

The Effect of Organizational Commitment and Communication on Employee Performance Through Job Satisfaction at The Medan District Court Class IA Special

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ABSTRACT

This study aimed to determine, develop, and analyze the effect of organizational commitment and communication on employee performance through job satisfaction at the Medan District Court Special Class IA. This type of research is called causal associative research. The population in this study includes employees who work at the Medan District Court Class Special IA, as many as 146 people. The sampling method used is the proportional random sampling method, which is a sample collection technique that takes into account the considerations of elements or categories in the research population. This study uses primary data. The data analysis method in this study uses path analysis or path analysis.

This study found that organizational commitment has a direct positive and significant effect on employee performance at the Medan District Court Class IA Special. Direct communication has a positive and significant effect on employee performance. Job satisfaction has a direct positive and insignificant effect on employee performance. Organizational commitment directly has a negative and insignificant effect on job satisfaction. Furthermore, direct communication has a positive and insignificant effect on job

satisfaction. Based on the Sobel test, it is known that organizational commitment through job satisfaction has a negative and insignificant effect on employee performance. Communication through job satisfaction has a positive and insignificant effect on employee performance at the Medan District Court Class IA Special. Based on the study's results, it was found that communication most influenced employee performance improvement through job satisfaction in the Medan District Court Class IA Special.

Keywords: Organizational Commitment, Communication, Job Satisfaction, Employee Performance

INTRODUCTION

Human resources are an organization's most significant resource. The organization will be more advanced and developed if its workforce is dependable and can be used as a work partner by its leaders in completing the tasks that are their respective responsibilities. Workers and leaders must mutually support, collaborate, respect, and comprehend each other's obligations and duties. The workforce, or personnel who are the organization's resources, must be used effectively, efficiently, and empathetically. The workforce as human resources must thus be managed professionally by a distinct

department inside an organization, namely the Human Resource Department. Regardless of its size or structure, each organization will need human resources who can think, act, and deal effectively with organizational progress. One kind of organization in Medan is Court Class IA Special, a public-sector organization that must increase employee performance to deliver high-quality services and generate equitable legal services. As a result of an improvement in staff performance, the Court Class IA Special in Medan can now deliver services per predefined service requirements.

According to Prawirosentono (2008), performance is the outcome of work that may be accomplished by a group of individuals inside an organization in line with their respective authority and duties to attain the organization's objectives legally, morally, and ethically. Waldman (2001) states that performance is behavior combination and achievement of what was anticipated and their decision or part of the actual task requirements of each employee inside an organization.

Employee performance is the achievement or work (output) of both quality and quantity achieved by an employee in carrying out the work responsibilities in line with the tasks assigned to them (Mangkunegara, 2016). An organization with high staff performance may easily fulfill its objectives, giving it a competitive advantage. Ahmad (2002) states that employees may be a competitive advantage for an organization since they possess competitive and comparative aspects that are difficult for rivals to duplicate; hence, better employee performance is anticipated to be employed as organizational assets.

Employee commitment to the organization will cause workers to be loyal to the organization, to work hard and loyally for the company's benefit, and to strive to exert maximum effort in reaching the required performance. According to Robert and Kinicki (in Kreitner and Kinicki, 2014), organizational commitment is a

manifestation of an employee's recognition of the organization and commitment to its goals. Moreover, Noe (2012) argues that organizational commitment is the extent to which an individual places himself inside an organization and is prepared to do whatever it takes to advance its goals. A person with low commitment to their organization often waits for a favorable chance to present themselves.

Dadie and Nugraheni (2016) found that organizational commitment positively and statistically significantly influences employee performance. Job satisfaction mediates the relationship between organizational commitment, leadership, and employee performance. Following research conducted by Yuleova (2013), there is an increasing influence of organizational commitment on employee performance, such as through job satisfaction as an intervening variable or job satisfaction can mediate, increasing the effect of commitment on employees' performance produce at work. Contrary to Mekta and Siswanto's (2017) results, their study demonstrates that organizational commitment has a negative and insignificant impact on employee performance.

Communication is one of the many aspects that must be considered while pursuing organizational or business objectives. According to Ardana et al. (2012), communication is essential to establishing a cooperative relationship between leaders, workers, and employees. Organizations with effective communication channels will provide workers with a comfortable and conducive work environment. Effective formal and informal organizational communication significantly impacts employee work satisfaction and may also enhance employee performance.

Effective communication directly impacts employee performance, as per Ardiansyah (2016), since workers perceive it directly. According to Prabasari (2012), the more effectively, rapidly, and creatively people communicate, the sooner they may build

favorable work relationships. In contrast, Wijanarka (2018) demonstrates that communication has no significant impact on employee performance. In line with the results of Lalamentik et al. (2017), communication does not have a positive or insignificant influence.

Job satisfaction is a form of one's feelings towards his work, work situation, and relationships with co-workers. Robbin and Judge (2008) argue that job satisfaction can be defined as a positive feeling about one's work that results from an evaluation of its characteristics. Satisfied employees will be committed to the organization. Mathis (2006) states that people who are relatively satisfied with their work will be more committed to the organization. People committed to the organization are more likely to get greater satisfaction, improving employee performance. As supported by the findings of Hartono and Setiawan (2013), organizational commitment has a positive effect on employee job satisfaction.

The results of Yuleova's research (2013) show an increasing influence of organizational commitment on employee performance through job satisfaction as an intervening variable. Job satisfaction can mediate, which increases the effect of commitment in improving the performance that employees at work will produce. Ardiansyah (2016) demonstrates in his study that job satisfaction mediates communication and employee performance. However, the findings of Sunarno and Liana (2015) show that the results of the mediation test of job satisfaction on the effect of organizational commitment on employee performance have a very small effect. Thus, the indirect effect of mediating job satisfaction does not occur because organizational commitment does not affect job satisfaction.

Based on the differences in the results of previous research (research gap), the following problems can be formulated:

Does organizational commitment have a positive and significant effect on employee

performance at the Medan District Court Class IA Special?

Does communication have a positive and significant effect on employee performance at the Medan District Court Class IA Special?

Does job satisfaction have a positive and significant effect on employee performance at the Medan District Court Class IA Special?

Does organizational commitment have a positive and significant effect on job satisfaction at the Medan District Court Class IA Special?

Does communication have a positive and significant effect on job satisfaction at the Medan District Court Class IA Special?

Does organizational commitment have a positive and significant effect on employee performance mediated by job satisfaction at the Medan District Court Class IA Special?

Does communication have a positive and significant effect on employee performance mediated by job satisfaction at the Medan District Court Class IA Special?

The purpose of carrying out this research is to find out and develop and analyze:

The effect of organizational commitment on employee performance at the Medan District Court Class IA Special.

The effect of communication on employee performance at the Medan District Court Class IA Special.

The effect of job satisfaction on employee performance at the Medan District Court Class IA Special.

The effect of organizational commitment on job satisfaction at the Medan District Court Class IA Special.

The effect of communication on job satisfaction at the Medan District Court Class IA Special.

The effect of organizational commitment on employee performance mediated by job satisfaction at the Medan District Court Class IA Special.

The effect of communication on employee performance mediated by job satisfaction at the Medan District Court Class IA Special.

This study is anticipated to provide advantages for all stakeholders, including the Medan District Court Class IA Special, as contribution and additional considerations in creating policies to enhance work efficiency and effectiveness, therefore enhancing the performance of employees within the company or organization. For the authors is to increase their knowledge in human resource management regarding organizational commitment and communication to improve employee performance through employee job satisfaction. Future studies may use this data as reference data to compare when conducting empirical studies, particularly on organizational commitment and communication, to improve employee performance through job satisfaction.

LITERATURE REVIEW

Organizational Commitment

Luthans (2012) states that organizational commitment is: an attitude that reflects employee loyalty to the organization and a continuous process in which organizational members express their concern for the organization and its success and continuous progress. According to Robert and Kinicki (2014), organizational commitment reflects how an employee recognizes the organization and is bound to its goals. This is an important work attitude because committed people are expected to demonstrate their availability to work harder to achieve organizational goals and have a greater desire to stay at a company. Moorhead and Griffin (2013) state that organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Organizational commitment is a condition in which employees take sides, care about a particular organization and its goals, and intend to maintain membership in the organization. In an organization, there needs to be much organizational commitment, which makes a professional work situation.

Several factors that influence a person's organizational commitment are based on a multidimensional approach: personal, situational, and positional factors. Juniarari (2011) states that the benefits of committing to the organization are to show a high level of participation, keep working, and continue contributing to achieving organizational goals. According to Allen and Meyer (1984) in Robbins (2012), there are three aspects of commitment: affective, continuity, and normative. In addition, Luthans (2012) mentions three main aspects of organizational commitment: identification, carried out in the form of employee trust in the organization; involvement of employees in all work activities; and the ability to cooperate well with co-workers. Employee loyalty to the organization means a person's willingness to strengthen relations with the organization at the expense of their interests. Lincoln and Bashaw, as quoted in Sopiah (2008), say that there are three ways to measure organizational commitment: employees' willingness, loyalty to the company, and pride in their work.

Communication

According to Ardana et al. (2012), communication is the key to opening a cooperative relationship between leaders and employees and between employees. Handoko (2009) explains that communication is the process of providing an understanding through ideas or information to someone. Schramm (2012) in Wijanarka (2018) states that communication is a sharing process. Schramm describes communication which means "common" or "together." When communicating, actually try to find a commonality with someone. Communication is getting information, instructions, or orders about a job or task from one person to another.

Communication performs four main functions (Robbins, 2013); it acts to control the behavior of organizational members. It helps with the development of motivation and emotional disclosure. It provides the information individuals and groups need to

make decisions by passing on data to identify and assess alternative options.

Brent and Stewart (2013) suggest that important functions of organizational communication include coordinating the activities of individuals, groups, or other units within the organization. Moreover, giving the organization as a whole direction; makes it easier for people within the organization to share information; and makes sure that information flows between the organization and the outside organization environment.

The organization's communication function (Sendjaja et al., 2011) is to inform, persuade, and integrate. There are two classifications of internal communication (Elvinaro, 2011); personal communication consists of face-to-face and mediated communication. Group communication consists of small-group and large-group communication. Ivancevich et al. (2006) say that communication can go in four directions: downward, upward, horizontal, and diagonal.

There are several indicators of effective communication in organizations (AW, 2010); The ability to understand the message carefully as intended by the communicator. It takes place in a pleasant atmosphere for both parties. The purpose of communication is to influence attitudes. Effective communication processes inadvertently increase the level of interpersonal relationships. Communication will be effective if both parties take action after communicating.

This study's dimensions and indicators of communication refer to Hafied (2013), which explains the development of dimensions and indicators of communication. The dimensions of the ease of obtaining information consist of two indicators: involvement of information from leaders and involvement of employee information with employees. Then the media quality dimension consists of five indicators: media efficiency in presenting information; ease of understanding; completeness and clarity; attractiveness to

read; and matching the needs. The dimensions of information content consist of three indicators: adequacy of information, information deficiency, and excess.

Employee Performance

Sinambela et al. (2012) suggest that employee performance is defined as the ability of employees to perform certain skills. Robbins and Dessler in Prahartanto (2012) state that performance is work performance, namely the comparison between work results and established standards. Mathis (Laksana, 2014) defines employee performance as what employees do or do not do. It affects how much they contribute to the organization in terms of output quality, output quantity, output period, workplace attendance, and cooperative attitude. Performance is related to the quality and quantity of work an employee does in carrying out duties under their responsibilities (Mangkunegara, 2016). It is concluded that performance is the result of work that employees can achieve in an organization following the authority and responsibility given by the organization to achieve its vision, mission, and goals.

Employee performance factors (Mangkunegara, 2016); Psychologically, employees' abilities consist of potential and reality abilities (knowledge + skills). Employees need to be placed in jobs that match their skills. Motivational factors are formed by an employee's attitude in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve organizational goals.

Mangkunegara (2016) states that the measures that need to be considered in performance appraisal include: work quality; work quantity; responsibility; initiative, cooperation, and obedience. Simanjuntak (2005) states that performance is influenced by individual competence factors, abilities, and work skills; motivational factors and work ethic; organizational support factors; and management support factors.

Wirawan (2009:80) mentions the dimensions and indicators of performance evaluation, among others, the dimensions of work results, which consist of three indicators: the number of work results, quality of work results, and efficiency in carrying out tasks. Dimensions of work behavior consist of indicators of initiative and accuracy. The dimensions of personality traits consist of indicators of honesty and creativity. Robbin (2012) states that employee performance can be measured using indicators of work quality, work quantity, punctuality, effectiveness, independence, and commitment.

Job satisfaction

Wibowo (2012) states that job satisfaction is the degree of positive or negative feelings about various aspects of work tasks and workplace relationships with co-workers. Meanwhile, Sutrisno (2014) stated that job satisfaction involves physical and psychological factors. Suwarno and Priansa (2011) explain that job satisfaction is how individuals feel their work is produced. Hasibuan (2013) argues that job satisfaction is an emotional attitude that is pleasant and loves his work.

It was concluded that job satisfaction is the way individuals feel about their work, resulting from the individual's attitude towards various aspects of their work. Job satisfaction arises when expectations are proportional to the remuneration provided by the company for the work performed so that employees can meet their physical needs and social status. Job satisfaction is an emotional feeling felt by someone for what they do. These factors are the opportunity to advance; willingness to work; wages; company and management, supervision, intrinsic motivation and work, working conditions, social aspects of work, communication, and facilities. (Gilmer, 1996; Sutrisno, 2014). As Mangkunegara (2016) noted, two factors influence job satisfaction: employee and job factors. It is concluded that job satisfaction is an expression of employee attitudes towards

work, compensation, and promotion in their profession and work environment.

The indicators of job satisfaction (Hasibuan, 2013) include loyalty; ability, honesty; creativity; leadership, salary level, indirect job satisfaction, and work environment. It can be concluded that the job satisfaction felt by everyone is very different. There are many aspects that influence it.

Organizational commitment affects employee performance.

Organizational commitment is binding between employees and the organizational commitments, such as a sense of trust in the values that exist in the organization, being loyal to the organization to work for, and having a strong desire to survive in the organization. Rafiei et al. (2014) state that organizational commitment from each dimension (affective, continuance, and normative) positively and significantly affects employee performance. Suharto et al. (2019) found that organizational commitment affects employee performance. The better the organizational commitment (strong belief and acceptance of organizational values and goals), the higher the employee's performance. Salim and Noor (2017) state that the dimensions of organizational commitment have a positive relationship with employee performance.

Communication affects employee performance.

The performance of employees is the main requirement for organizations to be able to provide the best service. Overall organizational performance can be improved when employee communication is effective. Building effective communication begins with good interpersonal relationships between members of the organization. Syahrudin, Hermanto, and Amalia (2020) found that communication affects employee performance. Rukamana, Sopiah, and Elfiah (2018) state that communication within the organization affects employee performance both directly and indirectly. Sutandi (2018) states that good communication can improve employee performance. Therefore,

effective communication among employees can improve performance for the better.

Job satisfaction affects employee performance.

Improvement in employee satisfaction will improve performance. Kawiana, Dewi, Martini, and Suardana (2018) found that job satisfaction has a positive effect on improving employee performance. Mekta and Siswanto (2017) state that job satisfaction has a positive and significant effect. Sari and Heru (2018) state that job satisfaction has a significant effect on improving employee performance. This means that any increase in employee satisfaction with their work will improve the employee's performance.

Organizational commitment affects job satisfaction.

Organizational commitment is a form of psychological attachment to the organization. The research results by Ahmad, Komad, and Naqvi (2014) found a positive and significant relationship between organizational commitment and employee job satisfaction. In line with the findings of Hartono and Roy (2013), organizational commitment positively affects employee job satisfaction. Because if the employee's commitment is high, this indicates that the employee gets very good satisfaction in the company. The results of Setiawan's research (2020) also state that organizational commitment significantly affects employee job satisfaction.

Communication affects job satisfaction.

Nasina Mat Desan and Muhammad Hasmi Abu H. A (2019) stated that communication has a relationship and impacts job satisfaction. Novieka and Arik (2018) state that both formal and informal communication positively affect job satisfaction. Thus, it can be said that it will lead to job satisfaction, especially for workers. Finally, the impact of communication and job satisfaction will lead to achieving the organization's vision and mission. Wirawan and I Nyoman (2015)

state that communication positively and significantly affects job satisfaction. The better the communication, the higher the employee's job satisfaction.

Organizational commitment affects employee performance through job satisfaction.

Dadie and Nugraheni's (2016) research shows that organizational commitment has a positive and significant effect on employee performance, and job satisfaction mediates organizational commitment to employee performance. The higher the commitment of employees in the organization, the higher their job satisfaction, which ultimately improves employee performance. Robbin and Judge (2008) argue that job satisfaction is a positive feeling about a person's job that results from an evaluation of its characteristics. Mathis (2006) states that people who are relatively satisfied with their work will be more able to commit to the organization and will likely get greater satisfaction.

Communication affects employee performance through job satisfaction.

Novieka and Prasetya (2018) discovered that communication influences job satisfaction and organizational commitment. The smoother, faster, and more efficient communication is, the sooner it is possible to develop good work relationships (Prabasari, 2012). Good communication is communication that may save time in its delivery and ease coordination with workers by organizing meetings to discuss topics that can help the achievement of corporate goals. Ardiansyah (2016) demonstrates that communication influences employee performance as mediated by job satisfaction. Improving employee performance requires focusing on additional elements, such as job satisfaction. From this description, the following hypothesis structure may be derived:

H1: Organizational commitment has a positive and significant effect on employee performance at Medan District Court Class IA Special.

H2: Communication has a positive and significant effect on employee performance at Medan District Court Class IA Special.

H3: Job satisfaction has a positive and significant effect on employee performance at Medan District Court Class IA Special.

H4: Organizational commitment has a positive and significant effect on job satisfaction at Medan District Court Class IA Special.

H5: Communication has a positive and significant effect on job satisfaction at Medan District Court Class IA Special.

H6: Organizational commitment has a positive and significant effect on employee performance through job satisfaction at Medan District Court Class IA Special.

H7: Communication has a positive and significant effect on employee performance through job satisfaction at Medan District Court Class IA Special.

RESEARCH METHODS

This research method is a causal relationship, namely a causal relationship pattern. This research is also quantitative because the tests are carried out using data processing in the form of numbers and processed by statistical procedures.

Variable Operationalizations

Organizational commitment (X1) reflects an employee's awareness and allegiance to the objectives of Medan District Court Class IA Special. Communication (X2) is the process of conveying messages that may be in the form of messages of information, ideas, emotions, or skills through symbols or symbols that might induce behavioral effects using certain media at Medan District Court Class IA Special. Employee performance (Y) is the consequence of the job accomplished by employees in line with the organization's granted authority and duty to realize the vision, mission, and goals of Medan District Court Class IA Special. Job satisfaction (Z) is a pleasant emotional state or positive emotion brought on by job evaluations or employees' work experiences at Medan District Court Class IA Special.

Population and Sample

This study's population are employees who work at Medan District Court Class IA Special, as many as 146 people. Determination of the number of samples using the Slovin formula resulted in 69 respondents. Technique data collection of this research through a questionnaire, literature studies,

RESULTS

Respondents Descriptive Analysis

Table 1: Characteristics of Respondents

Characteristics	Frequency	Percentage
Gender		
Male	30	50.0
Female	30	50.0
Total	60	100.0
Age		
20 – 30 years	10	16.7
30 – 40 years	24	40.0
40 – 50 years	9	15.0
50 – 60 years	17	28.3
Total	60	100.0
Education		
Bachelor's degree	44	73.3
Master's degree or Doctoral	16	26.7
Total	60	100.0
Years of service		
Below 21 years	11	18.3
16 – 20 years	4	6.7
11 – 15 years	15	25.0
6 – 10 years	10	16.7
Above 15 years	20	33.3
Total	60	100.0

Descriptive Statistical Analysis Outcomes

Table 2 Descriptive Statistical Results

Constructs	Mean	Category
Organizational Commitment (X1)	3.78	High
Communication (X2)	3.85	Good
Employee Performance (Y)	3.60	High
Job Satisfaction (Z)	3.47	Good

Data Validity and Reliability Test

The test results show that the r-count value is greater than the r-table value for all variables in this study. As a result, all of the data that comprise the statements in this study are valid and should be tested.

Table 3: Summary of Reliability Test Results for each Variable

Variables	Cronbach Alpha	Conclusion
Organizational Commitment (X1)	0.883	Reliable
Communication (X2)	0.924	Reliable
Employee Performance (Y)	0.918	Reliable
Job Satisfaction (Z)	0.860	Reliable

Table 3 displays the Cronbach value for employee performance as the dependent variable (Y). Organizational commitment (X1), communication (X2), and job satisfaction (Y) are the independent variables (Z), and as for the intervening variables, they are 0.918, 0.883, 0.924, and 0.860, respectively. Since the value is more than 0.80, it can be stated that all variables in this research are reliable.

Normality test

The purpose of the normality test is to determine whether data distribution follows or approaches the normal distribution. The normality test in this study was carried out using a significant level of 5%—the Asymp. Sig (2-tailed) value was above the significant value of 5%, meaning that the residual variable was normally distributed.

Table 4: Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N	60	
Normal Parameters, b	mean	,0001256
	Std. Deviation	5,43963978
Most Extreme Differences	Absolute	,111
	Positive	0,070
	negative	-,111
Test Statistics		,111
asyp. Sig. (2-tailed)		,065c

The normality test shows that the results show the probability value or Asymp. Sig (2-tailed) for organizational commitment (X1), communication (X2), employee performance (Y), and job satisfaction (Z) is 0.065. Because the probability value is greater than the significance level, which is 0.05, the assumption of normality is met.

Heteroscedasticity Test

The heteroscedasticity test, in principle, wants to test whether a group has the same variance among members. If the probability is significantly above the 5% confidence level, it can be concluded that the regression model does not lead to heteroscedasticity (Situmorang & Lufti, 2011).

Table 5: Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1.(Constant)	7,168	4,040		1,774	,081
organizational commitment	-,123	0,080	-,290	-1,546	,128
Communication	,144	,105	,256	1,372	,176
Job satisfaction	-,060	0,075	-,106	-,796	,429

a. Dependent Variable: res2

Table 5: Probability values (significance) of the regression coefficients for organizational commitment (X1), communication (X2), employee performance (Y), and job

satisfaction (Z) variables are 0.128, 0.176, and 0.429. These are greater than 0.05. Thus, this indicates that there is no symptom of heteroscedasticity.

Multicollinearity Test Results

Table 6: Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	7,290	7,625		,956	,343		
Organizational Commitment	,426	,150	,325	2,837	,006	,485	2,064
communication	,916	,198	,528	4,620	,000	,488	2,051
job satisfaction	,240	,141	,138	1,697	,095	,961	1,040

a. Dependent Variable: employee performance

In Table 6, the VIF value of the organizational commitment (X1) is 2.064, and the tolerance value is 0.485. The VIF value of the communication (X2) is 2.051, and the tolerance value is 0.488. The VIF

value of job satisfaction (Z) is 1.040, and the tolerance value is 0.961. Because the VIF value is < 5 and the tolerance value is > 0.1 , there is no symptom of multicollinearity in the variables studied.

Path analysis

Table 7: Correlation Analysis

		Organizational Commitment	Communication	Job satisfaction	Employee performance
Organizational Commitment	Pearson Correlation	1	,705**	,095	,684**
	Sig. (2-tailed)		,000	,468	,000
	N	60	60	60	60
communication	Pearson Correlation	,705**	1	0,055	,764**
	Sig. (2-tailed)	,000		,677	,000
	N	60	60	60	60
job satisfaction	Pearson Correlation	,095	0,055	1	,136
	Sig. (2-tailed)	,468	,677		,300
	N	60	60	60	60
employee performance	Pearson Correlation	,684**	,764**	,136	1
	Sig. (2-tailed)	,000	,000	,300	
	N	60	60	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7 shows the relationship between the variables as follows:

The significance values (Sig2-tailed) of the commitment (X1) and employee performance (Y) are $0.000 < 0.05$, which means that there is a significant correlation between organizational commitment (X1) and employee performance (Y). The communication (X2) with employee performance (Y) has a significance value (Sig2-tailed) of $0.000 < 0.05$, which means that there is a significant correlation between the communication (X2) and employee performance (Y). The significance value (Sig 2-tailed) of job satisfaction (Z) on employee performance (Y) is $0.300 > 0.05$. This means there is no significant correlation between job satisfaction (Z) and employee performance (Y).

The calculated r-value for the relationship between organizational commitment (X1) and employee performance (Y) is $0.684 > 0.288$ (r-table). It can be concluded that there is a relationship or correlation between organizational commitment (X1) and employee performance (Y), where a positive sign indicates a positive relationship or correlation between organizational commitment and employee performance. The higher the organizational commitment,

the higher the employee's performance. The correlation value of 0.684 indicates a fairly high correlation between organizational commitment (X1) and employee performance (Y).

The calculated r-value for the relationship between communication (X2) and employee performance (Y) is $0.764 > 0.279$ (r table). It can be concluded that there is a relationship or correlation between communication (X2) and employee performance (Y), where the sign positive indicates the existence of a relationship or a positive correlation between communication and employee performance. The more communication increases, the employee's performance increases, and vice versa. The correlation value of 0.764 indicates a fairly high correlation between communication (X2) and employee performance (Y).

The calculated r-value for the relationship between job satisfaction (Z) and employee performance (Y) is $0.136 < 0.279$ (r-table). It can be concluded that there is no relationship or correlation between job satisfaction (Z) and employee performance (Y). The positive indicator indicates a positive relationship or correlation between job satisfaction and employee performance: the more job satisfaction increases, the more employee performance increases. The

correlation value of 0.136 indicates a very low correlation between job satisfaction (Z) and employee performance (Y).

Coefficient of determination analysis

Coefficient of determination analysis is used to see how much the independent variable

(X) has an effect on the dependent variable (Y), which is expressed as a percentage. The results of the determination analysis test for organizational commitment (X1) and communication (X2), job satisfaction (Z), and employee performance (Y) in this study can be seen in the table below.

Table 8: Regression Models 1 and 2

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.197a	.039	.005	5.22794
a. Predictors: (Constant), communication, organizational commitment				
Model 2	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803a	.644	.625	5.58344
a. Predictors: (Constant), job satisfaction, communication, organizational commitment				
b. Dependent Variable: employee performance				

Model-1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	35.414	5.382		6.580	.000
Organizational Commitment	-.201	.138	-.267	-1.456	.151
Communication	.243	.183	.243	1.327	.190
a. Dependent Variable: job satisfaction					
Model-2	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.290	7.625		.956	.343
organizational commitment	.426	.150	.325	2.837	.006
Communication	.916	.198	.528	4.620	.000
Job satisfaction	.240	.141	.138	1.697	.095
a. Dependent Variable: employee performance					

$$Y = 35,414 - 0.201 X1 + 0.243 X2$$

Table 8 shows the path coefficients for the first regression model as follows:

Organizational commitment (X1) has a negative effect on increasing job satisfaction (Z), while communication (X2) has a positive effect on increasing job satisfaction (Z). The significance value for organizational commitment (X1) is 0.151 greater than 0.05, and communication (X2) is 0.190 greater than 0.05. These results conclude that organizational commitment and communication have no significant effect on job satisfaction at work. The value of R Square in the table is 0.197, indicating that the influence of organizational commitment and communication on job satisfaction in Medan District Court Class IA Special is 19.7%. The remaining 80.3% contributes to other variables not explained in this study.

$$Y = 7.290 + 0.426 X1 + 0.916 X2 + 0.240 Z$$

Table 8 shows the path coefficients for the second regression model as follows:

Organizational commitment (X1) has a positive effect on employee performance (Y). Communication (X2) has a positive effect on employee performance (Y). Job satisfaction (Z) has a positive effect on employee performance (Y). The significance value in the coefficients table for the organizational commitment (X1) is 0.006 smaller than 0.05, the communication (X2) is 0.000 smaller than 0.05, and the job satisfaction (Z) has a significance value of 0.095 greater than 0.05. These results conclude that organizational commitment and communication partially have a significant effect on employee performance, while job satisfaction partially has no significant effect on employee performance. The R2 or R Square value is 0.644, indicating that the influence of organizational commitment and communication and job satisfaction on employee performance is 64.4%. The remaining 35.6% contributes to other variables not explained in this study.

Hypothesis test

Coefficient of Determination Test (R²)

Table 9: Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,803a	,644	,625	5,58344
a. Predictors: (Constant), job satisfaction, communication, organizational commitment				
b. Dependent Variable: employee performance				

Table 9 shows that: the R-value of 0.803 indicates the relationship between organizational commitment (X1) and communication (X2), where job satisfaction (Z) is an intervening variable on employee performance (Y) is 80.3%. The R² value of 0.644 means that 64.4% of employee

performance (Y) can be explained by organizational commitment (X1) and communication (X2), where job satisfaction (Z) is the intervening variable. The remaining 35.6% can be explained by other variables not examined in this study.

Simultaneous Significant Test (F-Test)

Table 10: Simultaneous Test (F-Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3158,792	3	1052,931	33,775	,000b
	Residual	1745,791	56	31,175		
	Total	4904,583	59			
a. Dependent Variable: employee performance						
b. Predictors: (Constant), job satisfaction, communication, organizational commitment						

Table 10 shows that the significance value of F is 0.000 < 0.05. So it can be concluded that organizational commitment (X1), communication (X2), and job satisfaction (Z) simultaneously have a significant effect on employee performance (Y).

Partial Significance Test (t-test)

Table 11: Partial Test (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	35,414	5,382		6,580	,000
	organizational commitment	-,201	,138	-,267	-1,456	,151
	Communication	,243	,183	,243	1,327	,190
a. Dependent Variable: job satisfaction						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	7,290	7,625		,956	,343
	organizational commitment	,426	,150	,325	2,837	,006
	Communication	,916	,198	,528	4,620	,000
	Job satisfaction	,240	,141	,138	1,697	,095
a. Dependent Variable: employee performance						

Table 11 shows the effect of each variable X and Z on variable Y. It can be seen as follows:

The effect of organizational commitment (X1) on employee performance (Y)

The partial test results show that the organizational commitment's significance value is 0.006 < 0.05. It can be concluded that the direct effect of organizational

commitment has a positive and significant effect on employee performance.

The effect of organizational commitment (X1) on employee performance (Y)

The partial test results show that the organizational commitment's significance value is 0.006 < 0.05. It can be concluded that the direct effect of organizational

commitment has a positive and significant effect on employee performance.

The effect of communication (X2) on employee performance (Y)

The partial test results show that the communication's significance value is $0.00 < 0.05$. It can be concluded that the direct effect of communication has a positive and significant effect on the performance of employees.

The effect of job satisfaction (Z) on employee performance (Y)

The partial test results show that the significant value of job satisfaction is $0.095 > 0.05$. It can be concluded that the direct partial effect of job satisfaction has no significant effect on the performance of employees.

The effect of organizational commitment (X1) on job satisfaction (Z)

The partial test results show that the organizational commitment's significance value is $0.151 > 0.05$. It can be concluded that the direct partial effect of organizational commitment has no significant effect on job satisfaction.

The effect of communication (X2) on job satisfaction (Z)

The partial test results show the communication's significance value is $0.190 > 0.05$. It can be concluded that the direct effect of partial communication has no significant effect on job satisfaction.

The effect of organizational commitment (X1) through job satisfaction (Z) on employee performance (Y)

The partial test results show that the direct effect of organizational commitment on employee performance is 0.325. In contrast, the indirect effect of organizational commitment through job satisfaction on employee performance is the multiplication of the beta value of X1 to Z with the beta value of Z to Y: $-0.267 \times 0.138 = -0.037$. The direct effect value is 0.325, and the indirect effect is -0.037, which means that the direct effect value is greater than the indirect effect value. Thus, it can be concluded that job satisfaction cannot

mediate the effect of organizational commitment on employee performance.

The effect of communication (X2) through job satisfaction (Z) on employee performance (Y)

The partial test results show that the value of the direct effect of communication on employee performance is 0.528. In contrast, the indirect effect of communication through job satisfaction on employee performance is the multiplication between the beta value of X2 to Z and Z to Y: $0.243 \times 0.138 = 0.034$. The calculation results show that the direct effect value is 0.528 and the indirect effect is 0.058, which means that the direct effect value is greater than the indirect effect value. Thus, job satisfaction cannot mediate the effect of communication on employee performance. Organizational commitment has no significant effect on job satisfaction, and job satisfaction has no significant effect on employee performance. Thus, job satisfaction is insignificant in mediating the relationship between organizational commitment and employee performance. Communication has no significant effect on job satisfaction, and job satisfaction has no significant effect on employee performance. Thus, job satisfaction is insignificant in mediating the relationship between communication and employee performance.

DISCUSSION

The effect of organizational commitment on employee performance

The research shows that organizational commitment positively and significantly affects employee performance, with a significance value of $0.015 < 0.05$. The regression coefficient (b) value is 0.378, which is positive. This shows that the direction of the relationship between organizational commitment and employee performance is positive. This means that the higher the organizational commitment, the more the employee's performance. Thus, the results obtained indicate that organizational commitment affects employee performance. The results of this study are consistent with

research conducted by Suharto, Suyanto, Nedi (2019), Al Zefeiti and Noor (2017), Sapitri (2016), and Darmawan (2015), which states that organizational commitment has a positive and significant effect on employee performance.

The effect of communication on employee performance

Research results show that communication has a positive and significant effect on employee performance, with a significance value of $0.000 < 0.05$. The regression coefficient (b) value is 0.975, which is positive. This shows that the direction of the relationship between communication and employee performance is positive. This means that the more effective the communication, the employee's performance will also increase. The results of this study are in line with the research of Syahrudin, Hermanto, and Amalia (2020), Ardiansyah (2016), and Darmawan (2015), which state that communication has a positive and significant effect on improving employee performance.

The effect of job satisfaction on employee performance

Research results show that job satisfaction has no significant effect on employee performance, with a significance value of $0.095 > 0.05$. The regression coefficient (b) value is 0.240, which is positive. This shows that the direction of the relationship between job satisfaction and employee performance is positive. This means that the higher the job satisfaction, the increased employee performance. However, the results showed no significant effect between job satisfaction and employee performance. The results of this study are not in line with research conducted by Kawiana, Dewi, Martini, and Suardana (2018) and Fitri, Adam, and Aji (2014), which state that job satisfaction affects improving employee performance. However, this study's results align with the research conducted by Sawitri, Suswanti, and Huda (2016), which states that job satisfaction has a significant

effect on employee performance. The effect of job satisfaction on employee performance is caused by the lack of appreciation received by employees for the efforts they have made.

The effect of organizational commitment on job satisfaction

Research shows that organizational commitment has no significant effect on job satisfaction with a significance value of $0.151 > 0.05$. The value of the regression coefficient (b) is -0.201, which is negative. This shows that the direction of the relationship between organizational commitment and job satisfaction is negative. This means that the higher the organizational commitment, the lower the job satisfaction. Thus, the results of the study indicate that there is no significant effect between organizational commitment and job satisfaction. The results of this study were also stated by Bateman & Strasser (1984) that job satisfaction is not the cause of organizational commitment but is the result. In other words, commitment is an antecedent of job satisfaction. In addition, Ratnasari's (2011) research shows that organizational commitment does not affect employee job satisfaction. The finding is in line with Inge (2018), who argues that due to the condition of civil servants who are satisfied or dissatisfied with their work, they will continue to work in the government environment.

The effect of communication on job satisfaction

The fifth hypothesis shows that communication has no significant effect on job satisfaction with a significance value of $0.190 > 0.05$. The regression coefficient (b) value is 0.243, which is positive. This shows that the direction of the relationship between communication and job satisfaction is positive. This means that the more effective the communication, the more job satisfaction will increase. This is in line with research by Salahudin, Viktor, and Joy (2018) found that good communication does

not impact employee job satisfaction. In addition, Wakhyuni's research (2019) found that communication does not affect employee job satisfaction.

The effect of organizational commitment on employee performance through job satisfaction

The research result for the sixth hypothesis shows that organizational commitment has no significant effect on employee performance through job satisfaction with a significance value of $-1.01055 < 1.96$. The direct effect value is 0.325, and the indirect effect is -0.037, which means that the direct effect value is greater than the indirect effect value. Thus job satisfaction cannot mediate the effect of organizational commitment on employee performance. The results of this study are in line with Nedi (2019), Al Zefeiti and Noor (2017), Sapitri (2016), and Darmawan (2015). They state that organizational commitment positively and significantly affects employee performance. However, this study does not support Riswanto's (2013) finding that organizational commitment can affect employee performance through job satisfaction. In addition, this research is in line with Dadie (2016) that job satisfaction can mediate between organizational commitment and employee performance.

The effect of communication on employee performance through job satisfaction

The research results show that the seventh hypothesis is rejected because the study results show that communication has no significant effect on employee performance through job satisfaction with a significance value of $0.949994 < 1.96$. The direct effect value is 0.528, and the indirect effect is 0.034, which means that the direct effect value is greater than the indirect effect value. This study's results align with Amalia (2020) and Darmawan (2015), which state that communication has a positive and significant effect on improving employee performance. However, the findings of this study differ from those of Sukarja (2015),

who discovered that job satisfaction could mediate communication about employee performance. In addition, Ardiansyah's (2016) research differs from this study. He found that job satisfaction mediates communication and employee performance has a positive effect, meaning that implementing effective communication to improve employee performance will not be realized if good job satisfaction indicators do not support it.

CONCLUSION & SUGGESTIONS

Conclusion

The results of the research and discussion of the research concluded:

Organizational commitment has a positive effect on employee performance at Medan District Court Class IA Special. Communication has a positive effect on employee performance at Medan District Court Class IA Special. Job satisfaction does not affect employee performance at Medan District Court Class IA Special. Organizational commitment does not affect job satisfaction at Medan District Court Class IA Special. Communication does not affect job satisfaction at Medan District Court Class IA Special. Organizational commitment does not affect employee performance through job satisfaction. Communication does not affect employee performance through job satisfaction at Medan District Court Class IA Special.

Suggestions

This research recommends increasing the participative role and being more judicious when delegating work so that tasks may be completed by the workers' capabilities, hence improving employee performance. It should help employees progress in their careers by giving them possibilities for self-actualization via training in soft skills. Generally, employees with high soft skills can execute tasks effectively and give optimal performance. Aspects that are influential in creating effective communication, such as work instructions, must be reclarified in completing tasks

deadline and creating a high level of mutual understanding in cooperation to increase the job satisfaction of each employee, thereby enhancing employee performance. It should evaluate the SOP and tell all workers of any modifications so that every person is aware of them and may use them as a guide for normal tasks. Submitting comprehensive and correct information to workers will also contribute to the efficient operation of the business. It should boost workplace communication once again. Maintaining effective communication between workers is essential since communication is also a technique for encouraging staff.

It is preferable to offer proper remuneration to workers with the greatest performance and pay incentives on time so that every employee in the environment is satisfied with their job. It is intended that future scholars would study the examined occurrences in more depth so that the influencing elements are transparent. Employee performance may also be examined utilizing additional factors, such as employee competency, work environment, training, and organizational culture, and identifying holistic solutions to problems.

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