Effect of Job Satisfaction on Managerial Performance in Bank Nagari Padang Headquarters

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Abstract
The objectives of the research are to analyze factors affecting job satisfaction to manager performance in central office of Bank Nagari. The population size amount 72 respondents. The sample size amount 41 respondents. Collecting data through questionnaire with using random sampling. Data analysis technique is used consisted of simple regression. The study shows that there was an influence of job satisfaction to manager performance significantly.

Keywords: Job Satisfaction, Manager Performance, Bank Nagari, Padang

INTRODUCTION
Entering the era of free markets and competition are many challenges to be faced by an increasingly complex business world. Characterized by rapid environmental changes with the progress of information technology is increasingly rapidly, demanding sensitivity of organizations to respond to changes that will occur so that they still exist in the arena of competition. Demands of business organization readiness to free market competition and the demands of an increasingly close to restructuring the organization more flexible and adaptive in opening various changes that occur. Only a flexible and adaptive organization that can compete in an increasingly tight global competition and the impact of opening up opportunities for entrepreneurship entrepreneurs from various countries.

Any changes that occur as economic pressure and marketing, information pressure, environmental pressure, expectations of employees to develop, structure and size of organization and others will push an organization to improve organizational performance and employee performance in order to compete globally.

The role of human resources is necessary to adopt any changes that occur. Existing human resources in the company must always be developed to enhance the ability kontiniyu to conform with the demands of the business environment. One way to improve employees' skills and expertise that is by education and training. Training is an activity undertaken to improve the skills, knowledge and attitudes in order to improve current performance and future (Mondy & Noe, 1996).

The era of globalization characterized by the mobility of information, capital, technology and so forth from one country to another had an impact on the level of competition in the business world. Changes in a country no longer just competing with similar companies in the country, but also must be ready to compete with foreign companies.

Business competition is increasing, this requires managers to rethink how to develop and make their business grow. Companies are required to be truly global, decentralized, and should focus on what it can provide maximum satisfaction to consumers, so it is more superior than competitors. Because of the many activities that run the company, causing the duties and responsibilities of management are increasingly large, making it necessary to delegate to units smaller for the company's operations to run smoothly. Assignments may include departemensasi which is a central responsibility of an organization. A manager must also have authority to make decisions so that semi-independent.

Each center is authorized accountability and responsibility need to be monitored, but the direct supervision will be difficult. For that we need a separate control system. This surveillance system in the form of planning on the activities conducted by the division and control. Duties and responsibilities are so great that done by the manager.

Many accounting studies that try to seek understanding of the relationship between job satisfaction and managerial performance. Some studies claim that there is a positive relationship between job satisfaction and managerial performance (Parker and Kleemeir, 1951). Research that examined the relationship between job satisfaction and managerial performance are still unclear.

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Meta-analysis conducted by Iffaldano and Muchinsky (1986) found a significant correlation between these two variables. Research conducted by Ostroff (1992) provide empirical evidence that job satisfaction has no significant relationship with managerial performance improvement. The unclear relationship between job satisfaction and managerial performance encourage researchers to conduct re-examination of the relationship between job satisfaction with managerial performance.

Head Office of Bank Nagari Padang is one of the existing banking institutions in the city of Padang, which help boost the economy in the West Sumatra city of Padang in particular. Therefore, the existence of human resources in Bank Nagari Padang Head Office plays an important role. Labor has a great potential to run the company’s activities. Potential of every existing human resources should be best utilized, so as to give maximum results.

It could be said of Bank Nagari and employees are two things that need each other. If the employee managed to bring progress to the Bank Nagari, the benefits will be gained by both parties. For employees, the success is the potential for self-actualization and an opportunity to meet her needs. As for the Bank Nagari own success is a means towards the growth and development of the company.

Truly one of the important targets in human resource management at Bank Nagari Padang Headquarters is the creation of job satisfaction for all employees. Human resources must be managed carefully, because each human being has the creativity, taste and intention that shape attitudes, attitude is then underlie human behavior and human actions daily.

In this description of the Head Office of Bank Nagari Padang must realize that the human factor was sufficient role in achieving results in line with corporate objectives. Satisfaction in work is kepuasan enjoyed working in a job by gaining praise the work, placement, treatment, equipment, and good working atmosphere. Because when considered employees who prefer to enjoy job satisfaction in the work will give more priority to his work than the fringe benefits even though the remuneration is important.

Here, a manager in each division at the Head Office of Bank Nagari Padang prosecuted for providing a good working atmosphere and fun as well as assurance of safety so employees will feel satisfied. By using a performance measurement system, can communicate organizational priorities and performance information for each individual that can help improve understanding of the role of their managers.

In the implementation of the Nagari Bank Head Office, there is still a lack of significance between job satisfaction and productivity. The purpose of this study was to analyze the influence of job satisfaction on the performance of managers at the Head Office of Bank Nagari Padang.

In addition, job satisfaction and managerial performance have important meaning both for the employees and the Bank Nagari, especially to create positive conditions in the company's work environment. Job satisfaction is a common problem on every unit of work, whether it is related to motivation, loyalty or peace work, and work discipline.

THEORETICAL FRAMEWORK

Previous research

Research ever undertaken by Armandas in 2007 with the title of the influence of job satisfaction by using self-esteem as an intervening variable of managerial performance (research studies on manufacturing companies.) From the results of research conducted by the researchers turned on manufacturing companies has found job satisfaction of managerial performance is very adequate. And it can be concluded that job satisfaction is adequate to support the effectiveness of managerial performance.

JOB SATISFACTION

Understanding Job satisfaction

According to Robbins (2001) defined job satisfaction as a person's general attitude toward work. This definition contains the broad sense. In other words, job satisfaction is a complex summation of a number of old jobs are distinguishable and separated from each other (discrete job elements.) According Handoko (1998) job satisfaction is the emotional state of pleasant or unpleasant by the employees to do their work. Job satisfaction reflects the feelings of one of his job, is seen in the positive attitude of employees towards work and everything that faced his work environment. Job satisfaction is also important for self-actualization, employees who do not achieve job satisfaction will
never achieve psychological maturity that will eventually become frustrated. Therefore, job satisfaction has a very important meaning for the staff and organization.

Davis and Newstrom (1996) provides a definition of job satisfaction in line with Robbin is a set of pleasant feelings about whether or not employees their jobs. Usually when workers joined in an organization, they bring a set of wants, needs, desires, and past experience that ignites to form expectations of work. Someone will feel satisfied if he feels there is match between the expectations of the job and the benefits provided by employment. Thus job satisfaction is a set of workers about whether they work or not fun. In other words, job satisfaction is one's attitude toward his work. Someone who works high satisfaction levels will have a positive attitude towards work. But instead, when someone is not satisfied with his work will have a negative attitude towards work. Based on empirical findings of role conflict experienced professionals will provide negative consequences for the organization. Conflict can lead to decreased job satisfaction.

Job satisfaction reflects a person's general attitude toward work. The attitude that arises is the result of the match between the expectations provided in exchange for work. Thus will be born the attitude of job satisfaction based on rewards that they receive consideration at the company where they work.

According to Mary and Supomo (2001), job satisfaction can be understood through three aspects. First, job satisfaction is a form worker response to the environmental conditions of employment. Second, job satisfaction is often determined by the results of the work or performance. Third, job satisfaction associated with other attitudes and owned by each worker (Luthans, 1995). In more detail (Smith, 1996) suggests the various dimensions of job satisfaction which later developed into an instrument measuring satisfaction with the variable (1) interesting or not the type of work performed by workers, (2) the amount of compensation received by workers, (3) opportunities for promotion, (4) the ability of employers in providing technical assistance and behavioral support, and support colleagues.

FACTORS THAT CAN AFFECT JOB SATISFACTION
As for the factors that affect job satisfaction according to Davis and Newstrom (1996) are:

Achievements.
Better achievement can lead to economic benefits, sociology and psychology is higher. If the benefits are considered reasonable and fair, then the resulting greater satisfaction when the compensation is deemed otherwise not in accordance with the level of dissatisfaction with his performance then tends to arise.

Age.
As employees increasingly advanced in years, they tend to be slightly more satisfied with his work. In contrast, younger employees tend not satisfied because hope is higher, less adjustments and various other causes.

Level of job.
People with jobs at higher levels tended to feel more satisfied with their work because they generally earn salaries and better working conditions and work done to provide opportunities to use their abilities fully. Therefore, they have better reasons to feel more satisfied.

The size of the organization.
Large organizations tend to be less disturbing aspects of human and supportive processes, such as communication, coordination and participation. Because the decision is so far away from the employee, the employee began to feel that they are losing control over events that affect them.

COMPONENTS AFFECTING JOB SATISFACTION
According to Robbins (1996) the components that affect job satisfaction are as follows:

Work that is mentally challenging.
Employees tend to prefer jobs that give them the opportunity to use their skills and abilities and offers a variety of tasks, freedom and feedback on how well they work. In conditions where most employees will experience pleasure and satisfaction.

Reward (wages) are inappropriate.
The employees want a system of wage and promotion policies which they perceived as fair. When viewed as a fair wage based on job demands, individual skill levels, and community wage standards, are likely to produce job satisfaction.
Supportive working conditions.
Employees care about the working environment both for personal comfort, or to do a good job. These studies demonstrate that the employee is more like physical surroundings that are not dangerous or inconvenient.

Coworkers are supportive.
For most employees, the work also requires the charging of social interaction. Therefore it is not when co-workers have a friendly and supportive, deliver increased job satisfaction.

Conformity personality to the job.
High compatibility between the personality of employees with the job will produce an individual who is more satisfied.

JOB SATISFACTION INDICATORS
According to Robbins (1996) in the study (Rakhmayanti, 2006) states several indicators of job satisfaction, among others:

Employee turnover and absenteeism.
Employees who achieve increased job satisfaction, employee turnover and absenteeism decreased or vice versa. Lower job satisfaction typically lead to higher employee turnover. They are more easily leave the company and look for opportunities other keperusahaan. Similar relationships apply also to absenteeism, employees who lack work tends more often absent.

Age and level of work
The older age of employees, their tends to be satisfied with their jobs. There are a number of reasons for their satisfaction the background, such as expectations of lower and further adjustments both to the work situation because they are more experienced. The younger employees, on the other hand tends not satisfied, because many high expectations, lack of adjustment and other causes. Of course there are exceptions, but many studies have shown that high job satisfaction is influenced by age. Higher levels of employment tends to get more job satisfaction. They usually get better compensation, working conditions, the decision is far from the employees so that they often lose the role. In addition, such a great work environment also eliminates the element of personal closeness, friendship and warmth of the working group which is an important factor employee satisfaction.

JOB SATISFACTION THEORIES
According to Salleh (2004) theory used in the measurement of job satisfaction are:

The discrepancy theory.
This theory of job satisfaction measure a person by calculating the difference between something that is supposed to perceived reality. So if the satisfaction gained more than he wants, then people will become more satisfied and more active in work.

Theory of Justice.
This theory suggests that people will feel satisfied or not satisfied, depending on the presence or absence of justice in a situation, in particular work situations. According to this theory the main component is a valuable factor for employees who are considered to support his work. Such as education, skills, number of tasks and equipment used in performing the work.

Two Factor Theory.
According to this theory of job satisfaction and job dissatisfaction that is two different things. Satisfaction and job dissatisfaction was not a continuous variable. This theory is to formulate the characteristics of the job into two groups: the motivator (Satisfies), first, a situation which is used as a source of job satisfaction, which consists of interesting work, full of challenges and opportunities to excel. Second, dissatisfies the factors that become discontent which consist of salaries / wages, supervision, working conditions and status

INDICATIONS DESCENT JOB SATISFACTION
There are some negative symptoms of job satisfaction or job dissatisfaction by Moekijat (1991) namely:
1. Complaint, a sign of employee dissatisfaction and a tool to alleviate job dissatisfaction.
2. High level of absenteeism which allows deserves investigation as a sign of employee dissatisfaction.
3. Discipline problem employees who lack discipline in terms of employment, and other clothing is a reflection of dissatisfaction.
4. Effect of the amount produced, whether intentional or unintentional that will be close to job dissatisfaction.

Meanwhile, according Nitisemito (1982) suggested that the indicator is the decline in employment kapuasan:
1. Down or low productivity as measured by comparing the present with the past productivity. Low productivity due to laziness, delays and so forth.
2. Absenteeism is high, is one indication of decline in job satisfaction because it is when there is absence of symptoms increased the need to research or look for the cause.
3. Labor Turn Over (employee turnover), when the company Suatau going in and out of level or high worker turnover, then this is one indication of the decline of work and morale.
4. The level of damage is high, another indication that shows the decline in job satisfaction and morale is good if the damage to raw materials, finished goods and equipment used to increase but not absolute.
5. Anxiety, can be realized in the form of labor action, grievances and other matters. Anxiety at certain levels unpunished would hurt the company and all its consequences.

PERFORMANCE CONCEPTS

Understanding Performance

A company was established because it has a goal to be and should be achieved. In reaching any goals of the organization is influenced by the behavior and attitude of the players in the organization. But it is something very important to understand that the company's objectives to be achieved must be assessed performance. (Suyadi prawirosentono, 1992: 2) defines performance is as follows:

"Performance is work that can be achieved by a person or group of people in the organization, in accordance with the authority and responsibilities of each, in order to attempt to achieve organizational goals which are legally relevant, not breaking the law and in accordance with the morals and ethics".

Performance Assessment

Performance assessment is the periodic determination of the operational effectiveness of an organization, the organization, and employees based on targets, standards and criteria established previously (Siegel and Marconi, 1989). The performance evaluation is done to suppress inappropriate behavior and to stimulate the desired behavior through proper feedback of performance results on time and hope.

Performance assessment also refers to a formal and structured system that measures the behavior and results, including attendance. The focus is to find out how productive one employee and whether he can work the same or more in the future, so employees, organizations and community benefit.

Benefits of Performance Appraisal

Benefits of performance evaluation according to Mulyadi (2000: 420) include:
1. Managing operations effectively and fuel-efficient organization through employee pemotifasian maximum.
2. Help make decisions related to employees such as promotions, transfers and dismissal.
3. Identify training and development needs of employees and to provide criteria for selection and evaluation of employee training programs.
4. Provide feedback to employees about how their superiors assess their performance.
5. Provide a basis for the distribution of awards.

The performance evaluation is done within the company will increase the work motivation of every individual in the organization, because they feel valued work performed by managers, but that with the research achievements of managers will be known whether the target has been met by the employee and soon to be an analysis of weaknesses and the advantages possessed by the employee. Performance assessment also allows top managers to make decisions relating to its employees and managers can choose which employees deserve to be promoted. From the description above can be
concluded that the performance assessment will help the management to exercise control over all activities within the company.

THE PURPOSE OF PERFORMANCE APPRAISAL
The main purpose is to motivate personnel to achieve organizational objectives and in complying with the established standards of behavior before. Standards of behavior can be either formal management policy or plan as outlined in the budget of the organization.

The purpose of the study can be grouped into four categories according to Mulyadi (2000: 422), among others:
1. Evaluation make comparisons between people.
2. Development that emphasizes the changes in a person over time.
4. Documentation of the decisions of human resources.

To see how effective assessment of performance in achieving the goals mentioned above is highly dependent on how successful organizations align and integrate performance assessment with strategic objectives.

MANAGERIAL PERFORMANCE
Managerial performance is the performance of the individual members of the organization in managerial activities that include planning, investigation, coordination, supervision, staff arrangements, negotiations and representations (Mahoney, 1963). These performance variables are measured using instruments developed by (Mahoney, 1963). This measurement consists of one overall dimensions of performance plus the eight sub-dimensions of planning, investigating, coordinating, Evaluating, supervising, staffing, negotiating, and representing. According to Mahoney (1963) that managerial performance is the performance of managers in carrying out managerial activities such as planning, investigation, coordination, supervision, staffing, negotiation, and representation. Manager performance is a factor that increases the effectiveness of the organization. To increase the effectiveness of the company's managerial performance evaluation is needed especially in terms of implementing management functions.

According to Siegel and Marconi (1989) defines performance appraisal as a periodic determination of the operational effectiveness of an organization, the organization and the employee based on objective, performance standards have been set previously. Performance assessment also allows top managers to make decisions relating to its employees and managers can choose which employees deserve to be promoted.

Someone who has the managerial positions are expected to produce a managerial performance. In contrast to the performance of employees who generally are concrete, managerial performance is more abstract and complex. Performance is defined as well as an evaluation of the work performed by the direct supervisor, friend, himself and his subordinates (Kalhers and Fogart, 1995) describes the work of managerial performance is achieved by a person or group of people within an organization in accordance with the authority and responsibilities of respectively in order to achieve organizational goals which are legally, do not break the law and in accordance with the norms and ethics.

Manager performance by directing talent and ability and effort some people who are under its authority. Therefore, managers need a conceptual framework as a working model that can be used as a communication tool to generate managerial performance. Performance assessment allows top managers to make decisions relating to its employees and managers can choose which employees deserve to be promoted.

Conceptual framework managerial performance is a structure of the components that make up the performance of people who hold managerial positions. This conceptual framework is used as a model to build an abstract managerial performance. Each of the components that make up this conceptual can be developed in further detail and conceptual as well.

In achieving the objectives of each organization influenced the behavior of the organization which is a reflection of the behavior and attitudes of the behaviors that exist within the organization. But it is a very important to understand that the company's objectives to be achieved must be assessed performance.
Performance is performance equivalent word from the word meaning to do, run, execute, and do something that is expected by a person or machine. (Hiro Tasman: 1995 in Alim, 2002: 25) defines as something that is achieved performance, achievements and abilities shown is doing well and fast.

Suyadi Prawiro Sentono (1992: 2) in the Alim (2002: 633) defines performance is the result of work that can be achieved by a person or group of people in the organization, in accordance with the authority and responsibility of each business in order to achieve the goals of the organization concerned legally, do not break the law and in accordance with the morals and ethics.

So in this case there is a close relationship between individual performance with firm performance. In other words the employee's performance is good then chances are also good corporate performance.

According to the Finance Minister issued Decree No. 740/K/K.00/1989 Date June 28, 1989, which meant that the achievement of performance is achieved by the company within a certain period which reflects the soundness of the company.

While managerial performance by Mahoney and Supono in Indriantoro, 2000: 98 is the performance of the individual members of the organization in managerial activities include planning, investigation, coordination, supervision, staff arrangements, negotiation and representation.

**EFFECT OF JOB SATISFACTION AND MANAGERIAL PERFORMANCE**

Efforts taken by the company in improving managerial performance is to meet the manager job satisfaction as optimal as possible, because when job satisfaction are met then the manager will contribute to optimal performance. Analysis of Hasim (2006), job satisfaction factors that could affect the performance of the following are the factors of job satisfaction that has positive influence on factors of performance qualification is promotion, rewards, relationships with superiors, working conditions and benefits / salary. Instead of job satisfaction factors which negatively affect the qualification of the performance factor is the factor authorization, the ability of employers, and company policy. The factors of job satisfaction that has positive influence on the suitability of the performance factor is the factor of creativity, relationships with superiors, working conditions and benefits / salary.

**HYPOTHESIS**

Allegedly that influence job satisfaction of Managerial Performance in Bank Nagari Padang Headquarters.

**METHOD**

Location / Object Research

Based on the previous description, this study conducted at the Head Office of Bank Nagari Padang by using the object of research is the manager and employees of Bank Nagari Padang Headquarters. In accordance with the purpose of research about how much influence job satisfaction of managerial performance at the Head Office of Bank Nagari Padang, the research has focused on job satisfaction and managerial performance of the employee and division manager of Bank Nagari Padang Headquarters. Authors interested in choosing a location in the Head Office of Bank Nagari Padang because of the ease in data retrieval.

Population

Population in this research is employee and division manager of Bank Nagari Central Office Padang totaling 72 people. Reasons for using the company's division manager, because that organize and manage all activities at the company generally held by division managers.

Sample

Sampling was conducted with a purposive sample, namely taking the subject is not based on strata or random but is based on the objectives and specific considerations. Where in this study population has the criteria that employees and managers who have served for 1 year or more. To know the size of the study sample used in the formula as follows:

\[ n = \frac{N}{1 + N(e)} \]
where: \( n \) = number of samples \\
\( N \) = number of population \\
\( e \) = standard error of sampling is still tolerated, which is 10% 

With a total population of 72 people then the amount of research is:

\[
\begin{align*}
    n &= \frac{N}{1 + N(e)} \\
    &= \frac{72}{1 + 72(0,1)} \\
    &= \frac{72}{1 + 72(0,01)} \\
    &= \frac{72}{1 + 0,72} \\
    &= \frac{72}{1,72} \\
    &= 41
\end{align*}
\]

So the study population size of 72 employees and managers from each division / section in Bank Nagari Head Office Padang as study sample is 41 people.

**Types and Sources of Data**

The type of data used, namely:

1. Primary data, ie data obtained with research objects, namely managers and employees of the Head Office of Bank Nagari Padang. The methods used to collect data is to use a questionnaire that is research done by making a list of questions and then ask the object of research is the manager and employees of Bank Nagari Padang Headquarters to choose an answer from the questions raised in the questionnaire to determine job satisfaction of managerial performance Bank Nagari Padang Headquarters. Types of data used is cross section where the data began to be made on 9 June 2010 until 19 July 2010.

2. Secondary data, namely the collection of data by studying the problems associated with the object of research by way of library research (research satisfaction) obtained from the existing literature both in the form of books or journals relating to the matter to be investigated.

**OPERATIONAL DEFINITION AND MEASUREMENT OF VARIABLES**

**Job Satisfaction**

Understanding job satisfaction by Handoko (1998) job satisfaction is the emotional state of pleasant or unpleasant with our employees to do their work. Job satisfaction reflects the feelings of one of his job, is seen in the positive attitude of employees towards work and everything that faced his work environment. Satisfaction variable is measured using instruments developed by Handoko (1998).

From the sense of job satisfaction has been put forward so job satisfaction is measured using instruments as follows:

1. Work itself.
2. Relations with superiors.
3. Relationships with coworkers.
4. Policy promotion and career development.
5. Compensation policy.

The variable job satisfaction consists of items that each question using a Likert scale with five ratings of each question were scored following the scale of 1 (one) states "Not satisfied", the scale of 2 (two) states "Quite satisfied", scale 3 (three) states "Satisfied", the scale of 4 (four) states "Very satisfied", and the scale of 5 (five) states "It's really very satisfied".

Managerial Performance
Managerial performance is the performance of the individual members of the organization in managerial activities that include planning, investigation, coordination, supervision, staff arrangements, negotiations and representations (Mahoney, 1963). Performance variable is measured using an instrument developed by Mahoney (1963).

From understanding managerial performance has been put forward so job satisfaction is measured using instruments as follows:
1. The work accomplished by a person or group of persons.
2. How big is the performance of managers in managerial activities.

The variable job satisfaction consists of items that each question uses 7 Likert scale with ratings of each question were scored following the scale of 1 (one) states "Very low", the scale of 2 (two) states "Low", scale 3 (three) states "Below average", the scale of 4 (four) states "On average", the scale of 5 (five) states "Above average", the scale of 6 (six) states "High", and scale 7 (seven) states "Very high".

Data Collection
In conducting this study, researchers did not restrict the sample used is every employee and department managers / division or section at the Head Office of Bank Nagari Padang. Information about the effect of job satisfaction on managerial performance, collected using a survey method directly by the investigators by sending questionnaires to employees and managers of each department or department of the company.

The questionnaire that was sent to each respondent filling out the questionnaire. In a letter of application filling out the questionnaire respondents were offered a summary of research results, for the avoidance of doubt due to respondents answering sensitive questions, then the petition letter also explained that information from respondents will be guaranteed confidentiality. Researchers expressed appreciation for the participation provided.

The collection of data by using direct survey method has several advantages. The main advantage of this method are the opinions, attitudes and expectations of respondents can be known, besides that respondent could tend convenient to fill out questionnaires, efficient, and effective. Respondents also felt free to reveal the answers to sensitive questions (respondents are not asked to name names).

Technical Analysis Hypothesis
Based on data collected by using questionnaires for the variable of job satisfaction and managerial performance of each of which amounted to 41 sheets of questionnaires, the total tabulasinya obtained from the 2542 questionnaire prepared for the variables job satisfaction and managerial performance variable with a total tabulation which are obtained from questionnaires processed is 1627 which would then be analyzed by examining the effect of job satisfaction on managerial performance. The method of analysis used for these two variables namely job satisfaction as independent variables and managerial performance as the dependent variable is by using SPSS (Statistics Social Science Program) as follows:
1. Simple Linear Regression Analysis

To estimate the effect of job satisfaction of managerial performance at the Head Office of Bank Nagari Padang used simple regression analysis as presented regression equation (Supranto, 2000:175), namely:
\[ Y = a + bX \]

Values \( a \) and \( b \) are obtained by the formula:

\[
b = \frac{(n \sum XY) - (\sum X \sum Y)}{(n \sum X^2) - (\sum X)}
\]

\[
a = \frac{\sum Y - b \sum X}{n}
\]

Where: \( X \) = indicator of job satisfaction
\( Y \) = managerial performance indicators
\( n \) = Number of sample
\( a \) = Constant
\( b \) = regression coefficient

2. T-test analysis
To adjust the significance level used in the formula t-test to see whether job satisfaction with managerial performance test that hypothesis is:

\( Ho: \mu = 0 \)
\( Ha: \mu \neq 0 \)

Ho = Job satisfaction does not significantly influence managerial performance.
Ha = Job satisfaction significantly influence managerial performance.

T test formula is:

\[
t = r \sqrt{(n - 2)} \sqrt{(1 - r^2)}
\]

where:
\( t \) = follow function with degrees of freedom or \( df = n - 2 \)
\( n \) = sample
\( r \) = regression coefficient

decisions taken if:
Ho is rejected if the \( t \) count > \( t \) table then the job satisfaction have a significant effect on managerial performance.
Ha accepted if \( t < t \) table, the job satisfaction of no significant impact on managerial performance.

3. Test F-anova
This test is performed to determine significant independent variables influence together against the dependent variable. Sovereign, when \( Sig / P \) value < \( \alpha \) then Ho is rejected H1 is accepted, whereas if the value of \( Stf / P \) value > \( \alpha \) then the Ho accepted and H1 is rejected, with a significant level (\( \alpha \)) is 5%.

**ANALYSIS & DISCUSSION**

Description of Respondents
The data was collected by giving questioner to the respondent directly without using the postal service, the number of questionnaires that have been distributed as much as 41 questionnaires. Of the total questionnaires were returned questionnaires that all that is 100%. In detail the spread and return the questionnaire can be seen in table 1 as follows:

*Insert Table 1 here*

Respondents in this study are part of employees and managers / divisional headquarters of Bank Nagari Padang. From table 1 above can be seen that the questionnaire distributed to the
respondents was 41 questionnaires with 100% tingkat return questionnaires, so the questionnaire which can be made final analysis was 41 questionnaires. Viewed characteristics of the sample of respondents in this study, where respondents will be grouped based on some part that is composed of:

**Insert Table 2 Here**

Based on respondents aged above table is dominated by employees who are aged between 26-31 years of age with the percentage of 39% and is followed by 38-43 year-old employee with a percentage of 19% and followed by employees aged 32-37 years and 44 - 49 years with the percentage of 15% and the lowest percentages are found in employees aged 20-25 years with a percentage of 12%.

**Insert Table 3 Here**

Based on the above table, the sex of male employee respondents is 66% or as many as 27 people and employees with the female sex that is as much as 34% or as many as 14 people.

**Insert Table 4 here**

Based on the above table the educational background of respondents, the staff who work with graduates of S 1 as many as 23 people with the percentage by 56% and is followed by graduates of S 2 of 8 people with percentages 20% and is followed by high school graduates as much as 3 people with the percentage of 7% and with the lowest percentages are found in other graduate with a percentage of 5% or as much as 2 people.

**Insert Table 5 here**

Based on the table a long period of domination by the respondent in employees working for 1-5 years with a percentage of 44% or as many as 18 people and followed by employees who worked for 11-15 years with a percentage of 22% or as many as 9 people and employees who work for 60-10 years with a percentage of 19% or as many as 8 people and is followed by employees who work for 16 -20 years with a percentage of 10% or as many as 4 people and is followed by employees who worked for 20 years and over with the percentage of 9% with the number of employees 2 people.

**JOB SATISFACTION**

Based on questions posed to employees and managers through a questionnaire, which is in keeping busy, the opportunity to do the task independently, the chance to do something different from time to time, how do leaders deal with their employees, superior ability in making decisions, doing something that does not contradict conscience, work provides lasting employment, the opportunity to do something for others, a chance to tell others what to do, the opportunity to do something that uses capabilities, the company’s policy applied in practice, the salary in accordance with the amount of work done, in terms of opportunity to develop themselves at work, freedom to use the considerations that have, the opportunity to try the method in their ability to do chores, working conditions, coworkers who interact with one another, awards / honors earned by doing a good job, and feeling to achieve something obtained from the work, the majority of employees and managers at the Head Office of Bank Nagari was satisfied, except that there was also a feeling very satisfied, fairly satisfied, and even feel dissatisfied, but besides that employees and managers at the Head Office of Bank Nagari was also there who feel completely satisfied even if only a small part. So the employees and managers at the Head Office of Bank Nagari has gained job satisfaction as they wish.

**MANAGERIAL PERFORMANCE**

Based on questions posed to employees and managers through a questionnaire, which the planning responsibilities, coordinating activities, evaluating the activities of employees, investigating various issues, supervision of employees, acquire and retain employees, negotiating, representing the interests, as well as overall performance, the majority felt that the performance managerial been above average, while also there is a feeling that managerial performance is perceived high and very high, but there is also a feeling of performance managerial still below average, low and very low even though only a small part.

**Insert Table 6 Here**

**DESCRIPTIVE STATISTICS**
Descriptive statistics describe the data in the form of summary information about the amount of data and the standard deviation of the data is processed, the result can be seen in Table 8 as follows:

Insert Table 8 Here

From table 8 we can see the mean and standard deviation of each variable. Managerial performance variables have an average (mean) of 39.68 with a standard deviation of 5.650 and the job satisfaction variable has mean 62.00 with a standard deviation of 9.594. This indicates that the data used is good, so it can be used in this study.

TESTING RESEARCH INSTRUMENTS
Test Reliability and Validity

According to Husein Umar (1999) reliability is the degree of accuracy, precision or accuracy of the measurements show the validity of the instrument. Validity is the degree of precision measuring tools of research about the content. Instruments in this study are the items in question should be tested its validity with SPSS software (statistical program for social science). To view the instrument will be accounted Crounbach alpha of each instrument that has been declared invalid. Instruments can be said Crounbach reliable if it has an alpha value greater than 0.5.

Validity test conducted to determine how well an instrument and to determine the questions instruments then used factor analysis. The method used varimax rotation and variables have factor loading more than 0.4 (Grace, 1998) that Selian kaiser's MSA values greater than 0.5 otherwise appropriate for factor analysis.

Based on previous research results can be seen that the test data quality in the reliability test, the variable job satisfaction cronbach otherwise reliable because more than 0.5 alpha that is equal to 0.939 and 0.750 for managerial performance variables over cronbach alpha of 0.5, while testing the validity of the variables of job satisfaction declared invalid because the value of 0.861 is large KMO dar 0.5. This variable has a loading factor which is between 0.422 to 0.949 or above 0.4 and to managerial performance variables are also declared invalid because KMO value of 0.768 greater than 0.5 this variable has a loading factor for the difference between 0.409 to 0.717.

Insert Table 9 Here

Normality Test Data

According to the central limit theorem, normality insurance will be affected if the number of samples used for more than 1 or equal to 30 (Mendenhall and Beaver: 1992). The purpose of the normality of data to test in a regression model, the dependent variable, independent variables or both are normally distributed or not, that will be used to determine whether to use statistical or non parametik. To detect normality by looking at the spread of the data (dots) on the diagonal axis of the graph. Basic decision-making (Santoso: 2000):

1. If the data are spread around the diagonal line and follow the direction of the diagonal line, then the regression model to meet the assumption of normality.
2. If the data are spread far from the diagonal line, the regression model did not meet the assumption of normality.

Insert Table 10 Here
Insert Figure 1 Here
Insert Figure 2 Here

Test Simple Regression Analysis

Research on effects of job satisfaction of managerial performance at the Head Office of Bank Nagari Padang using simple linear regression method. The result can be seen in the summary table and table model simple linear regression, the results can be seen in Table 11 as follows:

Insert Table 11 Here

In summary the model coefficient table 11 as indicated by the r-value was 0.934 beararti job satisfaction relationship with managerial performance of 93.40%. This means that 93.40% of job satisfaction is influenced by managerial performance, while 6.60% is influenced by factors that cannot be explained in this study.

Insert Table 12 Here

In Table 12 is obtained a constant value (a) of 5.568 and regression coefficient (b) of 0.550 in order to obtain the equation y = 5.568 + 0.550 x. And the equation above can be defined for variables
measured by a factor of job satisfaction found in the regression coefficient of 0.550 had the good sense of job satisfaction factors as much as 1 degree it will result in improvement of managerial performance sebasar 0.550.

\[ y = 5.568 \] is the dependent variable, while the 0.550 \( x \) is a variable whose value is used to forecast also called independent variables. When viewed from a previous study, the variable job satisfaction affect managerial performance. The effect shown is \( P \) (significantly) smaller than the alpha 0.000 0.05, which means the higher the job satisfaction of a person against his work caused by his workplace environment, appreciation and encouragement from her coworkers.

**T test**

To test the effect of job satisfaction on the managerial performance hypothesis put forward as follows:

- \( H_0: \mu = 0 \)
- \( H_a: \mu \neq 0 \)

\( H_0 \) = job satisfaction does not significantly influence managerial performance.

\( H_a \) = job satisfaction have a significant effect on managerial performance.

Decision:

- \( H_0 \) is rejected if the \( t \) count > \( t \) table
- \( H_a \) accepted if \( t \) < \( t \) table

T value obtained is 16.378, while the \( t \) table with \( \alpha \) of 5% is obtained from \( t \) table table of values for \( t = 0.025 \) df = 41, amounted to 1.983, the obtained \( t \) count > \( t \) table (16.378 > 1.983 )

If the decision \( H_0 \) refused and \( H_a \) accepted. This means that job satisfaction significantly influence managerial performance. So the hypothesis developed earlier research can be accepted.

It can be concluded that job satisfaction is very influential on managerial performance at the Head Office of Bank Nagari Padang that is equal to 93.40% while the remaining 6.60% managerial performance is influenced by other factors that can not be explained in this study.

**Test F-anova**

The test is to determine whether independent variables simultaneously as well as the dependent variable well or whether independent variables have a significant effect on dependent variable. Testing was performed using significance \( \alpha = 0.005 \), \( t \) the test conducted following results are obtained:

\[ \text{Insert Table 13 Here} \]

**CONCLUSIONS AND SUGGESTIONS**

**Conclusion**

Based on the results of the analysis conducted, it can be concluded that:

1. The coefficient of job satisfaction gained by 93.40% influenced by the performance of managerial and 6.60% caused by other factors. This coefficient is significant at both test and \( t \)-test \( t \)-test. This can be interpreted that the dominant managerial performance contributes to employee satisfaction.
2. Thus it can be said that the higher level of job satisfaction gained and felt by all employees is also increasing managerial performance. This of course can provide benefits for the Head Office of Bank Nagari Padang because when all the employees to feel satisfaction in work then surely Bank Nagari Padang Headquarters employees can maintain a high quality and loyalty in his work and can also retain managers who are competent in their fields.

**SUGGESTION**

From the above conclusions dikemukan some suggestions regarding future research as follows:
1. Managers must pay attention and monitor the employees, especially relationships with colleagues to better have a high responsibility in the completion of joint tasks. Where it is important to them because the work is not only the implementation of routine tasks, but the variation, giving rise to satisfaction.

2. In an effort to anticipate the competition that occurs in the future, the company is expected to be more active in considering the welfare of their employees to get the job satisfaction and higher managerial performance so that productivity and loyalty to the company higher.

3. Perform more elaborate because the study still has limitations that can not be avoided and still far from perfection, and even has many shortcomings. Among respondents to the shortages of managers and employees involved only 5 divisions namely Division of Human Resources, Corporate Secretary, PIU Compliance, Division of Planning, and Risk Management Division at the Head Office of Bank Nagari Padang.

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Siegel, G, dan H. R, Marconi, (1989), Behavioral Accounting, Cinnicinati, Ohaio, South Western Publiciting co.

Singgih, Santoso, (2001), Buku Latihan SPSS Statistik Parametrik, Edisi Kedua, Penerbit PT Elex Media Komputindo, Jakarta.


Tables and Figures

<table>
<thead>
<tr>
<th>Table 1</th>
<th>Questionnaire Distribution and Return Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaire distributed</td>
<td>41 lembar</td>
</tr>
<tr>
<td>Questionnaires returned</td>
<td>41 sheets</td>
</tr>
<tr>
<td>The questionnaire did not return</td>
<td>41 sheets</td>
</tr>
<tr>
<td>Rate of return</td>
<td>0</td>
</tr>
</tbody>
</table>
Total questionnaires that can be processed | 100%

**Source:** Questionnaire prepared

### Table 2
**Tabulation of Respondents by Age**

<table>
<thead>
<tr>
<th>Information</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 20-25 years</td>
<td>5 people</td>
<td>12 %</td>
</tr>
<tr>
<td>Age 26-31 years</td>
<td>16 people</td>
<td>39 %</td>
</tr>
<tr>
<td>Age 32-37 years</td>
<td>6 people</td>
<td>15 %</td>
</tr>
<tr>
<td>Age 38-43 years</td>
<td>8 people</td>
<td>19 %</td>
</tr>
<tr>
<td>Age 44-49 years</td>
<td>6 people</td>
<td>15 %</td>
</tr>
</tbody>
</table>

**Source:** Questionnaire prepared

### Table 3
**Tabulation of Respondents by Gender**

<table>
<thead>
<tr>
<th>Information</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>27 people</td>
<td>66 %</td>
</tr>
<tr>
<td>Female</td>
<td>14 people</td>
<td>34 %</td>
</tr>
</tbody>
</table>

**Source:** Questionnaire prepared

### Table 4
**Tabulation of Respondents by Education**

<table>
<thead>
<tr>
<th>Information</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School</td>
<td>3 people</td>
<td>7 %</td>
</tr>
<tr>
<td>Diploma</td>
<td>5 people</td>
<td>12 %</td>
</tr>
<tr>
<td>Graduate</td>
<td>23 people</td>
<td>56 %</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>8 people</td>
<td>20 %</td>
</tr>
<tr>
<td>Other</td>
<td>2 people</td>
<td>5 %</td>
</tr>
</tbody>
</table>

**Source:** Questionnaire prepared

### Table 5
**Tabulation of Respondents Based on Long Period of Employment**

<table>
<thead>
<tr>
<th>Keterangan</th>
<th>Jumlah</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 5 years</td>
<td>18 people</td>
<td>44 %</td>
</tr>
<tr>
<td>6 - 10 years</td>
<td>8 people</td>
<td>19 %</td>
</tr>
<tr>
<td>11 - 15 years</td>
<td>9 people</td>
<td>22 %</td>
</tr>
<tr>
<td>16 - 20 years</td>
<td>4 people</td>
<td>10 %</td>
</tr>
<tr>
<td>20 years or older</td>
<td>2 people</td>
<td>5 %</td>
</tr>
</tbody>
</table>

**Source:** Questionnaire prepared

### Table 6
**Job Satisfaction**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissatisfied</td>
<td>4,14 %</td>
</tr>
<tr>
<td>Quite satisfied</td>
<td>8,41 %</td>
</tr>
<tr>
<td>Satisfied</td>
<td>63,05 %</td>
</tr>
<tr>
<td>Very satisfied</td>
<td>21,96 %</td>
</tr>
<tr>
<td>Completely satisfied</td>
<td>2,44 %</td>
</tr>
</tbody>
</table>

**Source:** Questionnaire prepared

### Table 7
**Managerial Performance**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Persentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very low</td>
</tr>
<tr>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td>0,81 %</td>
</tr>
</tbody>
</table>

**Source:** Questionnaire prepared

### Table 8

#### Statistics Deskriptive

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>managerial performance (y)</td>
<td>39.68</td>
<td>5.650</td>
<td>41</td>
</tr>
<tr>
<td>job satisfaction (x)</td>
<td>62.00</td>
<td>9.594</td>
<td>41</td>
</tr>
</tbody>
</table>

**Source:** Questionnaire prepared

### Table 9

#### Validity and Reability Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach alpha</th>
<th>KMO</th>
<th>Loading Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>0.939</td>
<td>0.861</td>
<td>0.422-0.949</td>
</tr>
<tr>
<td>Managerial Performance</td>
<td>0.750</td>
<td>0.768</td>
<td>0.409-0.717</td>
</tr>
</tbody>
</table>

**Source:** Questionnaire prepared

### Table 10

#### Residuals Statistics

<table>
<thead>
<tr>
<th></th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predicted Value</td>
<td>22.63</td>
<td>49.04</td>
<td>39.68</td>
<td>5.279</td>
<td>41</td>
</tr>
<tr>
<td>Residual</td>
<td>-5.625</td>
<td>4.571</td>
<td>.000</td>
<td>2.013</td>
<td>41</td>
</tr>
<tr>
<td>Std. Predicted Value</td>
<td>-3.231</td>
<td>1.772</td>
<td>.000</td>
<td>1.000</td>
<td>41</td>
</tr>
<tr>
<td>Std. Residual</td>
<td>-2.759</td>
<td>2.242</td>
<td>.000</td>
<td>.987</td>
<td>41</td>
</tr>
</tbody>
</table>

*a. Dependent Variable: MANAGERIAL PERFORMANCE*
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: KINERJA MANAJERIAL

Tabel 11
Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.934&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.873</td>
<td>.870</td>
<td>2.039</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change</th>
<th>R Square</th>
<th>Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>.873</td>
<td>268.239</td>
<td>1</td>
<td>39</td>
<td>.000</td>
<td></td>
</tr>
</tbody>
</table>

Source: Processed Data With SPSS

Tabel 12
Simple Linear Regression

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>95% Confidence Interval for B</th>
<th>Correlations</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
</table>

Source: Processed Data With SPSS
<table>
<thead>
<tr>
<th></th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>Lower Bound</th>
<th>Upper Bound</th>
<th>Zero-order</th>
<th>Partial</th>
<th>Part</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Constant</td>
<td>5.568</td>
<td>2.107</td>
<td>2.642</td>
<td>0.012</td>
<td>1.306</td>
<td>9.830</td>
<td>0.000</td>
<td>0.482</td>
<td>0.618</td>
</tr>
<tr>
<td></td>
<td>Job satisfaction</td>
<td>.550</td>
<td>.034</td>
<td>.934</td>
<td>6.378</td>
<td>0.000</td>
<td>0.482</td>
<td>0.934</td>
<td>0.934</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Table 13

**ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1114.795</td>
<td>1</td>
<td>1114.795</td>
<td>268.238</td>
<td>.001</td>
</tr>
<tr>
<td>1</td>
<td>Residual</td>
<td>39</td>
<td>4.156</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1276.878</td>
<td>40</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), job satisfaction