



The Influence of Organizational Communication on Employee Performance Mediated by Employee Job Satisfaction at the Denpasar City Health Office

Anak Agung Gde Wimanta Wari Bawantu¹, I Gusti Made Suwandana²

^{1,2}Management at the Faculty of Economics and Business, Udayana University, Indonesia

Author's correspondence : wimantabawantu2002@gmail.com

Abstract This research took the location, namely the Denpasar City Health Service. Within the company there are 5 fields available to support integrated health service programs for the community, with a total human resource population of 61 employee. The health development program has been implemented with reference running into half decade Strategic Planning which is outlined in the annual performance plan. The health development was carried out in the form of 18 existing health development programs. The pre-survey results showed the influence of employee performance variables using seven questions. 14 samples said they did not agree to the seventh question, 5 respondents answered by choosing the word "disagree" to the sixth question, namely "work equipment and facilities are adequate and support me in my work", there is a research gap that took place in I News Jakarta stating the results show that communication variables have no effect on employee performance. The aim of this research was to find out how organizational communication influences employee performance, find out the effect of communication on job satisfaction, find out the effect of job satisfaction on employee performance, and find out the role of job satisfaction in mediating organizational communication on employee performance. The research methods used include the interview process and questionnaires. This research measurement used saturated sampling a sample sized are 61 employee was used. The research results found that the organizational communication variable had a significantly positive effect on employee performance, organizational communication had a significantly positive effect on job satisfaction, organizational communication had a significantly positive effect on job satisfaction and the influence of job satisfaction significantly positively mediated organizational communication affect performance employee.

Keywords: Organizational Communication, Employee Performance, Job Satisfaction

1. INTRODUCTION

Organizational structure can be defined as a system or network of tasks, reporting and communication systems that link together individual and group work (Wahjono, 2022). According to Safari (2019), to transmitting and receiving complex information it need role organizational communication structure. According to Amaludin (2020) organizational communication is all forms of communication that emerge within an organization to achieve common goals. According to (Riono, 2020) effective communication will create a healthy and transparent agency work climate, this is very important to focus creativity and dedication office employees. Considering the importance of this function, communication is carried out optimally in an effort so that the message and intentions conveyed by someone can be received and understood by other people (Erwantiningsih, 2019).

Communication is the process of conveying to the existing organizational environment, the process of sending messages and information to two or more people, which can be in the form of groups of people or in several fields that fulfill it (Suwandana, 2019). (Zidni, 2021), organizational communication really helps leaders and subordinates in carrying

out their respective duties, with communication, information can be conveyed. Harmonious interaction between members in the form of an organization makes the wheels of the organization run towards the goal, but if the opposite happens it will certainly result in conflict between fellow members, therefore communication between leaders and members must run proportionally.

A good relationship should be built with communication within the existing organization, in order to achieve a healthy organization, especially between employees and superiors, employees and employees, leaders and employees, and leaders and leaders (Dewi, 2018). (Annisa, 2021), Organizational communication has the following indicators, pleasure which means that successful communication is based on a pleasant atmosphere between the interactants, (Shinta, 2020) explains that verbal communication will refer to symbols or words, whether expressed orally, verbally or in writing. the existence of verbal communication allows identifying goals, developing strategies and behavior to achieve goals. (Ginting, 2019), explains that communication has the aim of improving the organization in building good relationships so that miscommunication does not occur between colleagues and individuals.

Communication organization is very important because by communicating we can easily and quickly complete work and goals will be quickly achieved if we can communicate well between superiors and subordinates (Setiani, 2020). (Nuniek, 2020) The transfer of inappropriate information from one individual to another sometimes causes miscommunication and can have fatal consequences for the company. (Kabu, 2020), a source can be a communicator/speaker. On the other hand, a communicator or source is not always a source, he could be the executor of a source to convey a message to the general public or individuals. In this research, what is meant by communicator is a leader who conveys a message that originates from himself or conveys the message of a leader above him to employees below him. According to (Kabu, 2020), communication is an important part of work life, one of which is for the office of the Ministry of Religion of North Nias Regency. This is because poor communication has a broad impact on organizational life, for example conflict between employees, and conversely good communication can increase mutual understanding, cooperation and also job satisfaction for a group of human resources with various characters.

Job satisfaction is a person's view, feelings and action tendencies, which is a person's behaviour towards their performance work (Kurniawan, 2019). (Pamungkas, 2019) defines job satisfaction as a person's response to work situations and conditions. (Edy, 2019) job satisfaction is an emotional state that is pleasant or unpleasant for employees regarding their work. (Utama, 2019) emotional attitudes in job satisfaction that occur in organizations by

having fun and loving their work, and can be seen in behavior such as discipline towards time, achievement in work, work morale.

Job satisfaction is an employee's attitude towards work which is related to cooperative situations between employees, rewards received at work, and matters involving physical and psychological factors. Job satisfaction reflects a person's feelings towards their work and everything they encounter in their work environment (Edy, 2019). According to (Sutoro, 2020) in the context of government organizations and over a long period of time, satisfaction is the emotional factor that most determines experienced employees. Generally, employees with high work experience will demand a level of satisfaction, both from work, rewards, the environment, and even themselves.

Companies must focus on employee welfare, which can influence job satisfaction so that employees can make maximum contributions to William's company (Vincent, 2019). (Mujianti, 2022) job satisfaction as a complex emotional reaction. This emotional reaction is the result of the employee's encouragement, desires, demands and hopes for work which are connected to the realities felt by the employee, giving rise to a form of emotional reaction in the form of feelings of happiness, feelings of satisfaction or feelings of dissatisfaction.

Job satisfaction can also be interpreted as a match between an employee's expectations and the benefits he gets from his job. Stress management is the ability to use human resources effectively to overcome mental and emotional disturbances or chaos that arise due to responses (Murni, 2019). According to (Herawati, 2020) job satisfaction is the level of pleasure a person feels regarding their role or work in the organization. The level of individual satisfaction that they receive adequate rewards from various aspects of the work situation of the organization where they work. So job satisfaction concerns the psychology of individuals within the organization, which is caused by the conditions they experience from their environment (Purba, 2020).

Job satisfaction is an affective or emotional response to various aspects or aspects of a person's work, so job satisfaction is not a single concept. Job satisfaction is the level of feeling and assessment of a person's work towards fulfilling their needs and desires (Arianti, 2020). According to (Ariansy, 2022), job satisfaction is the respondent's perception of a person's feelings about the work they have done. An individual's general attitude towards their work, satisfaction is a factor that allows employees to be better or worse at work, and this is very strongly related to the level of performance (Supriadi et al., 2020)

Employee performance is the output produced by the functions or dimensions of work or profession carried out by human resources or employees within a certain time (Tatimu,

2021). (Darmawan, 2019) carries out his duties in accordance with the responsibilities given to him. Work attitudes are an important indicator of how employee behavior in the workplace has the potential to support or hinder the achievement of organizational performance. (Arifin and Sinambela, 2019), personnel competency determines the achievement of organizational goals. According to (Ichsan et al, 2020), performance is the quantity and quality of work that can be completed by individuals or groups at work. (Pianda, 2018) performance is a word in Indonesian from the basic word "work" which translates the word from a foreign language as achievement, it can also mean the result of work. (Sutrisno, 2022) The quality of an employee's performance can be concluded from the comparison between the achievements obtained by the company and the efforts provided by the company, in this case it can include the human resources within the employee himself as well as the costs incurred to pay the employee. (Mardikaningsih, 2022) employee work attitudes need to be observed and the impacts that arise in the continuation of behavior are known.

The quality of performance can be seen from the organization's gifts (Darmawan, 2020). (Mujiati, 2022), good employee performance can be obtained if employees have satisfaction at work. (Saragi, 2021) performance is the work results achieved or achieved by an employee in carrying out the responsibilities and tasks assigned to him. (Putra, 2019), employee performance is also influenced by work communication and the work climate in the place where they work. Apart from that, by having personal integrity, the organization opens up opportunities for employees to develop their potential, this will create job satisfaction and improve the quality of employee performance.

This research took the location, namely the Denpasar city health office. In this company there are 5 fields available to support integrated health service programs to the community, with a total human resource population of 61 Civil Servants, the health development program has been implemented with reference to strategic planning 5 The year outlined in the annual performance plan. This health development is implemented in the form of 18 existing health development programs.

Table 1. Data on the Number of Employees at the Denpasar City Health Service 2024

No	Field	Amount
1	Secretariat	1
2	Analyst	25
3	Head of Sub Division	2
4	Head of Division	4
5	Executive nurse	1
6	Admin	6
7	Administrator	4
8	Power	2
9	Examiner	6
10	Stylist	1
11	Compiler	2
12	Manager	7
	Amount	61
	Source: Denpasar City Health Service, 2024	

The health development program has been implemented with reference to the 5-year strategic planning outlined in the annual performance plan. Health development is implemented in the form of 18 existing health development programs. A health service facility is a tool and/or place used to provide promotive, preventive, curative or rehabilitative health service efforts implemented by the government, regional government and/or the community (UU No. 36 of 2009). The research location is the Denpasar City Health Service at Jl. Maruti No.8, Pemecutan Kaja, North Denpasar, Denpasar City. It is necessary to measure these variables using several questions listed in the pre-survey table, which are answered by employees who work at the Denpasar City Health Service.

In the results of the pre-survey on the influence of employee performance variables using seven questions, 14 samples said no to the seventh question, with 5 respondents answering no to the sixth question, namely "equipment and work facilities are adequate and support me in my work " then followed by questions in numbers five and seven with the number of respondents who answered "no" as many as 4 people, after conducting an interview with one of the employees who worked, with a question regarding the existence of an obstacle or problem with performance with the employee's statement saying that communication is in coordination between fields that are lacking in carrying out work tasks so that the resulting performance also decreases and the time set for work is inefficient, so it is felt necessary to continue research that affects the performance of employees at the Denpasar City Health Service.

(LanaEmilia Gondowahjud, 2019) concluded that organizational communication has a significant positive effect on the performance of health workers. This means that the higher the organizational communication can improve the performance of health workers at the Malang City Regional Hospital. There is support in research conducted by (Ong, 2019) with

employees at a property development company in Malaysia. The research results show that downward communication (DC) and horizontal communication (HC) have a significant positive effect on employee performance.

Based on previous research, there was a research gap in the journal conducted by (Susanto, 2022), which took place at I News Jakarta, stating that the research results showed that communication variables had no effect on employee performance. (Lustono, 2019) research results show that the communication variables (X1) and competency (X2) have no partial effect on employee competence. This research also proves that if the communication variable is increased then communication has no effect on employee performance at the Baperlitbang Banjarnegara office. so it is necessary to evaluate the results of this research by presenting further research at the Denpasar City Health Service.

In the results of previous research, a research gap was found, in (Rara, 2021) who explained the research results that communication had no significant effect on employee job satisfaction at PT Telkom Group. According to the explanation of (Elizabeth, 2021) job satisfaction had no effect on employee performance. Then there is a research gap through the influence of communication on research (Nurrachmah Sitti, 2021) with research results that the dimensions of personal feedback and relations with supervisors have a positive and significant influence on job satisfaction. However, there are variables that do not have an effect, namely the communication climate dimension, which does not have a significant effect on job satisfaction.

Based on the phenomena that occurred at the research location and the results of the existing research gap, a study was formed with the title the influence of organizational communication (X) on employee performance (Y) mediated by job satisfaction (Z) as a result of testing the theory and problem formulation.

2. RESEARCH METHODS

This research design is based on quantitative descriptive analysis, where descriptive research relies on describing a situation or problem phenomenon to be studied in the organizational environment. (Sugiyono, 2019) states that quantitative research is the part after data from all respondent subjects or other data sources are collected, the quality of research instrument data is related to the validity and reliability of the instrument and the quality of data collection is related to the accuracy of the methods used, researchers use unstructured interview techniques. and questionnaires. In the process, researchers obtained population results, namely

all civil servants at the Denpasar City Health Service, totaling 61 people.

The sample in this study was 61 employees of the Denpasar City Health Service. The sampling method used in this research uses saturated sampling, namely a sampling technique when all members of the population are used as research samples (Sugiyono, 2019: 133). A saturated sample was used in this research because the population was sufficient and all employees in the company were considered to be the research sample.

3. RESULTS AND DISCUSSION

Classic Assumption Test Results

Based on the results of testing various classical deviations from research data, the explanation is as follows.

1) Normality Test

The results of the normality test on the Kolmogorov-Smirnov Test sample, which illustrates that the Asymp value was obtained. Sig. (2-tailed) is $0.200 > 0.05$, which is the result of the normality test in regression model 1. The influence of organizational communication on employee job satisfaction is normally distributed.

2) Multicollinearity Test

The results between the independent variables have a tolerance value of 0.721 and a VIF value of 1.388, which indicates that there is no multicollinearity in the submission results, with a VIF value of less than 10 and a tolerance value above 10%.

3) Heteroscedasticity Test

The test results obtained a significant level of organizational communication and job satisfaction of 0.506 and $0.448 > 0.05$, meaning that there is no influence between the independent variables on the absolute residual. Thus it can be said that the two equation model does not contain symptoms of heteroscedasticity.

Path Analysis

Table 2. Reg 1 Path Analysis Test Coefficients^a

Unstandardized Coefficients				Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta			
	(Constant)	,211	,433		,785	,000
	Communication Organization	,586	,122	,529	,783	,000

a. Dependent Variable: Job Satisfaction

Based on the results of the path analysis in Table 2, the structural equation formed can be formulated as follows.

$$Z = \beta_1 X + e_1$$

$$Z = 0.529X + e_1$$

Table 3. Path Reg 2 Analysis Test Results Coefficients^a

Unstandardized Coefficients				Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta			
	(Constant)	,184	,760		,113	,270
	Organizational Communication	,474	,200	,290	,372	,021
	Job Satisfaction	,602	,180	,408	,335	,001

Table 4. Direct Effect, Indirect Effect, and Total Effect of Organizational Communication (X), Satisfaction (Z), and Employee Performance (Y)

Influence of variables	Direct influence	Indirect influence	Total influence
XY	0.290	0.139	0.290
XZ	0.529		0.66
ZY	0.408		0.408

Source: processed data (2024)

Mediation Analysis with the Sobel Test

The procedure developed by Sobel (1982), known as the Sobel Test, is used to test the strength of the indirect influence of the independent variable organizational communication (X) on the dependent variable performance (Y) through the intervening variable job satisfaction (Z).

So, if the Sobel test results are made, the equation formula will be shown as follows:

- a) If $Z > 1.96$ then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable.
 - b) If $Z < 1.96$ then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable
- 1) Formulate a hypothesis
 - H₀: Job Satisfaction (Z) is not a mediating variable for the indirect influence of the Organizational Communication variable (X) on Employee Performance (Y).
 - H₁: Job Satisfaction (Z) as a mediating variable for the indirect influence of the Organizational Communication variable (X) on Employee Performance (Y).
 - 2) Test criteria
 - a) If the calculated Z (standard absolute Z value) is ≤ 1.96 , then H₀ is accepted, which means job satisfaction (Z) is not a mediating variable.
 - b) If the calculated Z (standard absolute Z value) is ≥ 1.96 , then H₀ is rejected, which means Job Satisfaction (Z) is a mediating variable.
 - 3) Calculates Sab and Z values
 - a) The indirect standard error (indirect effect) Sat is calculated using the following formula.

$$\begin{aligned}SAB &= \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2} \\ &= \sqrt{0,408^2 \cdot 0,122^2 + 0,529^2 \cdot 0,180^2 + 0,1212^2 \cdot 0,408^2} \\ &= 0,122\end{aligned}$$

Information:

$$a = 0,529$$

$$b = 0,408$$

$$Sa = 0,122$$

$$SB = 0,180$$

b) To test the significance of the indirect effect, the Z value of the ab coefficient is calculated using the following formula.

$$\begin{aligned}Z &= \frac{ab}{Sab} \\ &= \frac{0,529 \cdot 0,408}{0,1} \\ &= 2,53\end{aligned}$$

Information:

$$a = 0,529$$

$$b = 0,408$$

$$Sat = 0,1$$

4. Provide conclusions or interpretations

From the results of the mediating variable test based on the calculations that have been carried out, a Z value of $2.53 > 1.96$ is obtained. These results indicate that the job satisfaction variable is considered to be able to mediate the influence of organizational communication on employee performance.

4. DISCUSSION OF RESEARCH RESULTS

PeInfluence Organizational Communication on Employee Performance

The research results on the influence of organizational communication on employee performance have a significant positive effect, where if organizational communication is improved it will increase good performance results for employees in the future, in accordance with empirical studies in journals (Fransiska, 2020). The results shown are also the same that communication has an influence on performance. (Lina 2020) Organizational communication has a positive effect on employee performance. Meanwhile, there is support for the statement from (Ong, 2019), the results show that communication has a significant positive impact on employee performance.

The Influence of Organizational Communication on Job Satisfaction

The results of the influence of organizational communication on employee job satisfaction explain that there is a significant positive influence, this is in accordance with Andrei (2022), the communication variable has a positive and significant influence on employee job satisfaction. Rofiq (2022) Conclusion from research that there is a positive influence of communication on employee job satisfaction.

The results of other research are also in accordance with Djordjevic's (2021) research, that the bivariate correlation between communication on job satisfaction is positive. Azley (2019) communication has a significant relationship and impact on job satisfaction. Ferdiansyah (2021), organizational communication variables have a positive and significant influence on employee job satisfaction.

The Effect of Job Satisfaction on Employee Performance

The results of research on the influence of job satisfaction on employee performance show that there is a significant positive influence, and in accordance with the empirical study in (Adelina, 2020), the findings of this research also state that job satisfaction has a significant positive influence on employee performance. (Gilang, 2021), results from This research shows that work motivation and job satisfaction have a positive effect on employee performance.

(Wijaya, 2022) job satisfaction has a positive and significant effect on nurse performance. This is supported by Samuel et al. (2020), the results of the analysis show that job satisfaction has a significant effect on employee performance. Alfian (2021) Job satisfaction influences employee performance. Nurdin (2023), job satisfaction influences employee performance

The Effect of Organizational Communication on Employee Performance Mediated by Job Satisfaction

The results of the research conclude that the organizational communication variable has a significant positive effect on employee performance through the intervening variable employee job satisfaction, this is in line with the results of Suwandana's (2019) empirical study: job satisfaction has a positive and significant effect on employee performance, job satisfaction positively and significantly mediates the effect Communication on employee performance..

This is in line with Nurdin's (2023) research results showing that organizational communication has a significant effect on performance and job satisfaction is able to partially mediate the influence of organizational communication on performance. Siti et al (2023), communication directly has a positive and significant effect on job satisfaction, communication has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance.

The results of this research show that organizational communication has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. (Surya, 2021) organizational communication has a positive and significant effect on employee job satisfaction. satisfaction mediates the influence of organizational communication on employees positively and significantly, communication has a positive and significant influence on employee job satisfaction, communication has a positive and significant influence on employee performance, the better the communication, the employee performance will also increase. (Khusnul et al, 2022), job satisfaction has a positive and significant effect on employee performance, meaning that the better the employee's job satisfaction, the better and better the employee's performance will be; Then, job satisfaction is able to mediate the influence of communication on employee performance.

5. CONCLUSION

The conclusions obtained by researchers conducted at the Denpasar City Health Service based on the results of this research study are as follows:

1. Organizational communication variables have a positive and significant effect on employee performance. The results of this data processing explain that the higher the level of organizational communication, the employee performance will increase at the Denpasar City Health Service.
2. Organizational communication variables have a positive and significant effect on job satisfaction. The results of this research explain that the higher the level of organizational communication carried out by employees, the more job satisfaction will increase.
3. The job satisfaction variable has a positive and significant effect on the performance variable. The results of this study explain that the higher the feeling of job satisfaction in employees, the employee performance will increase in the Denpasar City health service.
4. Based on the results of the Sobel test, it was found that job satisfaction is able to positively and significantly mediate organizational communication variables on employee performance, where the effect of improving performance does not come from the communication process alone, but increased job satisfaction can show results in increasingly improved performance for employees. Denpasar city health department.

BIBLIOGRAPHY

- Widya Nawang Palupi (2023). Analysis of the Effect of Communication on Employer Performance. UIN KH. Abdurrahman Wahid Pekalongan, 5(6).
- Widodo, S.E. (2015). Human Resource Development Management.
- West, Richard., & Turner, Lynn. (2008). Introduction to Communication Theory, Analysis and Applications. Jakarta: Salemba Humanika.
- Wahjono. (2022). Organizational Structure.
- Vincent, V., Susanto, E.H., & Pribadi, M.A. (2019). Analysis of Organizational Communication at the Candra Wijaya International Badminton Center (CWIBC) Badminton Training Site. Connections, 2(2), 621–626.
- Utama, T., Ivoner, I., Han, W.P., Berluidaham, B., & Mergawati, M. (2019). Employer

- Performance Assessment at PT. Dynamics of Lubsindo Utama Merdan. In National Seminar on Computer Technology & Science (SAINTERKS), 1(1).
- Uszh, Maria. (2020). The Influence of Work Ethic, Job Satisfaction, and Organizational Culture on Employer Performance at Tasik Ria Resort, 8(1).
- Tifani Nur Adinda et al. (2023). The Influence of Work Motivation and Work Discipline on Employer Performance, Management, Economics, and Business Studies, Ibn Khaldun University Bogor, 134-143.
- Suwondo, D.I., & Sutanto, E.M. (2015). Relationship between Work Environment, Work Discipline, and Employer Performance. *Journal of Management and Entrepreneurship*, 17(2), 135–144.
- Suwatno. (2019). *Organizational Communication. Second Edition*. Bandung: Rekatama Media Symbiosis.
- Suwandana, I Gusti Made. (2019). The Role of Job Satisfaction in Mediating Communication on Employer Performance. *E-Journal of Management*, 8(7).
- Sutrisno. (2022). The Impact of Compensation, Motivation, and Job Satisfaction on Employer Performance in Companies. *Management Studies and Entrepreneurship Journal*, 3(6), 3476-3482.
- Sutrisno, E. (2015). *Organizational Culture. 4th Edition*. Kencana Prenada Media Group.
- Sutoro, M. (2020). The Influence of Leadership, Compensation, Organizational Culture, and Job Satisfaction on the Performance of Civil Servants, 3(4).
- Sutardji. (2016). *Human Resources Planning and Development. First Edition*. Yogyakarta: Derer Publish.
- Surya., & Yusmira. (2021). Role of Job Satisfaction in Mediating the Effect of Organizational Communication on Employer Performance. *American Journal of Humanities and Social Sciences Research*, 5(2), 156-165.
- Supriadi, S., Minarti, S.M.S., Paminto, A.P.A., Hidayati, T.H.T., & Palutturi.
- Sugiyono. (2019). *Research and Development Methods*. Bandung: Alfabeta.
- Sutrisno, Erdy. (2019). *Management Source Power Man*. Yogyakarta: Prernadamerdia Group.
- Suarni, Norawati. (2022). The Influence of Motivation on Employer Performance with Organizational Commitment as an Intervening Variable at UPT Sungai Duku Pekanbaru. *Journal of Economics & Sharia Economics*, 5(1).
- SPS. (2020). Factors Related to Nurses' Job Satisfaction and Performance at Private Hospitals in Samarinda City, Indonesia. *Journal of Arts and Humanities*, 9(6), 42-52.
- Siti Kermala Sari Tambunan et al. (2023). The Influence of Communication and the Utilization of Information Technology on Employer Performance With Job Satisfaction As A Mediation Variable in Meran Mayor Officer. *International Journal of Economic Business*,

Accounting Agriculture Management and Sharia Administration, 3(3).

Siregar et al. (2021). *Organizational Communication*. Bandung: Publisher Widina Bhakti Persada Bandung.

Sinambela, E.A., & Mardikaningsih, R. (2022). The Influence of Accounting Information Systems, Work Motivation, and Utilization of Information Technology on Employer Performance. *Journal of Science, Technology and Society*, 3(2).

Siagian, S.P. (2014). *Performance Management and Evaluation*. Literary Earth.

Shokhibul Mighfar. (2015). *Social Exchange Theory, Study of George C. Homans's Concept of Social Exchange Theory*. IAI Ibrahimy Situbondo Tarbiyah Faculty, 9(2).

Sertiani, Mutia Dwina, Djaerlani., & Khoirul. (2020). The Influence of Communication and Teamwork on Employer Performance at the Tanggul District Office, Jember Regency.

Septianto, Kristanti, S., Purba, P.Y., & Simanjuntak, D.C. (2019). The Influence of Incentives and Job Satisfaction on PT Employer Performance. *Orion Overlay Optimal results. Familiar Champions*, 4(1), 133–143.

Sahidillah, Nurdin., & Silva, Prinandita. (2023). The Effect of Organizational Communication on Performance as Mediated by Employer Job Satisfaction. *Journal of Management Science*, 5.

Safnal Rasyad Kabu. (2020). Leadership Communication Competence on Employer Performance at the Ministry of Religion, North Nias Regency. *PERCEPTION: Communication Journal*, 3(1), 12-22.

Safari, Calm et al. (2019). The Influence of Organizational Communication on Employer Job Satisfaction in PD. BPR LPK Garut City Bayongbong Branch. *MERA Scientific Journal (Management, Economics & Accounting)*, 3(2), 134-149.

Rofiq, Noorman Haryadi et al. (2022). The Influence of Communication and Motivation on Employer Job Satisfaction at PT Timur Jaya Selamat Cilerungsi. *GENIUS.*, 5(3).

Rodrigo et al. (2022). The Impact of Job Satisfaction on Employer Performance: A Case at ABC Manufacturing Company. *Asian Journal of Economics, Business and Accounting*, 22(2), 1-9.

Robbins, S.P., & Judge. (2015). *Organizational Behavior*. 16th Edition. Jakarta: Salemba Empat.

Riyanto, A. (2023). *Introduction to Organizational Communication*. Tasikmalaya: CV Lantern of Civil Science.

Riono, Slamet Bambang. (2020). The Influence of Organizational Communication, Organizational Culture, and Organizational Commitment on Employer Performance at Dr. Hospital. Soesilo, Tegal Regency, 2(4).

Riduwan & Kuncoro, Engkos Achmad. (2011). *How to Use and Use Path Analysis*. Bandung: Alfabeta.

- Ramadhani, Rara. (2021). The Influence of Communication and Workload on Employer Job Satisfaction at PT Telkom Group Palopo Branch. Faculty of Economics and Business, Muhammadiyah University Palopo, Jalan Jendral Sudirman Km 03 Binturu Wara Selatan Palopo City, South Sulawesi 91992.
- Raffles Ricadson Purba. (2020). A Determination of Job Satisfaction and Employer Performance: Analysis of Employer Transfers and Employer Placements (Literature Review of Human Resources Management). *Journal of Applied Management Science*, 2(2), 252-262.
- Pacer, R., & Faulers. (2015). *Organizational Communication: Strategies for Improving Performance*. Bandung: PT. Rosdakarya Terangger.
- Ong Choon Her. (2019). Exploring the Impact of Communication on Employer Performance. *International Journal of Latest Technology and Engineering (IJRTE)*, Volume-8 Issue-3S2, October.
- Nurul, Asmira Binti Akwannadin, & Nurulain Binti Isa. (2021). A Study on Effective Communication towards Employer Performance at Ladang Mados Mersing. *International Journal of Academic Research in Business and Social Sciences*, 11(10).
- Nurdin, Sahidillah. (2023). The Influence of Organizational Communication on Performance Mediated by Job Satisfaction of Adhirajasa Reswara Sanjaya University Employers, Vol 5 No 1.
- Nur, Ita Ariansy. (2022). The Influence of Job Stress, Incentives, and Work Environment on Employer Performance with Job Satisfaction as a Mediating Variable (Empirical Study of PT Telkom Magelang). *Borobudur Management Review*, 2(1), 1-23.
- Nuniek Dewi Pramanik. (2020). The influence of organizational communication and motivation on freelancer performance at Jagokertik.com, Piksi Ganesha Polytechnic, Bandung, Vol 1, Issue 4, 23-34.
- Nirwana. (2020). The Influence of Communication and Leadership on Job Satisfaction and Employer Performance (Empirical Study at PT Bank BNI (Persero) Tbk Regional Office South Sulawesi, Maluku, Papua).
- Muslimin, A., & Zaini. (2021). The Influence of Work Environment and Work Discipline on Employer Performance with Job Satisfaction as an Intervening Variable. *Journal of Management Science*, 4(1).
- Musa Malandi. (2023). The Influence of Organizational Communication and Workload on Employer Job Satisfaction at PT Taspen. *International Journal of Business and Society Research*, 5(2), 25-34.
- Mus, Haryanto. (2021). The Effect of Job Satisfaction on Employer Performance Mediated by Organizational Commitment at PT Sejahtera Buana Trada. *Journal of Management Science*, 3(4), 102-112.
- Muliadi, S., & Hadi. (2020). The Influence of Organizational Communication on Employer Job Satisfaction at PT Garuda Indonesia (Persero) Tbk. *Journal of Management Research*, 2(1), 45-58.

- Mujtaba, R. (2023). Impact of Communication Barriers on Employer Performance: A Case Study of XYZ Company. *Journal of Business Studies*, 10(4).
- Mujahidin, A.R., & Azis, A. (2021). The Influence of Communication, Workload, and Organizational Commitment on Employer Job Satisfaction at PT Telkom Witel Sulawesi Selatan. *International Journal of Business and Management Research*, 5(3), 67-76.
- Muhammad Ridwan. (2022). The Influence of Organizational Communication, Organizational Culture, and Organizational Commitment on Employer Performance at Dr. Hospital. Soesilo Tegal Regency, 3(3), 45-56.
- Mohana, Priya. (2020). Communication, Work Motivation, and Job Satisfaction in Organizational Performance: A Case Study at XYZ Company, 3(2).
- Mochamad Syahroni. (2023). The Influence of Communication and Organizational Culture on Employer Performance with Job Satisfaction as a Mediation Variable at PT XYZ, 6(1), 32-45.
- **Mingguus Andreas.*. (2019). The Role of Communication in Shaping Employer Performance. *Journal of Business and Social Research*, 7(2), 18-27.
- Milo, D. (2022). Communication and Work Motivation: The Effect on Employer Performance. *Journal of Management Science*, 5(3), 123-134.
- Miftah Thoha. (2015). *Organizational Communication: Theory, Principles, and Applications*. Jakarta: Graha Ilmu.
- Michael Armstrong. (2020). *Employer Performance Management: Practical Solutions*. London: Kogan Page.
- Michael. (2019). The Impact of Communication and Job Satisfaction on Employer Performance: Evidence from XYZ Company. *International Journal of Communication and Performance Studies*, 5(2).