

## The Effect of Communication, Organizational Commitment, Work Motivation and Job Satisfaction on Employee Performance at SMP Negeri 1 Mapat Tunggul Pasaman Regency

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### **Abstract:**

**Background:** The purpose of study is to know the effect of communication, organizational commitment, work motivation and job satisfaction on employee performance. This research is motivated by the communication between employees is still not smooth because of disharmony relationships, employee organizational commitment is not consistent, employees who have low motivation, some employees are lazy to do their job because there is no enthusiasm in them to move forward, and their perceived job satisfaction is not in accordance with what they got at the 1 Mapat Tunggul Junior High School, Pasaman Regency..

**Materials and Methods:** This type of research uses a quantitative approach with multiple linear regression methods. Data collection techniques using questionnaires, observation and interviews. Respondents of this study were 35 State Civil Servants at the 1 Mapat Tunggul Junior High School, Pasaman Regency. The sampling method used was the total sampling method in which the entire population in this study was used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 24.0.

**Results:** Based on the result of the study found that partially communication has a significant effect on employee performance, organizational commitment has a significant effect on employee performance, work motivation has a significant effect on employee performance, job satisfaction has a significant effect on employee performance, and communication, organizational commitment, work motivation, and satisfaction. Working together has a significant effect on the performance of the employees of the 1 Mapat Tunggul State Junior High School, Pasaman Regency.

**Key Word:** Communication, Organizational Commitment, Work Motivation, Job Satisfaction, Employee Performance

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### **I. Introduction**

In recent years there have been emerging elite school labels with international standards, teacher certification policies and frequent changes to the curriculum in search of suitable formations are indicators that the government has raised to improve the quality of education. It is recognized that the performance of school employees is one of the factors that affect the quality of a school. efforts to improve the performance of school employees seem to have received less attention from the government, how can administration perform well if the current quality is not considered to be developed. The above explains, that improving the quality of Indonesian human resources through education can be done by improving the performance of school employees who are part of the education staff who help carry out teaching and learning activities in accordance with proper standards. Improving the performance of school employees is indeed a complex problem, but it can be implemented.

Effective schools will be realized if supported by school human resources consisting of school principals, teachers and staff staff who are high performing in carrying out their duties. Many things affect the performance of school employees such as communication, with good and smooth communication, everything will run smoothly, as well as organizational commitment, work motivation and job satisfaction will be created. Human resources are now increasingly playing a big role for the success of an organization, many organizations are aware that the human element in an organization can provide a competitive advantage. They make goals, strategies, innovations and achieve organizational goals, therefore the goal of human resources is one of the most important elements for the organization.

For employees of SMP Negeri 1 MAPAT Tunggul, Pasaman Regency, communication between employees is still not smooth because there are many unharmonious relationships between employees, some

employees do not talk to their peers because of incompatibility problems, and there is a relationship between employees and superiors that is not harmonious, because there are still many employees who tend to be selfish so that it hinders the occurrence of communication. Good communication will actually have an impact on increasing employee performance and poor communication will have an impact on employee performance decline. Communication really determines the success of employee performance achievement. Communication and performance according to Sudarwan (2010: 102) that a conducive communication climate between leaders and subordinates or vice versa, and among employees is a necessity for the creation of morale in the group. Then Mangkunegara (2012: 10) states that the formation of good performance is produced if there is communication between all employees. The communication process that exists between superiors and subordinates, between top management and workers / employees. The ability to communicate horizontally and vertically well will have an impact on the good work performance of employees as well.

Based on the description above, the problems in this study can be formulated as follows; (1) How does communication affect the performance of employees at SMP Negeri 1 Mapat Tunggul, Pasaman district?; (2) How does organizational commitment affect the performance of employees at SMP Negeri 1 Mapat Tunggul Pasaman district?; (3) How does work motivation affect the performance of employees at SMP Negeri 1 Mapat Tunggul Pasaman district?; (4) How does job satisfaction affect the performance of employees at SMP Negeri 1 Mapat Tunggul Pasaman district?; (5) How do communication, organizational commitment, work motivation and job satisfaction jointly influence the performance of employees at SMP Negeri 1 Mapat Tunggul, Pasaman district?.

## II. Material And Methods

This research uses quantitative research and correlational research. Sources of data in this study are primary and secondary data sources. Measurements in this study using an interval scale with a Likert scale technique

## III. Result

**Table 1. TCR Results – Performance**

No.	SCORE					Total	Score Average	TCR ( % )	Inf.
	SS (x5)	S (x4)	KS (x3)	TS (x2)	STS (x1)				
Y1	10	128	3	0	0	141	4,03	80,57	Good
Y2	25	108	9	0	0	142	4,06	81,14	Good
Y3	30	108	6	0	0	144	4,11	82,28	Good
Y4	40	100	6	0	0	146	4,17	83,42	Good
Y5	20	116	6	0	0	142	4,06	81,14	Good
Y6	20	120	3	0	0	143	4,09	81,71	Good
Y7	5	116	15	0	0	136	3,89	77,71	Fair
Y8	5	128	6	0	0	139	3,97	79,42	Fair
Y9	10	116	12	0	0	138	3,94	78,85	Fair
Y10	20	120	3	0	0	143	4,09	81,71	Good
Y11	15	124	3	0	0	142	4,06	81,14	Good
Y12	30	112	3	0	0	145	4,14	82,85	Good

**Table 2. TCR Results – Communication**

No.	SCORE					Total	Score Average	TCR ( % )	Inf.
	SS (x5)	S (x4)	KS (x3)	TS (x2)	STS (x1)				
KM 1	20	124	0	0	0	144	4,11	82,29	Good
KM 2	10	128	3	0	0	141	4,03	80,57	Good
KM 3	10	132	0	0	0	142	4,06	81,14	Good
KM 4	35	100	9	0	0	144	4,11	82,29	Good
KM 5	30	116	0	0	0	146	4,17	83,43	Good
KM 6	20	112	6	2	0	140	4	80	Good
KM 7	15	128	0	0	0	143	4,09	81,71	Good
KM 8	20	116	6	0	0	142	4,06	81,14	Good
KM 9	20	124	0	0	0	144	4,11	82,29	Good
KM 10	35	104	6	0	0	145	4,14	82,86	Good

**Table 3. TCR Results - Organizational Commitment**

No.	SCORE					Total	Score Average	TCR (%)	Inf.
	SS (x5)	S (x4)	KS (x3)	TS (x2)	STS (x1)				
KG 1	20	120	3	0	0	143	4,08	81,71	Good
KG 2	35	104	6	0	0	145	4,14	82,86	Good
KG 3	25	112	6	0	0	143	4,08	81,71	Good
KG 4	15	116	9	0	0	140	4	80	Good
KG 5	40	96	9	0	0	145	4,14	82,86	Good
KG 6	35	104	6	0	0	145	4,14	82,86	Good
KG 7	30	100	12	0	0	142	4,05	81,14	Good
KG 8	35	104	6	0	0	145	4,14	82,86	Good
KG 9	10	120	9	0	0	139	3,97	79,43	Fair
KG 10	35	100	9	0	0	144	4,11	82,29	Good
KG 11	20	116	6	0	0	142	4,05	81,14	Good
KG 12	25	116	3	0	0	144	4,11	82,29	Good
KG 13	15	116	9	0	0	140	4	80	Good
KG 14	25	108	9	0	0	142	4,05	81,14	Good
KG 15	25	100	15	0	0	140	4	80	Good
KG 16	25	112	6	0	0	143	4,08	81,71	Good
KG 17	25	112	6	0	0	143	4,08	81,71	Good
KG 18	25	116	3	0	0	144	4,11	82,29	Good
KG 19	20	112	9	0	0	141	4,02	80,57	Good
KG 20	35	104	6	0	0	145	4,14	82,86	Good
KG 21	5	132	3	0	0	140	4	80	Good
KG 22	5	124	9	0	0	138	3,94	78,86	Fair

**Table 4. TCR Results - Work Motivation**

No.	SCORE					Total	Score Average	TCR (%)	Inf.
	SS (x5)	S (x4)	KS (x3)	TS (x2)	STS (x1)				
MO 1	25	112	6	0	0	143	4,09	81,71	Good
MO 2	0	132	6	0	0	138	3,94	78,86	Fair
MO 3	25	112	6	0	0	143	4,09	81,71	Good
MO 4	10	120	9	0	0	139	3,97	79,43	Fair
MO 5	15	120	6	0	0	141	4,03	80,57	Good
MO 6	15	112	12	0	0	139	3,97	79,43	Fair
MO 7	15	116	9	0	0	140	4	80	Good
MO 8	15	120	6	0	0	141	4,03	80,57	Good
MO 9	5	132	3	0	0	140	4	80	Good
MO 10	25	116	3	0	0	144	4,11	82,29	Good

**Table 5. TCR Results - Job Satisfaction**

No.	SCORE					Total	Score Average	TCR (%)	Inf.
	SS (x5)	S (x4)	KS (x3)	TS (x2)	STS (x1)				
MO 1	25	112	6	0	0	143	4,09	81,71	Good
MO 2	0	132	6	0	0	138	3,94	78,86	Fair
MO 3	25	112	6	0	0	143	4,09	81,71	Good
MO 4	10	120	9	0	0	139	3,97	79,43	Fair
MO 5	15	120	6	0	0	141	4,03	80,57	Good
MO 6	15	112	12	0	0	139	3,97	79,43	Fair
MO 7	15	116	9	0	0	140	4	80	Good
MO 8	15	120	6	0	0	141	4,03	80,57	Good
MO 9	5	132	3	0	0	140	4	80	Good
MO 10	25	116	3	0	0	144	4,11	82,29	Good

#### IV. Discussion

##### Effect of Communication on Employee Performance

The first objective of this study was to determine the effect of communication on the performance of the employees of SMP Negeri 1 Mapat Tunggal Pasaman Regency. The results of statistical analysis using multiple linear regression indicate that the first hypothesis is accepted. The results of the analysis of the influence of the Communication variable (X1) on the Employee Performance variable (Y) obtained the value of  $t_{count} = 2.112$  ( $df = 3554 = 30$ ;  $t_{table} = 2.04227$ ) ( $t_{count} > t_{table}$ ), with a significant level of  $0.011 < 0.05$ , consequently the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted.

The results of the analysis show that partially there is a significant influence between the communication variables on the performance of the employees of the State Junior High School 1 Mapat Tunggul, Pasaman Regency. The results of this study provide an indication that communication has a significant effect on the performance of the employees of SMP Negeri 1 Mapat Tunggul, Pasaman Regency. Thus, it can be concluded that the performance of the employees of the Public Junior High School 1 Mapat Tunggul Pasamaan Regency is determined by communication. Pace and Faules (2011: 184) which states that in communication, our organization talks about information that moves formally from someone with higher authority to others with lower authority called downward communication, information moving from one position with lower authority. To people whose authority is higher than upward communication, information moving between people and positions of the same level of authority is called horizontal communication, or information moving between people and positions that are neither superior nor subordinate to one. with others and they occupy different functional parts called cross channel communication. Robbins (2010: 392) states that communication carries out four main functions within a group or in an organization, namely: 1) Communication functions as a controller (control, supervision); 2) Communication serves as a motivating tool; 3) Communication functions as emotional expression; and 4) Communication functions to convey information. Research results from Hastuti, et al., (2014) which state that communication has a significant effect on employee performance. In line with the results of research conducted by Alam (2014) that communication has a positive and significant effect on the performance of the employees of the Central Sulawesi Province Education Quality Assurance Institute. The results of a similar study were also conducted by Indah and Sariyathi (2011) that communication has a positive and significant effect on the performance of the employees of Warung Mina Peguyangan in Indepasar. So it can be concluded that communication will improve performance.

### **The Effect of Organizational Commitment on Employee Performance**

The Second objective of this study was to determine the effect of organizational commitment on the performance of employees of SMP Negeri 1 Mapat Tunggul Pasaman Regency. The results of statistical analysis using multiple linear regression indicate that the second hypothesis is accepted. The results of the analysis of the influence of the Organizational Commitment variable (X2) on the Employee Performance variable (Y) obtained the value of  $t_{count} = 2.204$  ( $df = 35-5 = 30$ ;  $t_{table} = 2.04227$ ) ( $t_{count} > t_{table}$ ), with a significant level of  $0.007 < 0, 05$ , consequently the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted. The results of the analysis show that partially there is a significant influence between the variable organizational commitment on the performance of the employees of SMPN 1 Mapat Tunggul Pasaman Regency. The results of this study provide an indication that organizational commitment has a significant effect on the performance of the employees of SMP Negeri 1 Mapat Tunggul, Pasaman Regency. Thus, it can be concluded that the performance of the employees of the State Junior High School 1 Mapat Tunggul Pasamaan Regency is determined by organizational commitment.

Allen and Meyer in Darmawan (2013: 169) state that organizational commitment is a psychological construct which is a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their membership in organizations, while according to Steers and Potter in Sopiah (2011: 53) ) states that organizational commitment is a form of commitment that appears not only passive loyalty, but also involves an active relationship with work organizations that have the goal of giving all efforts for the success of the organization concerned. Meanwhile, according to Umam (2010: 259) states that organizational commitment has the meaning of strong acceptance in individuals, there are organizational goals and values, so that the individual will work and have a strong desire to survive in the organization. Wibisono, T., (2018) in his research results stated that organizational commitment has a significant effect on employee performance at the Regional Secretariat of Tasikmalaya Regency either partially. Agree with the results of research conducted by Febrianto and Wijayati (2014) that organizational commitment is proven to have a significant effect on the performance of employees of PT. Lion Superindo, Citraland Surabaya branch. And the results of research from Sujana (2012) show that organizational commitment has a significant effect on employee performance. So it can be concluded that organizational commitment will improve employee performance.

### **Effect of Work Motivation on Employee Performance**

The Third objective of this study was to determine the effect of work motivation on the performance of employees of SMP Negeri 1 Mapat Tunggul Pasaman Regency. The results of statistical analysis using multiple linear regression indicate that the third hypothesis is accepted. The results of the analysis of the influence of the Work Motivation variable (X3) on the Employee Performance variable (Y) obtained  $t_{count} = 2.294$  ( $df = 35-5 = 30$ ;  $t_{table} = 2.04227$ ) ( $t_{count} > t_{table}$ ), with a significant level of  $0.027 < 0, 05$ , consequently the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted. The results of the analysis show that partially

there is a significant influence between work motivation variables on the performance of the employees of State Junior High School 1 Mapat Tunggul, Pasaman Regency.

The results of this study provide an indication that work motivation has a significant effect on the performance of the employees of SMP Negeri 1 Mapat Tunggul, Pasaman Regency. Thus, it can be concluded that the performance of the employees of the State Junior High School 1 Mapat Tunggul Pasamaan Regency is determined by work motivation. Motivation is a condition or energy that moves employees who are directed or aimed at achieving the goals of the company organization. The mental attitude of employees who are pro and positive towards work situations is what strengthens their work motivation to achieve maximum performance (Mangkunegara 2012: 61). Meanwhile, according to Abraham Maslow defines motivation as something that is constant (fixed), never ending, fluctuating, and complex, and most of these are universal characteristics of every activity of an organism. Robbins (2010: 43) explains that motivation is the willingness to try as optimal as possible in achieving organizational goals which are influenced by the ability of efforts to satisfy several individual needs. According to Hasibuan (2013: 141), motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively to achieve and achieve predetermined goals. From the description above, it can be concluded that work motivation is a process in which the need to encourage someone to carry out a series of activities that lead to the achievement of certain goals.

Based on the results of research conducted by Dewi and Wibawa (2016), it is stated that work motivation has a positive and significant effect on employee performance at PT. Bank BPD Bali, Ubud Branch. Cendhikia, D.B., et al (2016) also stated in their research that the employee work motivation variable (Y1) had a positive and significant effect on employee performance (Y2). As well as the results of research by Corlesa, G.J., (2015) that motivation has a positive and significant effect on doctor's performance. So it can be concluded that work motivation will increase performance.

#### **Effect of Job Satisfaction on Employee Performance.**

The fourth objective of this study was to determine the effect of job satisfaction on the performance of employees of SMP Negeri 1 Mapat Tunggul Pasaman Regency. The results of statistical analysis using multiple linear regression indicate that the fourth hypothesis is accepted. The results of the analysis of the influence of the Job Satisfaction variable (X4) on the Employee Performance variable (Y) obtained  $t_{count} = 2.134$  ( $df = 35 - 5 = 30$ ;  $t_{table} = 2.04227$ ) ( $t_{count} > t_{table}$ ), with a significant level of  $0.011 < 0, 05$ , consequently the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted. The results of the analysis show that partially there is a significant influence between job satisfaction variables on the performance of the employees of State Junior High School 1 Mapat Tunggul, Pasaman Regency. The results of this study provide an indication that job satisfaction has a significant effect on the performance of employees of SMP Negeri 1 Mapat Tunggul, Pasaman Regency. Thus, it can be concluded that the performance of employees of SMP Negeri 1 Mapat Tunggul Pasamaan Regency is determined by job satisfaction.

According to Hasibuan in Hartatik (2014) Job satisfaction is a pleasant emotional state and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. According to Kreitner and Kinicki (2005: 271) job satisfaction is an effectiveness or emotional response to various aspects of work. Davis and Newstrom (2006: 105) describe job satisfaction as a set of employees' feelings about whether their job is fun or not. Meanwhile, according to Robbins (2010: 78) job satisfaction is a general attitude towards a person's job which shows the difference between the number of awards received by workers and the amount they believe they should receive. Sajangbati (2013) states in his research that satisfaction has a positive effect on employee performance at PT. Pos Indonesia (persero) Bitung branch. This is also conveyed in the results of research conducted by Pudjiastuti and Sriwidodo (2011) that job satisfaction has a significant effect on teacher performance. And also supported by research from Zulviliansih (2010) that job satisfaction has a positive and significant effect on the performance of administrative employees with civil servant status in the UPI Bumi Siliwangi Campus. So it can be concluded that job satisfaction will affect employee performance.

#### **Effect of Communication, Organizational Commitment, Work Motivation and Job Satisfaction Together (simultaneously) on Employee Performance.**

The fifth objective of this study was to determine the effect of communication, organizational commitment, work motivation and job satisfaction on the performance of employees of SMP Negeri 1 Mapat Tunggul, Pasaman Regency. Based on the research, the performance of the employees of State Junior High School 1 Mapat Tunggul Pasaman Regency is good, seen from the respondents' responses (TCR) of 81.00 percent stated that the employee's performance was good. This means that the employees of SMP Negeri 1 Mapat Tunggul are serious enough in doing their work and trying to finish it on time. Hypothesis testing, from the ANOVA test (Simultaneous Test / F test) obtained the  $F_{count}$  value of 23.203 with a significance probability  $0.935 < 0.05$ . With  $df_1 = (k - 1) = 4$ ,  $df_2 = 35 - 5 = 30$ ,  $F_{table} 2.69$ , then  $F_{count} > F_{table}$  or  $23.203 >$

2.69, as a result  $H_0$  is rejected and  $H_a$  is accepted. The results of the analysis show that simultaneously (together) there is a significant influence between the variables of communication, organizational commitment, work motivation and job satisfaction on the performance of the employees of the State Junior High School 1 Mapat Tunggul Pasaman Regency, it can be concluded that the fourth hypothesis ( $H_5$ ), which reads communication, organizational commitment, work motivation and job satisfaction on the performance of employees of SMP Negeri 1 Mapat Tunggul Pasaman Regency are accepted, therefore the fifth hypothesis ( $H_5$ ) can be accepted.

## V. Conclusion

1. Based on the results of the research that has been done, it is found that communication has a significant effect on the performance of teachers at the 1 Mapat Tunggul Public Junior High School, Pasaman Regency.
2. Based on the results of the research that has been done, it was found that organizational commitment has a significant effect on the performance of teachers of the 1 Mapat Tunggul Public Junior High School, Pasaman Regency.
3. Based on the results of the research that has been done, it was found that work motivation has a significant effect on the performance of teachers at the 1 Mapat Tunggul Public Junior High School, Pasaman Regency.
4. Based on the results of the research that has been done, it was found that job satisfaction has a significant effect on the performance of teachers of the 1 Mapat Tunggul Public Junior High School, Pasaman Regency.
5. Based on the results of the research that has been done, it was found that the variables of communication, organizational commitment, work motivation and job satisfaction together have a significant effect on the performance of the teachers at 1 Mapat Tunggul Public Junior High School, Pasaman Regency.

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