. While a large contribution to the indirect effect Leadership through Empowerment Employee Loyalty is by 1.64%, through the Employee

Competence of 0.51%, and through the Job Satisfaction of 2.53%, bringing the total contribution of the effect of variable Employee Loyalty Leadership to variable amounts 5.05%.

- The contribution of the direct influence of Competence variable Employee against variable Employee loyalty is with a contribution of 1.96%. While major contribution indirect effect on loyalty Employee Employee Competence through empowerment by 2.98%, through Leadership is of 0.51%, and through the Job Satisfaction of 5.054%. So that the total contribution of the effect of variable Employee against variable Competence Employee Loyalty is 10.49%.
- The contribution of the direct influence job satisfaction variable to variable Employee Loyalty amounted to 23.04%. While major contribution indirect effect on job satisfaction through empowerment Employee loyalty is equal to 10.03%, through the leadership of 2.54%, and through the Employee Competence amounted to 5.04%. So that

the total contribution of the effect of job satisfaction variable to variable Employee Loyalty amounted to 40.65%.

Based on the above, the total contribution of the most dominant influence on employee loyalty is a factor of job satisfaction with a contribution of 40.65% than the factor Empowerment, Leadership and employee competence are each only amounted to 29.09%, 5.05% and 10.49%.

Based on test results and discussion as a whole shows that the direct variable of Empowerment, Leadership and Employee Competence have effect on job satisfaction variable with a contribution of 77%. Then Empowerment, Leadership and Employee Competence variables have direct effect on employee loyalty variable with a contribution of 22.41%. But with through job satisfaction, Empowerment, Leadership and Employee Competency effect on employee loyalty with a contribution of 85%. This shows that the job satisfaction in this study is:

- Full partial mediating variables Loyalty Leadership against employees.
- Partial mediating variables Employee Competence to employee loyalty.
- No mediating variables Empowerment of employee loyalty.

Thus, the findings in this study is that the employee loyalty of Financial Management Apparatus Of West Java Province, especially on the participation of employees in each agency activities (Y10)

will increase if the financial management organization of West Java Province can improve job satisfaction mainly on the support of staff functions (Y5), where job satisfaction will be able to be increased if the financial management organization of West Java Province can improve dalamkepemimpinan

kepemimpinanterutama transformational (X3) and improve the employee competence, especially in terms of confidence (X8). Similarly, employee loyalty of Financial Management Apparatus Of West Java Province especially the participation of employees in each agency activities (Y10) will be able to be increased directly by increasing employee empowerment, especially in the provision of responsibility and authority (X1).

Conclusion

1. Employee empowerment partially has no significant effect on job satisfaction Apparatus Regional Finance Management West Java Province which effect of 0.03 and elements of employee empowerment is the most dominant element of responsibility and authority.
2. Leadership partially positive and has significant impact on job satisfaction Aparatur Financial Management of West Java Province with the effect of 0.68 and the leadership of the most dominant element is the element of transformational leadership.
3. Employee competence partially has positive and significant impact on job satisfaction Financial Management Apparatus of West Java Province with the effect of 0.25 and an element of

employee competence is the most dominant element of trust (belief).

4. Employee empowerment, leadership, and employee competence together have positive and significant impact on job satisfaction, especially on the elements of the support staff functions with a contribution of 77%, while the remaining 23% are influenced by other factors outside factors employee empowerment, leadership and employee competency. leadership by influence of 0.68 is the most dominant factor influencing job satisfaction.
5. Empowerment has positive and significant impact on employee loyalty of Financial Management Apparatus of West Java Province with the effect of 0.38 and elements of employee empowerment with dominant effect is responsibility and authority.
6. Leadership has no significant effect on employee loyalty of Financial Management Apparatus of West Java Province of 0.06 and element of leadership with dominant effect is transformational leadership.
7. Employee Competence has positive and significant impact on employee loyalty of Financial Management Apparatus of West Java Province with effect as 0.14 and elements of employee competence with dominant effect is trust (belief).
8. Job Satisfaction and significant positive effect on employee loyalty of Financial Management Apparatus of West Java Province with the effect of 0.48 and an element of job satisfaction with dominant effect is support staff functions.
9. The employee empowerment, leadership, employee competence and job satisfaction simultaneously have positive and significant impact on employee loyalty, especially on employee participation element in any

agency activity with a contribution of 85%, while the remaining 15% are influenced by other factors outside factors employee empowerment, leadership, employee competencies, and job satisfaction. Job satisfaction variables with the effect of 0.48 is the most dominant factor in influencing employee loyalty.

Managerial Implications

Employee satisfaction apparatus of government of Financial Management Apparatus Of West Java Province, especially in support of the functions of the staff will be able to be increased if the West Java Provincial Government is able to increase the leadership apparatus of financial management, especially with transformational leadership and improve the employee competence of financial management personnel, especially in terms of employee trust and supported by the increase employee empowerment, especially in the provision of responsibility and authority.

Employee loyalty of Financial Management Apparatus Of West Java Province, especially on the participation of employees in each activity will increase as the agency's financial management organization of West Java Province can improve job satisfaction mainly on the support of staff functions, which will be capable of increased job satisfaction when the financial management organization Region West Java Province is able to

improve leadership, especially in the transformational leadership and improve the employee competence, especially in terms of confidence. Likewise, employee loyalty of Financial Management Apparatus Of West Java Province, especially on the participation of employees in every activity of the agency will be able to be increased directly by increasing employee empowerment, especially in the provision of responsibility and authority.

Suggestions for Managerial

Based on the results of research and discussion, it can put forward suggestions as follows.

1. Financial Management Apparatus of West Java Provincial Government has had a high Empowerment, so as to support the employees Apparatus Finance Manager in the running of government jobs. However there are still some elements of employee empowerment that must be considered and enhanced suitability as an element of responsibility with employee competence and trust management (leadership) of the employee.
2. Financial Management Apparatus of West Java Provincial Government in general have had leaders with good leadership, so as to support the employees Apparatus Regional Financial Management of West Java province in carrying out the work of government. However there are still some elements of leadership that must be considered as an element of simplicity and enhanced work plan, the realization of the work plan, clarity of responsibility for employment, establish goals and priority tasks, understand the interests, abilities

commanding officers, to develop the quality of subordinates, and to position ourselves.

3. Financial Management Apparatus of West Java Provincial Government has had a high employee competence, so as to support the employees of Finance Apparatus business in West Java province in carrying out the work of government. However there are still some elements of employee competencies that must be considered and enhanced as an element of positive attitude, motivation, and interest in the job.
4. Financial Management Apparatus of West Java Provincial Government has had high job satisfaction, so as to support the employees of Finance Apparatus business area of West Java province in carrying out the work of government. However there are still some elements of job satisfaction that must be considered and enhanced as elements of involvement in the decision-making level, the level of support from staff functions, and the level of total satisfaction.
5. Financial Management Apparatus of West Java Provincial Government has had a high employee loyalty, so as to support the employees Apparatus Regional Financial Management of West Java province in carrying out the work of government. However there are still some elements that must be considered Loyalty Employees and civil servants should be improved as an element intended to spend the rest of his career in agencies, civil servants do not have to have the desire to seek work elsewhere, civil servants have not enough knowledge about the well-profile agencies, civil servants are not familiar all leaders in agencies, civil servants do not feel part and parcel of the agencies,

and civil servants do not always try to keep the good name of the agency.

More suggestions for Researchers

1. There are many other factors that influence employee loyalty Regional Financial Management Apparatus of West Java province, such as soft skills, organizational commitment, and other factors in order to be further investigated, as there may be other factors than those in this study had a dominant influence in increase employee loyalty.
2. This study using the variable job satisfaction as an intermediate variable (intervening), so as to further research will likely produce different findings, when variables Job Satisfaction is positioned as a moderating variable (moderating).
3. The research was conducted on an employee of Administrative Financial Management in West Java province, so that when performed structural officials, the possibility of research results will be different and will add more inputs more specific and comprehensive.
4. The results of this study can also be applied to other agencies and is not limited to the provinces alone, but can at the district / city or Government Agency for National Territory.

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