

The Effect of Communication, Innovation, and Organizational Commitments on Work Satisfaction and Employee Performance in The Office of The Governor Of Sulawesi, South Province

¹A. Umah Tri Astuti, ²H. Mahfud Nurnajamuddin, ³H. Baharuddin Semmaila, ⁴H. Muchtar Lamo

¹Doctoral Student, University of Muslim Indonesia

^{2,3,4}Faculty of Economics, University of Muslim Indonesia

Corresponding Author: A. Umah Tri Astuti

Abstract: This study aims to analyze: 1) Communication to job satisfaction at the Office of the Governor of South Sulawesi Province. 2) Organizational innovation on job satisfaction in the office of the Governor of South Sulawesi Province. 3) Organizational commitment to job satisfaction at the Office of the Governor of South Sulawesi Province. 4) Communication on employee performance at the Governor's Office of South Sulawesi Province. 5) Organizational innovation on employee performance in the office of the Governor of South Sulawesi Province. 6) Organizational commitment to employee performance in the office of the Governor of South Sulawesi Province. 7) Job satisfaction with employee performance in the office of the Governor of South Sulawesi Province. 8) Communication on employee performance through job satisfaction at the Office of the Governor of South Sulawesi Province. 9) Innovation on employee performance through job satisfaction at the Office of the Governor of South Sulawesi Province. 10) Organizational commitment to employee performance through job satisfaction at the Office of the Governor of South Sulawesi Province. The population in this study were all employees of the Office of the Governor of South Sulawesi Province, namely 1,337. The study sample was 140 people. The analysis technique used is Structural Equity Modeling (SEM) with the help of the Moment of Structure Analysis (AMOS) program version 22. The results showed that: 1) organizational communication has a positive and significant effect on job satisfaction, 2) organizational innovation has a positive and significant effect on job satisfaction. 3) organizational commitment has a negative and not significant effect on employee job satisfaction. 4) communication has a positive and significant effect on employee performance. 5) organizational innovation has a negative and significant effect on employee performance. 6) organizational commitment has a positive and significant effect on employee performance. 7) job satisfaction has a positive and significant effect on employee performance. 8) communication has a positive and significant effect on employee performance through job satisfaction. 9) Innovation has a negative and significant effect on employee performance through job satisfaction. 10) organizational commitment has a positive and significant effect on employee performance through employee job satisfaction.

Keywords: Communication, innovation, organizational commitment, job satisfaction employee performance.

Date of Submission: 20-02-2019

Date of acceptance: 06-03-2019

I. Introduction

Background

The key to organizational success lies in the willingness to implement human resource management as a driving force for the successful implementation of its main tasks and functions. Employees as human resources are required to be able to face increasingly competitive work dynamics. The dynamics of government organizations are often under the spotlight because there is no concrete evidence of goodwill to create good governance. Theoretically, job satisfaction is one of the most important factors for individuals in working to get optimal results. Job satisfaction is the assessment of workers, namely how far their work as a whole satisfies their needs (Anoraga, 1998).

Organizational communication that runs well, greatly affects the success of the organization in achieving its objectives. In the world of work, communication is very important, both in organizations, companies, and government agencies, especially to increase the productivity of human resources.

Innovation in the public sector has become an important discourse in various countries, especially in developed countries because the presence of innovations in the public sector is considered to contribute to improving the quality of public services and is a solution to solving public problems (Walker et al., 2011 and de Vries, M., 2014). Innovations in the public sector are very identical and are often associated with changes or

reforms carried out by the government better known as the concept of new public management (NPM) (Pollit and Bouckaert, 2011, Eva and Torfing, 2012), and e-government concepts (Safeena and Abdullah, 2013).

Organizational commitment is one of the most interesting and popular management topics since the 1970s both in academia, practitioners, organizations, and policy makers in an organization (Chungtai, 2015).

The following are shown employee performance data based on the results of team evaluations from 2012 to 2016 as in Table 1 below:

Table 1 Average Data on Employee Performance at the Governor's Office South Sulawesi Province 2012-2016

Tahun	% Kinerja pegawai	
	Realisasi	Target
2012	89,62	> 90
2014	89,53	> 90
2014	89,24	> 90
2015	89,09	> 90
2016	88,97	> 90
Rata-Rata	89,29	-

Source: Office of the Governor of South Sulawesi Province, 2017

Based on table 1 above, the determination of the target > 90% is determined based on the achievement value of the Employee Work Target (SKP) which stated the criteria above 90% and above reaches the target and below 90% is stated not to reach the target. The average performance of employees based on the work achievement of Tupoksi achieved from 2012 to 2016 has decreased from year to year, and the average performance achieved by each employee is only 89.29% per person per year. This situation shows that the performance achieved by employees at the Office of the Governor of South Sulawesi Province has not yet reached the set target (> 90%).

Understanding the declining assessment of employee performance at the Governor's Office of South Sulawesi Province, it becomes a consideration to be increased in achieving employee performance realization through improving the quantity, quality, efficiency, effectiveness and employee loyalty in carrying out public service duties that demand optimal work professionalism.

Like the reality seen in everyday life, that there are employees in carrying out their duties always sort and choose jobs that are in accordance with their will. While the organization demands to provide a lot of services (quantity) optimally. In addition, the duties carried out by employees are often complained of by the leadership of each unit / section in the Office of the Governor of South Sulawesi Province, because there are still a number of employees who are of poor quality, inadequate in service, not benefit oriented to activities services provided and sometimes disobeying the orders of leaders and organizations in showing loyalty to providing services.

Understanding of job satisfaction is low and has an impact on decreasing employee performance, this occurs because there is a direct influence relating to communication, organizational innovation and organizational commitment faced by employees in carrying out their main tasks and functions, thus providing a direct or indirect influence on satisfaction work and employee performance.

Problem Formulation

1. Does communication affect job satisfaction at the Office of the Governor of South Sulawesi Province?
2. Does organizational innovation affect job satisfaction in the office of the Governor of South Sulawesi Province?
3. Does organizational commitment affect job satisfaction at the Office of the Governor of South Sulawesi Province?
4. Does communication affect the performance of employees in the Office of the Governor of South Sulawesi Province?
5. Does organizational innovation affect the performance of employees in the office of the Governor of South Sulawesi Province?
6. Does the organizational commitment affect the performance of employees in the office of the Governor of South Sulawesi Province?
7. Does job satisfaction affect the performance of employees in the office of the Governor of South Sulawesi Province?
8. Does communication affect employee performance through job satisfaction at the Office of the Governor of South Sulawesi Province?
9. Does innovation affect employee performance through job satisfaction at the Office of the Governor of South Sulawesi Province?
10. Does organizational commitment affect employee performance through job satisfaction at the Office of the Governor of South Sulawesi Province?

Research purposes

In line with the formulation of the research problem above, the objectives to be achieved in this study are to analyze the influence of:

1. Communication with job satisfaction at the Office of the Governor of South Sulawesi Province.
2. Organizational innovation on job satisfaction in the office of the Governor of South Sulawesi Province.
3. Organizational commitment to job satisfaction at the Office of the Governor of South Sulawesi Province.
4. Communication on employee performance at the Governor's Office of South Sulawesi Province.
5. Organizational innovation on employee performance in the office of the Governor of South Sulawesi Province.
6. Organizational commitment to employee performance in the office of the Governor of South Sulawesi Province.
7. Job satisfaction with employee performance in the office of the Governor of South Sulawesi Province.
8. Communication with employee performance through job satisfaction at the Office of the Governor of South Sulawesi Province.
9. Innovation on employee performance through job satisfaction at the Office of the Governor of South Sulawesi Province.
10. Organizational commitment to employee performance through job satisfaction at the Office of the Governor of South Sulawesi Province.

Benefits of research

This research is expected to have the benefits of research as follows:

1. Enriching and completing scientific repertoire in the field of human resource management.
2. Contributing ideas for practitioners in looking at the linkages between communication, organizational innovation and organizational commitment to satisfaction and performance at employees at the Governor's Office of South Sulawesi Province
3. Become a reference material for future researchers in the same research field.

II. Literature Review

Organizational Communication

According to Trenholm and Jensen in Fajar (2009: 31), communication is a process where the source transmits messages to recipients through various channels. A process that transmits messages to recipients of messages through various media carried out by communicators is an act of communication. Furthermore, according to Weaver in Fajar (2009: 32), communication is the entire procedure through someone's thoughts that can influence the minds of others.

The message that flows through the official path determined by the hierarchy of the organization's organization or by the work function is a message in the formal communication network. Messages in formal communication networks usually flow from top to bottom or from the bottom up or from the same level or horizontally. According to Gibson, et al., (1997: 57), there are three types of formal communication in organizations, namely (a) Horizontal communication; (b) Diagonal communication; and (c) Vertical communication.

Organizational Innovation

Innovation or Organizational Change is a process whereby the organization moves from its present situation to a desired future to increase the effectiveness of its organization. The aim is to find new ways or improve the use of resources and capabilities with the aim of increasing the ability of the organization to create values and increase the desired results to stakeholders. According to Desplaces (2005) the changes that occur in organizations often bring a follow-up effect that is always unfavorable. Even according to Abrahamson (2000), the change will lead to "dramatic" events that must be faced by all citizens of the organization.

Organizational Commitment

Organizational commitment is defined as a measure of the strength of the identification of employees with the goals and values of the organization and involved in it, the commitment of the organization is also a better indicator for employees who want to stay on the job or want to move (McKenna, 2004: 63). Jewell and Siegall (2001: 518) organizational commitment is a condition or the degree to which an employee sits with a particular organization with its objectives and maintains membership in that organization

Job satisfaction

Job satisfaction is a set of individual feelings about pleasant or unpleasant perceptions of the organization's environment and the work done (Barney & Griffin, 1992). Davis & Newstrom (1993: 396) defines

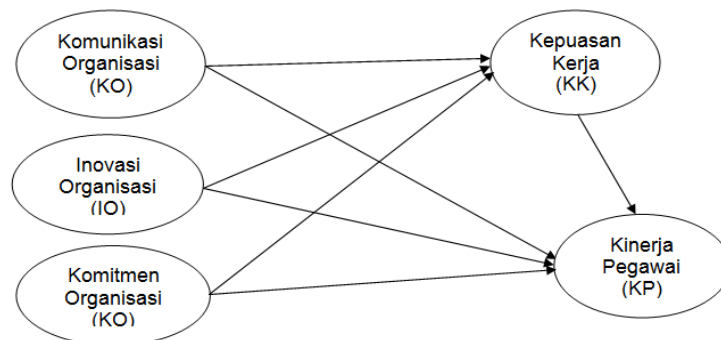
job satisfaction as a match between someone's expectations that arise and the rewards that are received from work. This understanding indicates that job satisfaction is closely related to aspects of justice, psychological contracts between individuals and organizations, and individual motivation. The more aspects in the work that are in accordance with the wishes and expectations of individuals, the higher the level of job satisfaction that occurs in the organization. According to Luthans's view (1998: 126), job satisfaction is the result of employee perceptions of how their work can provide something that is considered beneficial. So employees like this will feel satisfied at work.

Concept of Employee Performance

Soetjipto (2012: 7) mentions the terms performance and work performance, namely: the results of one's work for a certain period compared to various possibilities, such as standards, targets / targets. According to Mangkuprawira (2015: 67), the term performance comes from the word Job Performance or Actual Performance (work performance or actual achievement achieved by someone). Definition of performance (work performance) is the work of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Donnelly, Gibson and Ivancevich (2004: 49) employee performance refers to the level of success in carrying out tasks and the ability to achieve the stated goals.

III. Conceptual And Hypothesis Framework

Conceptual framework



Gambar 1. Kerangka Konseptual

Hypothesis

Based on the above conceptual framework, the following hypotheses can be stated:

- Communication has a positive and significant effect on job satisfaction at the office of the Governor of South Sulawesi Province.
- Organizational innovation has a positive and significant effect on employee job satisfaction at the office of the Governor of South Sulawesi Province.
- Organizational commitment has a positive and significant effect on employee job satisfaction at the office of the Governor of South Sulawesi Province.
- Communication has a positive and significant effect on employee performance at the office of the Governor of South Sulawesi Province.
- Organizational innovation has a positive and significant effect on employee performance at the office of the Governor of South Sulawesi Province.
- Organizational commitment has a positive and significant effect on employee performance at the Governor of South Sulawesi Province office.
- Job satisfaction has a positive and significant effect on employee performance at the office of the Governor of South Sulawesi Province.
- Communication has a positive and significant effect on employee performance through job satisfaction at the office of the Governor of South Sulawesi Province.
- Innovation has a positive and significant effect on employee performance through job satisfaction at the office of the Governor of South Sulawesi Province.
- Organizational commitment has a positive and significant effect on employee performance through employee job satisfaction at the office of the Governor of South Sulawesi Province.

IV. Research Methods

Research Approach

This research is descriptive approach (descriptive research) and explanatory research.

Location and Time of Research

This research was conducted at the Office of the Governor of South Sulawesi Province. The research period is carried out 4 (four) months, namely from January to April 2018.

Types and Sources of Data Sources

1. Primary Data, namely data originating from the results of questionnaires and interviews (interviews) of employees at the office of the Governor of South Sulawesi Province as research respondents.
2. Secondary Data, namely data obtained from documentation or other written reports from the results of literature studies, references, documentation, and other printed materials as well as government regulations relevant to this research.

Data collection technique

1. Observation,
2. Interview
3. List of Questionnaires
4. Documentation, namely data collection techniques carried out by studying documents, reports and information relating to research.

Population and Samples

The population in this study were 1,337 employees and a sample of 140 people

Data analysis method

1. Descriptive Analysis
2. Quantitative Analysis

V. Discussion Result

Based on the instructions for modification indices, modifications are made to correct the model so that it is valid to prove the hypothesis. Model modification is prioritized only on the correlation between items and errors, and does not modify the path of influence. The results of these modifications are presented in the final SEM model (Figure 3).

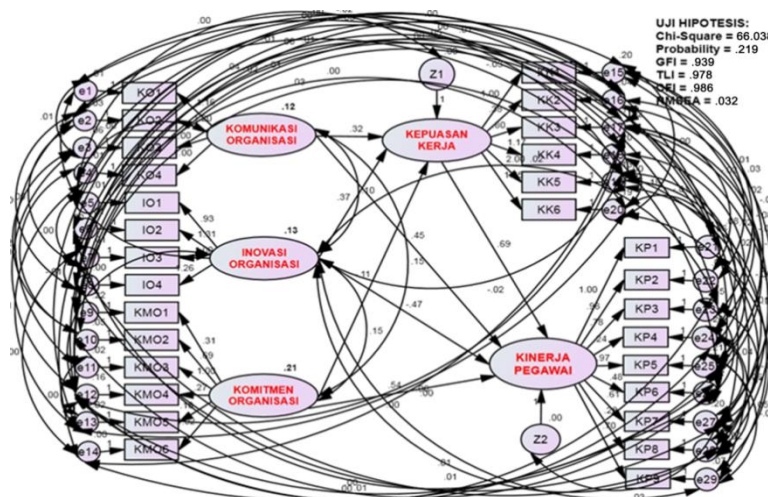


Figure 3. Final Stage Goodness of Fit Model Test

Based on Figure 3, some final test results of the goodness of fit overall for hypothesis testing can be seen in table 18 below.

Table 2. Testing of the Final Phase Goodness of fit Overall Model Goodness of fit Cut-off Calculation Result Description

Goodness of fit	HasilPerhitungan	Cut-off	Keterangan
KhiKuadrat	66,038	Diharapkan Kecil	Model Baik
Probability	0,219	≥ 0,05	Model Baik
RMSEA	0,032	≤ 0,08	Model Baik
GFI	0,939	≥ 0,90	Model Baik
AGFI	0,958	≥ 0,90	Model Baik
TLI	0,978	≥ 0,95	Model Baik
CFI	0,986	≥ 0,95	Model Baik
CMIN/DF	1,254	≤ 2,00	Model Baik

Source: Results of 2019 data analysis (Appendix)

Based on table 2, it can be explained that the significance level (p) of 0.219 shows that the null hypothesis which states that there is no difference between the sample covariance matrix and the estimated population covariance matrix is acceptable. With the receipt of the null hypothesis, it means that there is no difference between the sample covariance matrix and the estimated population matrix, so that the model is feasible to use. Other indices (CMIN / DF, GFI, AGFI, TLI, CFI, and RMSEA) also indicate the level of acceptance of the model.

Testing of Research Hypotheses

No	Variabel			Direct Effects	Indirect Effects	Total Effects	P-Value	Keterangan
	Variabel Independen	Variabel Intervening	Variabel Dependen					
1	Komunikasi Organisasi (KO)	Kepuasan Kerja (KK)	-	0,572	0,000	0,572	0,000	Positif Signifikan
2	Inovasi Organisasi (IO)	Kepuasan Kerja (KK)	-	0,686	0,000	0,686	0,000	Potitif Signifikan
3	Komitmen Organisasi (KMO)	Kepuasan Kerja (KK)	-	-0,272	0,000	-0,272	0,061	Negatif Tidak Signifikan
4	Komunikasi Organisasi (KO)	-	Kinerja Pegawai (KP)	0,407	0,000	0,407	0,021	Positif Signifikan
5	Inovasi Organisasi (IO)	-	Kinerja Pegawai (KP)	-0,446	0,000	-0,446	0,005	Negatif Signifikan
6	Komitmen Organisasi (KMO)	-	Kinerja Pegawai (KP)	0,662	0,000	0,662	0,000	Positif Signifikan
7	-	Kepuasan Kerja (KK)	Kinerja Pegawai (KP)	0,350	0,000	0,350	0,011	Positif Signifikan
8	Komunikasi Organisasi (KO)	Kepuasan Kerja (KK)	Kinerja Pegawai (KP)	0,407	0,200	0,607	0,036	Positif Signifikan
9	Inovasi Organisasi (IO)	Kepuasan Kerja (KK)	Kinerja Pegawai (KP)	-0,446	0,240	-0,206	0,016	Negatif Signifikan
10	Komitmen Organisasi (KMO)	Kepuasan Kerja (KK)	Kinerja Pegawai (KP)	0,662	-0,095	0,567	0,047	Positif Signifikan

Sumber: Hasil Olah Data 2019 (Lampiran)

Communication has a positive and significant effect on job satisfaction because the office of the Governor of South Sulawesi Province, because employees in communicating down always consider satisfaction with fellow employees or coworkers. Because employees as social beings, so that in their daily lives, social interaction is a necessity for themselves to experience development in all aspects.

Organizational innovation has a positive and significant effect on employee job satisfaction because the employees in the Governor's office managing innovation are the key to having that satisfaction. Therefore, it is important to know how innovation is created in an organization. Of course innovation does not just appear without being driven by anything else until satisfaction with fellow employees or co-workers is created.

Organizational commitment has a negative and insignificant effect on employee job satisfaction because in the office of the Governor of South Sulawesi Province some employees ignore the commitment in this case the understanding of organizational policy, indicating a consideration of profit and loss in employees, related to the desire to work in carrying out their main tasks, to satisfaction against fellow employees or co-workers does not materialize.

Communication has a positive and significant effect on employee performance because in reality it can be seen in the office of the Governor of South Sulawesi Province that employees apply communication in this case downward communication in order to achieve organizational goals by paying attention to the work quantity of employees.

Organizational innovation has a negative and significant effect on employee performance because in reality, seen in the office of the Governor of South Sulawesi Province, some employees consider innovation marked by the existence of environmental changes indicated by increasingly rapid technological progress which makes it more difficult to carry out work, especially those who do not understand or run apply the computer so that the creation of satisfaction with fellow employees or colleagues is not achieved.

Organizational commitment has a positive and significant effect on the performance of employees in the office of the Governor of South Sulawesi Province the level of understanding of organizational policies plays an important role in improving employee performance because understanding the organization's policies can correct mistakes that occur continuously and increase satisfaction with fellow employees or colleagues work.

Job satisfaction has a positive and significant effect on employee performance because the results of the implementation of a work achieved by an employee in the office of the Governor of South Sulawesi in carrying out tasks assigned to him are based on sincerity to achieve satisfaction with fellow employees or co-workers until the employee's work quantity increases.

Communication has a positive and significant effect on employee performance through job satisfaction because in reality it is seen in the office of the Governor of South Sulawesi Province that employees apply communication in this case downward communication to achieve organizational goals by paying attention to the quantity of work of employees through satisfaction with fellow employees or colleagues to the more employees are satisfied the performance will also increase

Innovation has a negative and significant effect on employee performance through job satisfaction, because at the office of the Governor of South Sulawesi Province the employees innovate in this technology by implementing new and creative ideas that emerge regularly, because job satisfaction in the office of the Governor of South Sulawesi Province is very determine enthusiasm in work, but there are problems regarding employee job satisfaction caused by the uneven satisfaction felt by each employee, such as fellow colleagues who are not mutually supportive in the work environment. Therefore it is necessary to understand the factors that can increase job satisfaction in the company.

Organizational commitment has a positive and significant effect on employee performance through employee job satisfaction, because in reality the office of the Governor of South Sulawesi shows the employees of the office of the Governor of South Sulawesi Province are committed to their organization and develop a more positive view of the organization and happily without coercion. This shows that commitment or in this case understands organizational policy, involves active relationships that are seen by the quantity of work of employees seriously in the work, through satisfaction with fellow employees or coworkers in the organization. So an employee who has a high commitment tends to develop greater efforts at work and provide meaningful contributions to the organization through job satisfaction.

Bibliography

- [1]. AnoragaPanji, 1998, *Work Psychology*, Jakarta: RinkaCipta .
- [2]. Abrahamson, E. (2000). Change without pain. *Harvard Business Review*, 78.75-79
- [3]. Budi W. Soetjipto. 2010. *Human Resource Management: A Comprehensive Review (Part I). New Paradigm of Human Resource Management*. Editor of AUsmara. Amara Books Publisher.
- [4]. Bargh, J. A. & McKenna, K. Y. A. (2004). The Internet and Social Life. *Annual Review of Psychology* 55: 573-590.
- [5]. Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*.
- [6]. Chughtai, Muhammad waqas. 2015. Role of Emotional Intelligence on Employees Performance in Customer Services: A Case Study of Telecom Sector of Pakistan. *International Journal of Advance Research in Computer Science and Management Studies* Volume 3, Issue 2, February 2015 pg. 101-108.
- [7]. Desplaces, David. 2005. A Multilevel Approach to Individual Readiness to Change. *The Journal of Behavioral and Applied Management*. Vol.7 No.1 pp.25-39
- [8]. De Vries, H., Bekkers, V and Tummers, L. (2014). *Innovation In The Public Sector: A Systemic Review of the Ang Future Research Agenda*. LIPSE Publication
- [9]. Eva, S and Torfing, J. 2012. *Collaborative Innovations in The Public Sector*. SAGE Publication.
- [10]. Ivancevich, Donnelly and Gibson, J.L., 2013. *Management, Principles and Functions*. Fourth Edition, Richard D. Irwin Inc., U SA.
- [11]. Jewell & Siegall. 2001. *Industrial Psychology / Modern Organizations*. Issue 2. (translation of Pudjaatmaka). Jakarta: Arcan.
- [12]. Lututh, Fred. 1998. *Behavior Organization*, Eighth Edition, McGraw-Hill International Book Company, New York.
- [13]. Mangkuprawira, TB Safri, 2015. *Strategic Human Resource Management*, Ghalia Indonesia, Jakarta.

- [14]. Newstrom, J. and Davis, K. 1993. Human Behavior at Work. Organization Behavior Edition 8th. Singapore: Mc. Graw-Hill. International.
- [15]. Safeena, R and Abdullah, K. 2013. Conceptualization of Electronic Government Adoption. International Journal of Managing Information Technology
- [16]. Thoha M. 1999. Organizational Behavior - Basic Concepts and Applications. Jakarta: PT Grafindo
- [17]. Pollit, C and Bouckaert, G. 2011. Public Management Reform: A Comparative Analysis. Oxford: Oxford University Press.
- [18]. Walker, R.M., Damanpour, S., and Devece, C.A. (2011). Management Innovation and Organizational Performance: The Mediating Effect of Performance Management. International Journal of Public Administration and Theory
- [19]. Weaver, R. L. (2009). Understanding Interpersonal Communication. USA: Library of Congress Cataloging

IOSR Journal of Business and Management (IOSR-JBM) is UGC approved Journal with Sl. No. 4481, Journal no. 46879.

A. Umah Tri Astuti. "The Effect of Communication, Innovation, and Organizational Commitments on Work Satisfaction and Employee Performance in The Office of The Governor Of Sulawesi, South Province." IOSR Journal of Business and Management (IOSR-JBM), Vol. 21, No. 3, 2019, pp. -.04-11