

The Influence of Worked-Oriented Communication on the Performance of Employees at the Harbour Master Offices and Port Authority in Aceh Province with Job Satisfaction as an Intervening Variable

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ABSTRACT

This study examines the effect of work-oriented communication on employee performance, as well as examines the mediating effect of job satisfaction variables. The sample in this study were 130 employees at the Port Authority and Harbour Master Offices in Aceh Province. The analysis tool used is path analysis with the SEM (structural equation modeling) method using Amos. The results showed that the work-oriented communication variable had a positive and significant effect on job satisfaction, job satisfaction had a positive and significant effect on employee performance, work-oriented communication had a positive and significant effect on employee performance, and the job satisfaction variable mediated the effect of work-oriented communication variables with employee performance variables partially.

Key Word: *Work-oriented Communication, Job Satisfaction, Employee Performance.*

INTRODUCTION

Globally, there is a performance crisis in public services, due to the need for maximum service (Nabukeera et al. 2015). To create high performance, organizations must continuously fulfill their strategic and operational significance and motives through increasing employee performance levels. On the individual side, high performing employees may be more averse to taking on

company-specific roles (Dyer et al., 2019). Some experts in the literature believe that leaders in organizations around the world can discuss and review ways to retain talented employees and involve others (Mehrzi & Singh, 2016). When the potential of human resources is fully unlocked, organizations can achieve unlimited output, efficiency and effectiveness. Not all employees are the same in managing their business; because they have their own way of working.

Employee performance must be measured. Measurement of employee performance is based on the goals achieved by employees and related agencies, the evaluation of their superiors, financial factors and the goals to be achieved. Until employees focus on growth or learning, changes or continuous improvement of business processes and increasing customer satisfaction can only be carried out directly by the relevant departments.

Employee performance is a task and responsibility that must be completed by employees towards their organization by evaluating their current or previous work according to standards (Hadi & Sullaida, 2018). Besides that, there are opinions that say that employee performance is a record/work activity achieved during a certain period (Bernardin and Russell, 2013). On the other hand, employee performance is

also referred to as a good work record in terms of quality and quantity achieved by someone to carry out tasks based on assigned responsibilities (Robbins & Coulter, 2012).

The point is employee performance is the main driver of organizational reputation and refers to workers employed by the Aceh government to create and provide satisfying services according to the wishes of the community. One way is to influence the perceptions, attitudes and behavior of employees towards the organization. Therefore, public institutions must have a high commitment (Iis & Adam, 2018).

Undoubtedly, the search for the link between Human Resource Management and performance is said to be at the expense of employee well-being. In addition, changing the nature and context of work supports the case for a greater focus on well-being. What is needed, then analyzes Human Resource Management, which is more likely to improve employee welfare but can also offer alternative paths to high performance (Guest, 2017).

Platis et al., (2015) stated that the relationship between job satisfaction and employee performance is not something new because this study has been researched by Argyris, (1964), Gross & Etzioni, (1985). Job satisfaction is also very important, Luthans (2011) argues that job satisfaction is a result of employee perceptions that assess whether the job they provide is good or not. Chatzoglou, et al (2011) stated that job satisfaction is a statement of individual feelings towards work and is considered to have an influence on organizational operations.

Job satisfaction is certainly influenced by various factors. According to Farndale et al., (2011) claims that companies with happy employees will be successful in the future. In general, employees with high levels of job satisfaction feel fair in their work environment and feel that their work provides several positive qualities such as diversity, challenge, good salary, security, independence, pleasant cooperation (Bakotiy, 2016).

Happy employees will devote their time to the interests of the company and will be creative and earnest at work. In addition, they will try to find ways to overcome all obstacles to achieve company goals (Mukhtasar et al., 2021). Bakotić and Fiskovića (2013) explained that job satisfaction is generally shown by employees who like the work itself and the level of enjoyment in completing work.

Every organization must have work procedures in achieving its goals. Work procedures are guidelines or steps that contain standards for carrying out work according to established standards. Standards for carrying out work that are usually listed in documents in the form of books are only stored and in the end the employees do not carry out the work according to the SOP, so there is a lot of overlapping work and they do not know each position so that several employees do it, in the end there is an excess and the employees do not maximize output obtained (Boihaki et al., 2022). Clear work procedures can make it easier for employees to complete their work so as to improve their performance. If work procedures are not known then communication is required.

Communication is the glue that holds organizations together. Communication helps organizational members achieve both individual and organizational goals, implements and responds to organizational changes, coordinates various activities, and relates virtually to all behaviors relevant to the organization, (Ivancevich, Konopaske, and Matteson, 2005:421). Good communication can be the right tool to improve employee performance. Through communication, employees can ask their superiors for instructions regarding the implementation of work in a company Daft (2011).

Communication, job satisfaction and performance are inseparable from an organization, because in an organization it requires communication so that employees can work properly and correctly so that the

goals of the organization can be achieved and get good results (Fikri et al., 2022).

There is a theoretical gap in previous research which states that there are different findings from several previous researchers, namely according to Asih & Artana, (2014) stating that communication has a direct influence on employee performance without going through the mediation of job satisfaction at Puri Saron Hotel Group Bali. Job satisfaction is not a mediating variable on the indirect effect of communication on employee performance. Meanwhile, the results of research by Wildayana et al., (2019) state that communication has an indirect effect on employee performance through job satisfaction.

The differences in the results of these studies prompted us to conduct research in different locations, different independent variables and different sectors, namely employees at the Harbour Master Offices and Port Authority Offices in the Province of Aceh-Indonesia.

So on the basis of the considerations and questions as described above, the researcher wants to analyze more deeply about this issue with the research title "The Influence of Worked-Oriented Communication on the Performance of Employees at the Harbor Masters Office and Port Authority in Aceh Province with Job Satisfaction as an Intervening Variable." With the formulation of the problem:

1. What is the effect of worked-oriented communication on job satisfaction at the Port Authority and Harbour Master Offices in Aceh Province?
2. What is the effect of job satisfaction on employee performance at the Harbour Master Offices and Port Authority Offices in Aceh Province?
3. What is the effect of worked-oriented communication on employee performance at the Harbour Master Offices and Port Authority Offices in Aceh Province?
4. How does job satisfaction mediate the relationship between worked-oriented communication and employee

performance at the Harbour Master Offices and Port Authority Offices in Aceh Province?

LITERATURE REVIEW

Employee performance

Bernardin and Russell (2013) state that employee performance is a record/work activity achieved during a certain period. Furthermore, according to Robbins & Coulter (2012), employee performance is a record of good work in terms of quality and quantity achieved by someone to carry out tasks based on the responsibilities given. Employee performance must be created as well as possible so that employee morale, dedication, love, and discipline increase. This attitude is reflected by work morale, discipline, and work performance.

The dimensions of employee performance variables will be seen using employee performance indicators proposed by Mathis & Jackson (2012) several indicators in viewing employee performance, namely: quantity of work, quality of work, timeliness, attendance and ability to cooperate.

Job Satisfaction

Wang and Ho (2012) stated that job satisfaction leads to a person's emotional attitude or tendency toward work. Basically this view shows that job satisfaction is the level of individual preference for the job. As for Chatzoglou et al. (2011) stated that the expression of individual feelings towards work and affecting the functioning of the organization is called job satisfaction. When an employee feels job satisfaction, of course he will do his best to complete the job.

To measure job satisfaction, indicators are needed. Robbins & Judge, (2015) put forward indicators of job satisfaction including satisfaction with the job, satisfaction with rewards, satisfaction with supervision/supervisor, satisfaction with coworkers and promotion opportunities.

Work-oriented Communication

Greenberg and Baron (2008) argue that communication is a process by which a

person, group, or organization (sender) transmits some type of information (message) to another person, group, or organization (recipient). By knowing and understanding one's own communication style, one can know one's abilities and talents and know how to improve interpersonal relationships in communication in an organization (Andelline, 2019).

Robbins et al. (2010), stated that communication in this kind of organization has features and effects that are different from organizations with a formal management style. Several organizations began to realize the need to provide opportunities for employees to get to know each other and interact in an informal setting. Andelline (2019) explained that if the communication that occurs between employees is good communication, it will increase work performance so that the performance level of an organization is getting better.

According to Ingham (2011) Work orientation is the attitude and behavior of employees, is a concept that can create harmony in work and so that it can lead to an increase in the performance of individual employees in a work organization.

Based on the above understanding, it can be concluded that work-oriented communication is a process of transferring information from an employee or a group of employees who transmits several types of information to his company or organization which can create harmony in work and so can lead to increased employee performance.

To measure work-oriented communication requires indicators. According to Wang (2011), there are several indicators of work-oriented communication, namely the quantity of strategic information, the quantity of vertical interaction and satisfaction with management's responses to the upward feedback.

Hypothesis

Based on the research concept framework, 4 (four) hypothesis statements can be formulated as follows:

H1: Worked-oriented communication affects employee job satisfaction at the Harbour Master Offices and Port Authority Offices in Aceh Province.

H2: Job satisfaction affects the performance of employees at the Harbour Master Offices and Port Authority Offices in Aceh Province.

H3: Worked-oriented communication affects the performance of employees at the Harbour Master Offices and Port Authority Offices in Aceh Province.

H4: Job satisfaction mediates the relationship between worked-oriented communication and employee performance at the Harbour Master Offices and Port Authority Offices in Aceh Province.

MATERIAL & METHODS

The independent variable in this research is worked-oriented communication. Job satisfaction as an intermediary variable, while the dependent variable is employee performance. This type of research is a statement using a questionnaire as a tool for collecting data. The research instrument uses a modified Linkert scale 1-5. The population in this study were all employees at the Port Authority and Harbormaster Offices in Aceh Province. Sampling by census method, namely as many as 130 permanent employees. Census sampling technique is a sampling technique when all members of the population are used as samples (Sugiyono, 2009). The analysis technique uses the Structural Equation Model (SEM) using the SPSS 16.0 and Amos 21.0 computer programs. Test the validity of the instrument using Confirmatory Factor Analysis (CFA) for each construct, namely by looking at the Loading Factor value of each indicator and the results obtained for each statement item have a value of > 0.6. The reliability test uses the following formula:

$$\text{Construct Reliability} = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum e_i}$$

Meanwhile, variant extracts can be calculated using the following formula:

$$\text{Variance Extracted} = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum e_i^2}$$

RESULTS AND DISCUSSION

SEM Analysis

The results of the full model 1 analysis (initial model) using SEM analysis are shown in Figure 1. The calculation results show that of the eight criteria evaluated, only 1 (one) criterion does not meet (fit), namely AGFI.

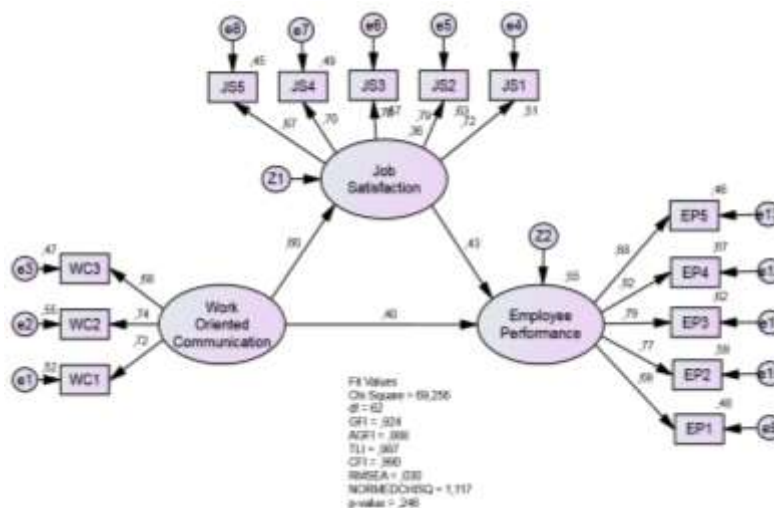


Figure 1. Full Model

Table 1 Goodness of fit Indexs untuk Full Model

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
χ^2 Chi-Square Statistik	Expected Low	69,256	Good
Probability	$\geq 0,05$	0,246	Good
CMIN/DF	$\leq 2,00$	1,117	Good
GFI	$\geq 0,90$	0,924	Good
AGFI	$\geq 0,90$	0,888	Marginal
TLI	$\geq 0,95$	0,987	Good
CFI	$\geq 0,95$	0,990	Good
RMSEA	$< 0,08$	0,030	Good

The results of the goodness of fit analysis showed that the overall evaluation of the model met the set criteria, except for AGFI which was still marginal but quite good. Thus the overall model is fit.

Direct Effects

To see how much influence exogenous variables (work-oriented communication) have on intervening variables (job satisfaction) and endogenous variables (employee performance) are shown in Table 2:

Table 2 Effect of Exogenous Variables on Endogenous Variables

			Estimate	S. E	CR	P
Job Satisfaction	<---	Work Oriented Communication	0,541	0,113	4,790	0,0001
Employee Performance	<---	Job Satisfaction	0,435	0,125	3,466	0,0001
Employee Performance	<---	Work Oriented Communication	0,386	0,120	3,215	0,001

Based on the results of data analysis as shown in Table 2, it can be explained that all exogenous variables (work-oriented communication) have a significant direct effect on job satisfaction and employee performance, and job satisfaction has a significant effect on employee performance.

Mediation Tests

To see the effect of the mediation effect, one must first see how much the direct effect, indirect effect and total effect are. Based on tests conducted using Amos. 21.0, the results are as shown in Table 3.

Table 3 Standardized Direct, Indirect & Total Effects

	Work Oriented Communication	Job Satisfaction	Employee Performance
Direct Effects			
Job Satisfaction	0,598	-	-
Employee Performance	0,415	0,424	-
Indirect Effects			
Job Satisfaction	-	-	-
Employee Performance	0,253	-	-
Total Effects			
Job Satisfaction	0,598	-	-
Employee Performance	0,668	0,424	-

The results of testing the effect of mediating (intervening) the relationship between worked-oriented communication variables and employee performance variables mediated by job satisfaction variables are shown in Figure 2:

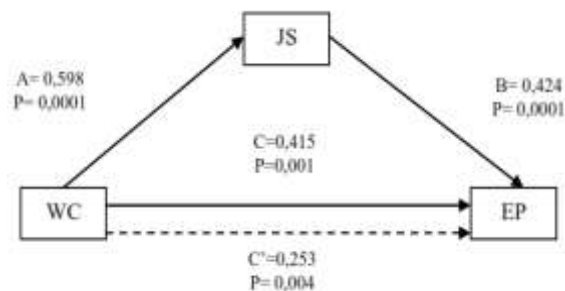


Figure 2. Mediation Effect Test

Figure 2 can be explained that the coefficients of path A, path B and path C are significant and the significance value of path C' is significant. Because the probability of path C' is significant, it can be concluded that there is a partial mediation relationship or in other words the job satisfaction variable mediates partial mediation between work-oriented communication and employee performance at the Kesyahbandaran and Port Authority Offices in Aceh Province.

DISCUSSION

1. Worked-oriented communication has an effect on employee job satisfaction at the Harbour Master Offices and Port Authority Offices in Aceh Province

Based on the test results using SEM through the Amos program, it is proven that worked-oriented communication has an influence on job satisfaction. The results of the analysis prove that the probability value generated from the model is 0.0001 (<0.05) so that it can be stated that there is a significant effect of worked-oriented communication on job

satisfaction or in other words accept H1. This means that the better the worked-oriented communication, the better the job satisfaction of employees at the Harbour Master Offices and Port Authority Offices in Aceh Province.

The results of this study are in line with the main points of Mubarok et al., (2021) who concluded that communication has a positive and significant effect on job satisfaction. In other words, worked-oriented communication can increase employee job satisfaction at the Harbour Master Offices and Port Authority Offices in Aceh Province.

Based on the description above, it can be concluded that this study accepts the first hypothesis which states that worked-oriented communication has a significant effect on job satisfaction at the Harbour Master Offices and Port Authority Offices in Aceh Province.

2. Job satisfaction affects the performance of employees at the Harbour Master Offices and Port Authority Offices in Aceh Province

Based on the test results using SEM through the Amos program, it is proven that job satisfaction has an influence on employee performance. The results of the analysis prove that the probability value resulting from the model is 0.0001 (<0.05) so that it can be stated that there is a significant effect of job satisfaction on employee performance or in other words accept H2. This means that the better the job satisfaction, the better the performance of employees at the Harbour Master Office and Port Authority Offices in Aceh Province.

Researchs by Mira et al., (2019) which concluded that job satisfaction has a positive and significant effect on employee performance. Based on the description above, it can be concluded that this study accepts the second hypothesis which states that job satisfaction has a significant effect on employee performance at the Harbour Master Offices and Port Authority Offices in Aceh Province.

3. Worked-oriented communication influences employee performance at the Port Authority and Harbor Authority Offices in Aceh Province

Based on the test results using SEM through the Amos program, it is proven that worked-oriented communication has an influence on employee performance. The results of the analysis prove that the probability value resulting from the model is 0.001 (<0.05) so that it can be stated that there is a significant effect of worked-oriented communication on employee performance or in other words accept H3. This means that the better the

worked-oriented communication, the better the performance of employees at the Kesyahbandaran and Port Authority Offices in Aceh Province. The results of this study are also in line with the research of Asih & Artana, (2014) which concluded that communication has a positive and significant effect on employee performance.

Based on the description above, it can be concluded that this study accepts the third hypothesis which states that worked-oriented communication has a significant effect on employee performance at the Kesyahbandaran and Port Authority Offices in Aceh Province.

4. Job satisfaction mediates the relationship between worked-oriented communication and employee performance at the Harbour Master Offices and Port Authority Offices in Aceh Province.

The results of testing the mediating (intervening) effect of the relationship between worked-oriented communication variables and employee performance variables are mediated by job satisfaction variables and are displayed in graphical form as Figures 2 and 3.

To find out the significance of path C', you can use the Sobel test, an interactive calculation tool for mediation tests, which produces the Sobel test, Aroian test, and Goodman test. In this study, the test results used to see statistical tests, standard errors, and p-values are numbers or values from the Sobel test. By using online it is known that the significance value of path C' is as shown in Figure 3:

Figure 3. Results of the Sobel Test An Interactive Calculation Tool for Mediation Tests

Input:	Test statistic:	Std. Error:	p-value:
a 0.598	Sobel test: 2.85573504	0.08878695	0.00429373
b 0.424	Aroian test: 2.82026865	0.08990349	0.00479835
s _a 0.113	Goodman test: 2.89257401	0.08765618	0.00382099
s _b 0.125	Reset all	Calculate	

Figure 3 is the calculation result obtained from the Sobel test an interactive calculation tool for mediation tests where the test statistic value obtained is a value of 2.855 which is far greater than the required minimum C.R of 1.96 of $(2.855 > 1.96)$ and the p-value value of $0.004 < 0.05$ and standard error value of 0.088. Based on the results of calculating the significance values for path C' using the Sobel Test as shown in Figure 3, the significance values for all pathways (A, B, C, and C') can be seen in Figure 2 which was previously mentioned.

Figure 2 can be explained that the coefficients of path A, path B and path C are significant and the significance value of path C' is significant. Because the probability of path C' is significant, it can be concluded that there is a partial mediation relationship or in other words the variable of job satisfaction partially mediates mediation between work-based communication and employee performance at the Kesyahbandaran Office and Port Authority in Aceh Province. The results of this study are also in line with the research of Hermawan & Suwandana, (2019) which concluded that job satisfaction can mediate the effect of communication on employee performance. The results of this study refute the results of Asih & Artana's research, (2014) which states that job satisfaction is not a mediating variable in the indirect effect of communication on employee performance.

CONCLUSION

Based on the research objectives described earlier, several research conclusions can be put forward as follows:

1. From the results of the interpretation it appears that work-based communication has a positive and significant effect on job satisfaction at the Kesyahbandaran and Port Authority Offices in Aceh Province because the effect of work-based communication on job satisfaction at the Harbour Master Offices and Port Authority Offices in Aceh Province is very good, this can be seen from the

significant value of 0.0001 which affects job satisfaction.

2. From the results of the interpretation it can be seen that job satisfaction has a positive and significant effect on employee performance at the Harbour Master Offices and Port Authority Offices in Aceh Province because the job satisfaction felt by employees so far at the Harbour Master Offices and Port Authority Offices in Aceh Province is very good, this can be seen from significant value of 0.0001 which affects the increase in employee performance.
3. From the results of the interpretation it appears that work-based communication has a positive and significant effect on employee performance at the Harbour Master Offices and Port Authority Offices in Aceh Province because the work-based communication that has occurred so far at the Harbour Master Offices and Port Authority Offices in Aceh Province is quite good, This can be seen from the significant value of 0.001 which affects employee performance.
4. The variable of job satisfaction provides a mediating effect in partial mediation of the work-based communication relationship with employee performance at the Harbour Master Offices and Port Authority Offices in Aceh Province, employee performance is more influenced by the factors of quantity of strategic information, quantity of vertical interaction and satisfaction with management's responses to the upward feedback.

SUGGESTION

1. Office heads at the Harbour Master Offices and Port Authority Offices in Aceh Province are advised to be able to pay attention to work-based communication so far, communication between superiors and subordinates is decreasing, this can be seen in the value of the quantity of strategic information indicator which is still very low, so that the contribution of the head of office still

looks low. The head of the office must often be involved in communication with his employees with the maximum quantity of information so that communication produces solutions to advance the office together.

2. It is recommended that the Head of the Harbour Master and Port Authority Office in Aceh Province pay attention to job satisfaction, because so far employees have felt that they have not had fair promotion opportunities, this is important so that employees work optimally.
3. It is recommended that the Head of the Harbour Master Offices and Port Authority Office in Aceh Province pay attention to performance, especially the quantity of work produced by employees that seems not optimal, then the Head of Office must also pay attention to the punctuality of employees at work, there must be time discipline supervision.

Declaration by Authors

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