

THE EFFECT OF COMMUNICATION SKILLS, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to determine the effect of communication skills, job satisfaction and organizational commitment to employee performance at PT. Mopoli Raya Unit I of Langkat Regency. The sample in this study amounted to 78 respondents. Data analysis method used is multiple linear regression analysis, hypothesis testing using t test, F test, and Determination Test (R²). The results obtained by $Y = 1,212 - 0,002X_1 + 0,230X_2 + 0,516X_3$, Partially, Communication Capability does not significantly influence employee performance. Job Satisfaction has a significant effect on employee performance. Organizational commitment has a significant effect on employee performance. Communication skills, job satisfaction and organizational commitment simultaneously have a significant effect on employee performance. The results of the coefficient of determination (R²) obtained by 0.348 or 34.8% communication skills, job satisfaction and organizational commitment affect the performance of employees of PT. Mopoli Raya Unit I and the remaining 65.6% is influenced by other variables.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh kemampuan komunikasi, kepuasan kerja dan komitmen organisasi terhadap kinerja karyawan pada PT. Mopoli Raya Unit I Kabupaten Langkat. Sampel dalam penelitian ini berjumlah 78 responden. Metode analisis data yang digunakan adalah analisis regresi linier berganda, uji hipotesis menggunakan Uji t, Uji F, dan Uji Determinasi (R²). Hasil penelitian diperoleh $Y = 1,212 - 0,002X_1 + 0,230X_2 + 0,516X_3$, Secara parsial Kemampuan Komunikasi tidak berpengaruh signifikan terhadap kinerja karyawan. Kepuasan Kerja berpengaruh signifikan terhadap kinerja karyawan. Komitmen Organisasi berpengaruh signifikan terhadap kinerja karyawan. Kemampuan komunikasi, kepuasan kerja dan komitmen organisasi secara simultan berpengaruh signifikan terhadap kinerja karyawan. Hasil koefisien determinasi (R²) diperoleh sebesar 0,348 atau 34,8 % kemampuan komunikasi, kepuasan kerja dan komitmen organisasi mempengaruhi kinerja karyawan PT. Mopoli Raya Unit I dan sisanya sebesar 65,6 % dipengaruhi oleh variabel lain.

INTRODUCTION

The survival and growth of a company is not only determined by success in managing finances alone, but also by the company's success in managing its human resources. In a company, human resources are a very important factor, this is because human resources have the task of being planners, drivers as well as actors to achieve every goal that the company wants.

Human resources are the company's most important asset because of their role as the subject of implementing company policies and operational activities. The resources owned by the company such as capital, methods and machines cannot provide optimum results if they are not supported by human resources of good quality. Human resources have a very important meaning in the company. Human resource management must be able to unify the perceptions or perspectives of employees and leaders to achieve company goals.

PT. Mopoli Raya Unit I Langkat Regency is a company engaged in the rubber plantation sector. To achieve the goals that have been set, the company cannot do without employees. Employees are the most important asset for the company. Without employees, company activities cannot run properly. Employees with good performance will accelerate the achievement of company goals. One of the factors that influence maximum employee performance towards the company is job satisfaction.

Every company is required to formulate various steps in managing its resources. One way that can be done is to improve the quality of the resource itself. With an increase in the quality of human resources, it is hoped that in the future it will be able to improve the quality of its performance.

In the context of human resource management, the performance of an employee is needed to achieve work performance for the employee himself and also for the success of the company. To improve employee performance is not an easy job, it cannot be done quickly but requires a process to achieve it. Based on research by Syardiansah, et al (2021) performance can be significantly influenced by work motivation and organizational culture. Likewise, the way that can be done by the company to improve the performance of its employees by paying attention to the ability of communication between employees and superiors so as to foster organizational commitment and will create job satisfaction for employees.

Job satisfaction is a pleasant attitude that is felt by employees at work so that it makes employees love their work. Employees who work in the company must feel satisfied, because employees who are satisfied with the company will be more effective in providing good performance for the company, while employees who feel dissatisfied with the company tend to be less effective in providing good performance. Therefore the company must pay attention to the job satisfaction of its employees, because employees who are not satisfied can result in a decrease in performance. Dissatisfaction can be seen from employees who are lazy to go to work and are lazy at work (Latief, et al, 2019; Syardiansah, et al, 2020). While employees who are satisfied with the company usually employees will be happy in doing the work and will lead to high organizational commitment.

Communication ability is the ability of employees to create a communicative climate between employees and employees as well as between employees and superiors in daily activities for the completion of work. This communication activity must be carried out frequently to create a sense of openness in work, so that in jobs that have problems employees can communicate to find solutions for the solution. By having good communication skills, every employee will not have the awkwardness of expressing a problem they are facing in order to obtain a solution for the solution. In the meantime, every problem that is resolved properly, the employee will automatically feel satisfaction with what he has achieved.

Organizational commitment is the desire of employees to remain in the company and be involved in activities to achieve company goals. Employees who are committed to the

organization will develop a more positive mindset towards the organization and will be happy to expend extra energy for the benefit of the organization. Employees who have organizational commitment can be seen from their readiness to work and have a high sense of responsibility which will lead to a desire to remain in the company (Syardiansah, et al, 2020). In addition to job satisfaction, employee performance at PT. Mopoli Raya Unit I is also influenced by organizational commitment factors. Organizational commitment is the nature of the relationship between employees and the company, where employees have confidence in the values and goals of the company, are willing to work seriously for the benefit of the company and have a strong desire to remain part of the company. Low commitment can be seen from the presence of employees who do not complete their work in earnest. There are also other factors that can affect employee performance here, namely communication skills, where each employee is still limited in communicating every problem that wants to find a solution.

LITERATURE RIVIEW

Performance is the result of work that has been achieved by employees in completing the tasks and responsibilities given by the company. Performance can be an illustration of the achievement of the implementation of an activity program or policy in realizing the company's goals, objectives, vision and mission of the company through strategic planning. According to Kasmir (2016) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Meanwhile, according to Bangun (2012) performance is the result of work achieved by someone based on job requirements.

Meanwhile, Mangkunegara (2015) stated that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore Sedarmayanti (2012), says performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics.

According to Sutrisno (2016) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. Meanwhile, according to Hasibuan (2016) job satisfaction is a pleasant emotional attitude and loves his job.

Meanwhile, according to Mangkunegara (2015) job satisfaction is a feeling that supports / does not support the employee himself related to his work and with his condition. Furthermore, according to Sunyoto (2013) job satisfaction (job statistics) is a pleasant emotional state in which employees perceive their work.

Sudarmanto (2015) states that organizational commitment is an individual's competence in binding himself to the values and goals of the organization. Furthermore, according to Griffin (2014) states that organizational commitment is an attitude that reflects the attitude of the extent to which an individual knows and is bound to his organization. According to Ivanhevich in Sudarmanto (2015) Organizational commitment is defined as the degree to which employees are involved in their organization and wish to remain members, which contains an attitude of loyalty and willingness of employees to work optimally for the organization where the employee works. Meanwhile, Neale & Northcraft in Sudarmanto (2015) also stated that organizational commitment includes three things, namely: first, strong belief in organizational goals and values; secondly, a strong will or seriousness in the interests of the organization; third, a strong desire to continue or always be a member of the organization.

Communication ability is an ability to choose appropriate and effective communication behavior for certain situations. According to Onong Uchjana (2015) "Communication is the

process of conveying messages by communicators to communicants through media that cause certain effects". Communication is not just exchanging thoughts and opinions, but activities carried out to try to change the opinions and behavior of other people.

According to Widjaja (2010) the notion of communication appears to have a number of components or elements covered, which are the occurrence of communication. These components are: 1) communicators (people who deliver messages or information). 2) message (information that will be conveyed by the communicator to the communicant). 3) the media (the channel that will be chosen to convey the message) 4) the communicant (the person receiving the message). 5) effect (impact that occurs as a result of the message that has been delivered.) Impact can be positive or accepted, can be negative or rejected).

METHODS

This research was conducted at PT. Mopoli Raya Unit I which is located in Serang Jaya Village, Pematang Jaya District, Langkat Regency. The population in this study are employees of PT. Mopoli Raya Unit I with a total of 345 employees.

The sampling technique used in this study is probability sampling, which is sampling that provides equal opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2014). The sampling technique uses Simple random sampling. Simple random sampling is a method of taking samples from members of the population randomly without regard to the strata that exist in members of that population (Sugiyono, 2012).

To determine the size or number of samples in this study, the Slovin formula was used (Sugiyono, 2009):

$$n = \frac{N}{1 + N (e^2)}$$

The sample in this study amounted to 78 respondents. The data collection method used in this study is observation carried out through observing the daily activities carried out by employees of PT. Mopoli Raya Unit I. Interviews were conducted with employees of PT. Mopoli Raya Unit I. And distributing questionnaires to 78 respondents as employees of PT Mopoli Raya Unit I, and this questionnaire was given a rating weight for each question based on a Likert Scale.

The method of data analysis in this study is to use quantitative methods with multiple linear regression analysis. The variable relationship model in this study $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$

Where:

- Y = Employee performance
- X₁ = Communication skills
- X₂ = Job satisfaction
- X₃ = Organization Commitment
- a = constanta
- b₁, b₂, b₃ = koefisien regresion

Whereas hypothesis testing is carried out by: Partial test (t test), namely to test the significance of the relationship between each variable X and Y. The form of hypothesis testing is as follows: H₀: b₁ ≠ b₂ ≠ b₃ ≠ 0, there is an insignificant effect from the independent variable to the dependent variable. H_a: b₁ = b₂ = b₃ = 0, there is a significant effect of the independent variable on the dependent variable. The decision making criteria are as follows: H₀ is accepted if the t_{significance} is >5% and H_a is accepted if the t_{significance} is <5%.

Simultaneous hypothesis testing (F test) is carried out to test the significance of the relationship between variables X and Y simultaneously. The form of hypothesis testing is as

follows: $H_0: b_1 \neq b_2 \neq b_3 \neq 0$, simultaneously there is an insignificant effect of the independent variable on the dependent variable. $H_a: b_1 = b_2 = b_3 = 0$, simultaneously there is a significant influence from the independent variable on the dependent variable. The decision making criteria are as follows: H_0 is accepted if $F_{\text{significant}} > 5\%$ and H_a is accepted if $F_{\text{significant}} < 5\%$.

And testing the coefficient of determination is intended to find out the best level of accuracy in the regression analysis where the thing indicated by the magnitude of the coefficient of determination (Adjusted R2) is between 0 (zero) and 1 (one). The coefficient of determination (Adjusted R2) is zero for the independent variable and has absolutely no effect on the dependent variable.

DISCUSSION

To determine the effect of communication skills, job satisfaction and organizational commitment on the performance of employees of PT. Mopoli Raya Unit I Langkat Regency. This analysis uses an input process based on the data obtained from the results of the questionnaire distributed to the respondents. The results of data processing with the help of SPSS are obtained as follows:

Table 1 Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,212	,562		2,157	,034
Communication skills	-,002	,045	-,003	-,034	,973
Job Satisfaction	,230	,108	,196	2,132	,036
Organizational Commitment	,516	,081	,585	6,359	,000

Source: Primary data processed (2021)

From table 1 the results of SPSS processing obtained the regression equation $Y = 1,212 - 0,002X_1 + 0,230X_2 + 0,516X_3$. From the linear regression equation, it can be explained that a value of 1.212 is a constant value of employee performance. This means that the value of employee performance will be constant at 1.212 units if communication skills, job satisfaction and organizational commitment are equal to zero or constant. The communication ability variable (X_1) shows a negative effect of -0.002. This means that every time there is an increase of 1 unit in the communication ability variable, it will decrease employee performance by 0.002. Job satisfaction variable (X_2) shows a positive influence on employee performance of 0.230. This means that every time there is an increase of 1 unit in the job satisfaction variable, it will increase employee performance by 0.230. Organizational commitment variable (X_3) shows a positive influence on employee performance of 0.516. This means that every time there is an increase of 1 unit in the organizational commitment variable, it will increase employee performance by 0.516.

The results of the significant value of the variable communication skills obtained by $0.973 > 0.05$, the hypothesis stating that communication skills have a significant effect on employee performance is rejected. This means that communication skills have no significant effect on employee performance. The results of the significant value of the job satisfaction variable were obtained at $0.036 < 0.05$, so the hypothesis stating that job satisfaction has a significant effect on employee performance is accepted. That is, job satisfaction has a significant effect on employee performance. The results of the significant value of the organizational commitment variable were obtained for $0.000 < 0.05$, the hypothesis stating that organizational commitment has a significant

effect on employee performance at PT. Mopoli Raya Unit I is acceptable. This means that organizational commitment has a significant effect on employee performance.

Table 2 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1,600	3	,533	14,714	,000 ^b
Residual	2,682	74	,036		
Total	4,282	77			

Source: Primary data processed (2021)

The results of the F test for the variables of communication ability, job satisfaction and organizational commitment simultaneously on employee performance can be seen in 2. Based on table 2 it can be seen that the F value is sig. of 0.000. Because it is smaller than the value of α (0.05) it can be stated that the variables of communication ability, job satisfaction and organizational commitment simultaneously have a significant effect on employee performance at PT. Mopoli Raya Langkat Regency. Thus the hypothesis H_a in this study is accepted.

Table 3 Koefisien Determinasion

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,611 ^a	,374	,348	,19037

Source: Primary data processed (2021)

From the results of SPSS processing in table 5 it can be seen that the Adjusted R Square value is 0.348. This means that the variables of communication skills, job satisfaction and organizational commitment affect the performance of employees at PT. Mopoli Raya Unit I is 0.348 or 34.8%, while the remaining 65.2% is influenced by other variables not examined in this study.

CONCLUSION

Based on the results of the discussion above, it can be concluded that the results of the partial test show that the variable communication skills has no significant effect on employee performance. However, the variables of job satisfaction and organizational commitment have a significant effect on the performance of employees of PT. Mopoli Raya Unit I, Pematang Jaya District, Langkat Regency.

The results of the simultaneous test show that the variables of communication ability, job satisfaction and organizational commitment have a significant effect on the performance of employees at PT. Mopoli Raya Unit I, Pematang Jaya District, Langkat Regency. And from the results of the analysis of the coefficient of determination it is known that communication skills, job satisfaction and organizational commitment affect employee performance by 0.348 or 34.8%, while the remaining 65.2% is influenced by other variables not examined in this study.

The advice that the author can give is that companies must always maintain good communication between employees and superiors so that they can encourage the creation of good communication. Good communication must be supported by job satisfaction for each employee, as well as organizational commitment which will support the creation of good performance if every employee who works is satisfied with his job. For the future, the authors suggest that further research be carried out on other research objects related to employee performance either by using the same independent variables or with other independent variables.

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