

The Effect of Communication and Job Satisfaction Towards the Performance of Civil Servants in Jambi Province, Indonesia

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Abstract

This research examines the effect of communication and job satisfaction on the performance of civil servants in Jambi Province in order to provide adequate input and knowledge for readers. Data were obtained by distributing questionnaires to employees with a Likert' scale of 1 – 2, used for analysis. The results showed that communication (X1) has no partial effect on performance (Y), while job satisfaction (X2) has a positive and significant effect on performance (Y). Similarly, there is a partial effect between communication (X1) and job satisfaction (X2) variables towards the performance (Y) on the Manpower and Transmigration Office employees in Jambi Province.

Keywords: Communication; Job Satisfaction; Performance of Civil Servants

Abstrak

Penelitian ini membahas tentang komunikasi dan kepuasan kerja terhadap kinerja pegawai Kantor Dinas Tenaga Kerja dan Transmigrasi Provinsi Jambi. Tujuan penelitian ini agar dapat memberikan masukan kepada Kantor Dinas Tenaga Kerja dan Transmigrasi Provinsi Jambi dan menambah ilmu bagi pembaca. Metode penelitian yang digunakan dengan menyebarkan kuisisioner kepada pegawai Kantor Dinas Tenaga Kerja dan Trnasmigrasi Provinsi Jambi, dalam menjawab kuisisioner responden cukup menandai kolom yang terdapat Skala Likert's (1 – 2) di atasnya. Hasil yang diperoleh dari penelitian ini, secara parsial komunikasi (X1) terhadap kinerja (Y) tidak memiliki pengaruh, sedangkan secara parsial kepuasan kerja (X2) terhadap kinerja (Y) memiliki pengaruh yang positif dan signifikan, dan secara simultan terdapat pengaruh antara variabel

komunikasi (X1) dan kepuasan kerja (X2) terhadap kinerja (Y) pegawai Kantor Dinas Tenaga Kerja dan Transmigrasi Provinsi Jambi.

Kata kunci: Komunikasi; Kepuasan Kerja; Kinerja Pegawai Negeri Sipil

INTRODUCTION

Indonesia is a large country with many organizations, which are divided into two, namely government (Nurasa, 2013) and private organizations (Herdiansah & Randi, 2016). However, this research focuses on government organizations, with reference to the need for adequate human resources (Srimiatun & Prihatinta, 2017) to carry out their numerous visions and missions.

Government organizations are scattered throughout Indonesia, including in Jambi Province, Sumatra. This area is flanked by South and West Sumatra as well as Riau provinces. This province also consists of many government organizations, such as the Manpower and Transmigration Office, which needs the right human resources to carry out its activities.

This organization needs the Human resource management to know, understand, and be responsible for their work. This is because this organization is responsible for regulating the role of individuals and society in general (Hasibuan, 2012).

Human resource management is associated with the act of treating people properly and humanely and ensuring that assigned tasks are carried out properly and professionally. Therefore, in the Manpower and Transmigration Office, they deserve to be treated

professionally to enable them to put up their best. Performance is defined as the quality, quantity, efficiency, and effectiveness achieved by employees in carrying out their duties and responsibilities (A. A. P. Mangkunegara, 2011). Although this performance is achieved independently, there are supporting factors, such as effective communication and high job satisfaction (Ardiansyah, 2016; Lubis, Lie, Butarbutar, & Julyanthry, 2016; Paramita & Sendow, 2016).

Communication is the process of transferring information, ideas, and understanding from one person to another with the expectations that the recipients can easily interpret it in accordance with its intended purpose (A. A. Mangkunegara, 2013; Stephen P Robbins & Coulter, 2010). Therefore, the more effective a communication is, the faster the relationship (Prabasari and Netra, 2012). Effective communication produces an outstanding effect in work relations (Antonius Hadi Wibowo & Yuniari, 2013). Furthermore, it helps convey clear instructions during speech delivery, thereby ensuring that the contents are properly conveyed clearly and concisely. However, there are instances whereby communication becomes ineffective either by the giver or receiver, thereby leading to conflicts. According to Antonius Hadi Wibowo & Yuniari (2013),

performance is unachievable during conflicts, therefore, proper communication is needed. Previous studies found positive and significant results between communication and performance (Alam, 2014; Antonius Hadi Wibowo & Yuniari, 2013; Ardiansyah, 2016; Lubis et al., 2016; Purwanto, 2011; Rialmi & Morsen, 2020; Wandu, Adha, & Asriyah, 2019).

Another supporting factor needed to achieve good performance is job satisfaction. Kriyantono defined job satisfaction as an individual's positive or negative feelings towards work in an organization (Hariandja, 2013). This is evidenced by previous studies, which stated that there is a positive and significant effect of job satisfaction on performance (Ardiansyah, 2016; Lubis et al., 2016; Paramita & Sendow, 2016; Purwanto, 2011; Riansari, Sudiro, & Rofiaty, 2012; Riyadi, Utomo, & Masatip, 2017; Widyawati & Verawati, 2006).

Although previous studies supported this research, the variables, respondents, and results differed.

Communication is an unavoidable basic human activity used to convey messages in everyday life, such as work, home, and public places. It can be carried out verbally and nonverbally in any circumstances (Handoko, 2013; Muhammad, 2002; Pace & Faules, 2015; Suharsono, Dwiantara, & Lukas, 2013).

According to Rogers (2011), it is the act, process, or method of conveying ideas to a recipient. The following are the 4 (four) dimensions of communications: *Downward*

communication, which is a communication that takes place when people at the management level send messages to their subordinates; *Upward communication* occurs when subordinates send messages to their superiors; *Horizontal communication* is communication between employees or those in an equal position; *Interline communication* occurs when information is shared across functional boundaries.

It can be concluded that communication is a method of conveying information, either verbally or nonverbally, to equate perceptions, provide instructions, or improve behavior.

Meanwhile, Badeni (2017) and Rivai (2015) defined job satisfaction as an emotional state or someone's judgment in describing the attitude or feeling of being happy/unhappy, as well as satisfied/dissatisfied with the remuneration in working whether there is a common ground between companies or organizations or other factors. This study made use of 5 (five) communication dimensions (Badeni, 2017; Munandar, 2014; Rivai & Sagala, 2011; S. P. Robbins, 2011), namely 1.) Attitude of superiors, 2.) Salary, 3.) Coworkers, 4.) Security, and 5.) Opportunity to advance.

Based on an expert's explanation, job satisfaction is an assessment of positive/negative attributes of an employee towards a job, as well as their satisfied/dissatisfied rate when evaluated by their superior.

Performance is an employee's efficiency and effectiveness associated with an organization's

productivity (Gomes, 2011). It is also the formulation of work standards to benchmark comparisons between what has been carried out and expected in relation to the job or position entrusted to someone (Sedarmayanti, 2012).

Conversely, Gordon E Greenley (1995) defined performance as a person's ability affected by talents and interests, while effort is influenced by motivation, incentives, job design, and organizational support. This includes training in human resource development and the availability of organizational equipment. Furthermore, performance is activities that have either been carried out or not by the employees (Mathis & Jackson, 2011).

Performance is defined as the work achieved by a person in carrying out their tasks based on skill, experience, sincerity, and time (Hasibuan, 2012).

This research utilized 5 (five) performance dimensions in accordance with the study carried out by Sedarmayanti (2012), namely 1.) Quality of work, 2.) Timeliness, 3.) Initiative, 4.) Ability to work, and 5.) Communication skills.

Therefore, based on studies, it can be stated that performance is the employees' duty and responsibility, which have been completed and evaluated by superiors in an organization.

METHODS

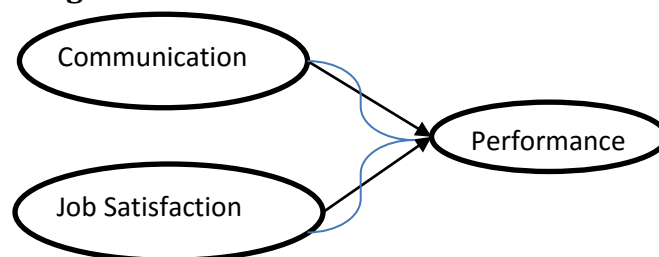
This is a descriptive research with a quantitative approach used to determine the effect of

communication and job satisfaction towards a performance at the Manpower and Transmigration Office in Jambi Province. The obtained data were statistically tested using the hypothesis SPSS 20.

The research sample consists of 128 (one hundred and twenty-eight) Civil Servants. However, because the population is more than 100, the sample is determined using Slovin theory (Riduwan, 2012) with the results obtained of 96.96, and rounded to 97 samples.

Resources are essential organizational factors. An example is the human resources, which comprises of people that give their energy, talents, and creativity to the organization. Therefore, organizational performance is inseparable from individual performance. In this research, communication and job satisfaction are factors that capable of increasing individual performance, which in turn can enhance organizational performance. The research framework is shown in Figure 1.

Figure 1. Research framework



Sources: processed by researchers, 2020

Based on the research background, the hypothesis in this research is as follows:

Communication affects the performance of the Jambi Province Manpower and Transmigration Office employees; Job satisfaction affects the performance of the Jambi Province Manpower and Transmigration Office employees; Communication and job satisfaction affect the performance of the Jambi Province Manpower and Transmigration Office employees.

RESULTS AND DISCUSSION

This research uses 3 (three) measurement variables, namely communication, job satisfaction, and performance.

A. Communication

A total of 10 statements were used in the questionnaire on communication variables (X₁), which were completely filled by 97 people and tested using the SPSS 20 program, as shown in table 1.

Table 1. Results of the Research Instrument Validity Test Communication Variables (X₁)

Instru- ment	Correlat ion coefficie nt (r- count)	R Produc t Momen t (r- table)	Signif icanc e	Descri ption
X1.1	0,770	0,197	0,000	Valid
X1.2	0,790	0,197	0,000	Valid
X1.3	0,854	0,197	0,000	Valid
X1.4	0,639	0,197	0,000	Valid
X1.5	0,542	0,197	0,000	Valid
X1.6	0,612	0,197	0,000	Valid
X1.7	0,706	0,197	0,000	Valid
X1.8	0,713	0,197	0,000	Valid
X1.9	0,738	0,197	0,000	Valid
X1.10	0,805	0,197	0,000	Valid

Source: Primary Data, 2020

Table 1 shows that the question items or statements submitted from

the communication variable (X₁) are valid with $r^{-count} > r^{-table}$.

B. Job Satisfaction

There are 10 statement items used in the variable job satisfaction questionnaire (X₂), which were completely filled in by a total of 97 respondents and tested with the SPSS 20 program as shown in table 2.

Table 2. Results of the Research Instrument Validity Test Job Satisfaction Variable (X₂)

Instru- ment	Correlat ion coefficie nt (r- count)	R Produc t Momen t (r- table)	Signif icanc e	Descri ption
X2.1	0,829	0,197	0,000	Valid
X2.2	0,867	0,197	0,000	Valid
X2.3	0,861	0,197	0,000	Valid
X2.4	0,785	0,197	0,000	Valid
X2.5	0,566	0,197	0,000	Valid
X2.6	0,634	0,197	0,000	Valid
X2.7	0,829	0,197	0,000	Valid
X2.8	0,867	0,197	0,000	Valid
X2.9	0,861	0,197	0,000	Valid
X2.10	0,785	0,197	0,000	Valid

Source: Primary Data, 2020

Table 2 shows that all question items or statements submitted from the job satisfaction variable (X₂) using SPSS version 20 is valid with $r^{-count} > r^{-table}$.

C. Performance

A total of 10 statement items in the performance variable questionnaire (Y) were completely filled by 97 respondents and tested with the SPSS 20 program, as shown in table 3.

Table 3. Results of the Research Instrument Validity Test Performance Variables (Y)

Instrument	Correlation coefficient (r-count)	R Product Moment (r-table)	Significance	Description
Y1	0,729	0,197	0,000	Valid
Y2	0,772	0,197	0,000	Valid
Y3	0,737	0,197	0,000	Valid
Y4	0,785	0,197	0,000	Valid
Y5	0,682	0,197	0,000	Valid
Y6	0,698	0,197	0,000	Valid
Y7	0,696	0,197	0,000	Valid
Y8	0,729	0,197	0,000	Valid
Y9	0,772	0,197	0,000	Valid
Y10	0,737	0,197	0,000	Valid

Source: Primary Data, 2020

Table 3 shows that all question items or statements submitted from the job satisfaction variable (X₂) using SPSS version 20 is valid with $r^{\text{count}} > r^{\text{table}}$.

D. Reliability Test

A reliability test is used to determine whether the statement items are reliable or not-reliable. In other words, this test is intended to determine whether the questionnaire distributed to respondents has a degree of consistency in use over time. In situations where the measurement is only carried out once, the results are compared with other statements, with the correlation is measured to determine the statement item.

Meanwhile, this test is used to determine the value obtained from the communication, job satisfaction, and performance variables of the Jambi Province Manpower and

Transmigration Office employees. The reliability test in this research is shown in table 4.

Table 4 Instrument Reliability Test Results Towards Communication, Job Satisfaction, and Performance Variables

Variable	Coefficient of Variation (alpha)	R Product Moment (r-table)	Description
X1	0,895	0,197	Reliable
X2	0,932	0,197	Reliable
Y	0,905	0,197	Reliable

Source: Primary Data, 2020

Table 4 shows that the coefficient of variance (alpha) for each variable is greater than r-table (0.197). Therefore, it can be stated that all variables are reliable and used as measurement instruments.

E. First Hypothesis Testing

The first Hypothesis testing was carried out using Statistical Product and Service Solution (SPSS) version 20. Therefore, Table 5 determines the contribution and distribution of the partial effect between the Communication (X₁) towards the Performance (Y) variable of the Manpower and Transmigration Office Employee in Jambi Province.

Table 5. Results of Variable Coefficient Analysis Communication and Job Satisfaction towards Performance

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7386.777	2332.904		3.166	.002
Communication	.081	.087	.078	.936	.352
Job Satisfaction	.646	.078	.686	8.264	.000

a. Dependent Variable: Performance

Source: Primary Data, 2020

Table 5 shows that the Sig value for the effect of communication (X_1) towards performance (Y) is 0.35 > 0.05, and the t_{count} value of 0.936 < t_{table} by 1.985. Therefore H_1 is rejected, which means the communication (X_1) does not affect performance (Y).

These results are supported by the previous studies, which obtained data from employees of the Riau Province Education Office (Rahmat Sukarja & Machasin, 2015).

F. Second Hypothesis Testing

The second hypothesis testing was carried out using Statistical Product and Service Solution (SPSS) version 20. Table 6 shows the contribution and distribution of the partial effect between the job satisfaction (X_2) towards the Performance variable (Y) of the Jambi Province Manpower and Transmigration Office Employees.

Table 6. Results of Variable Coefficient Analysis Communication and Job Satisfaction towards Performance

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7386.777	2332.904		3.166	.002
Communication	.081	.087	.078	.936	.352
Job Satisfaction	.646	.078	.686	8.264	.000

a. Dependent Variable: Performance

Source: Primary Data, 2020

Furthermore, Table 6 shows that the Sig value for the effect of job satisfaction (X_2) towards performance (Y) is equal to 0.000 < 0.05 and the t_{count} value of 8.264 > t_{table} 1.985. Therefore it can be concluded that H_2 is accepted, which means job satisfaction (X_2) has an effect on performance (Y).

These results were also supported by the previous study carried out by Oktafien & Yuniarsih (2018) using Regional Civil Servants in the Bandung City government as respondents. This is also similar to the research carried out by Qustolani (2017) using Rattan Industry respondents in the Leuwimunding District in Majalengka, which found positive results between job satisfaction and performance variables. Furthermore, other studies have also found positive results between job satisfaction towards performance in the staff of the Boyolali Regency Agriculture, Plantation, and Forestry Office (Sukidi & Wajdi, 2016).

G. Third Hypothesis Testing

The third hypothesis testing was carried out using Statistical Product and Service Solution (SPSS) version 20. Therefore, the contribution and distribution of the partial effect between the Communication (X₁) and Job Satisfaction (X₂) variable towards the Performance (Y) variable of the Jambi Province Manpower and Transmigration Office Employees are shown in Table 7.

Table 7. Results of Variable Coefficient Analysis Communication and Job Satisfaction towards Performance

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23419994	2	1170999	53.5	.000 ^b
	41.839		720.919	63	
Residual	20550201	94	2186191		
	96.656		6.986		
Total	43970196	96			
	38.495				

a. Dependent Variable: Performance

b. Predictors: (Constant), Job Satisfaction, Communication

Source: Primary Data, 2020

Table 7 shows that the simultaneous significance value for the effect of communication (X₁) and job satisfaction (X₂) towards performance (Y) is 0.000 < 0.05, and the value of F_{count} 53.563 > F_{table} 3.09. Therefore, H₃ was accepted, which means that there is a simultaneous effect of communication (X₁) and job satisfaction (X₂) towards performance (Y).

CONCLUSION

Based on the description, analysis, and discussion, it is concluded that there is no effect on the

communication (X₁) towards performance (Y) of the Manpower and Transmigration Office employees in Jambi Province.

However, the results positively and significantly affect testing job satisfaction (X₂) towards performance (Z) variables. Furthermore, the results are positive and significant when the test is carried out simultaneously between the communication (X₁) and job satisfaction (X₂) towards the performance (Y) of the Manpower and Transmigration Office employees at Jambi Province.

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