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**THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT THE LAND OFFICE ADMINISTRATIVE CITY OF EAST JAKARTA**

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**ABSTRACT**

This study aims to: 1) determine the effect of organizational communication on job satisfaction, 2) determine the effect of work motivation on job satisfaction, 3) determine the effect of organizational communication on employee performance, 4) determine the effect of work motivation on employee performance, 5) determine the effect of job satisfaction on employee performance, 6) determine the effect of organizational communication on employee performance through job satisfaction, and 7) determine the effect of work motivation on employee performance through job satisfaction. The research was conducted at the East Jakarta Administrative City Land Office with a sample of 96 respondents. The sampling technique used a simple random sampling technique. Methods of data analysis using descriptive analysis and path analysis.

The results showed that: 1) there is an effect of organizational communication on job satisfaction, 2) there is an effect of work motivation on job satisfaction, 3) there is an effect of organizational communication on employee performance, 4) there is an effect of work motivation on employee performance, 5) there is an effect of job satisfaction on employee performance, 6) there is no effect of organizational communication on employee performance through job satisfaction, and 7) there is no effect of work motivation on employee performance through job satisfaction. Job satisfaction variables cannot mediate organizational communication variables and work motivation on improving employee performance.

**KEYWORDS:** Organizational Communication, Work Motivation, Job Satisfaction, Employee Performance.

## 1. INTRODUCTION

In this era, technological developments have also influenced the performance, systems, and work facilitation of an agency. The use of technology will produce quality work that is effective and efficient, so that through the use of information and communication technology has mastered the governance of people's lives. The utilization of information technology in an electronic system is the widespread use of computer systems that include hardware, software, communication networks, and electronic data. This system is an integrated system between humans and machines that includes hardware, software, standard procedures, human resources, and the substance of information that includes input, process, output, storage, and communication functions.

Humans as social beings need communication in their daily lives, meaning that they need other people or groups to interact with each other. This shows the communication process as a process of social interaction between individuals and other individuals and community groups. The interaction process gave birth to various individual components, community groups, and organizations with a leadership system. A leader regularly communicates with his staff to convey various information related to company activities. In this case, a leader is required to be able to communicate better than his staff so that the information conveyed is clearer and ultimately has an impact on the effectiveness of organizational communication. regions that have the authority, duties, and responsibilities to support the implementation of regional autonomy, decentralization, deconcentration, and assistance in the field of land affairs in the regions. Along with population growth and development developments and their results, the needs of Indonesia's population continue to increase and become more diverse. In the context of national development, this includes development for the public interest.

These development efforts must continue to be carried out in line with the increase in population and increasing levels of prosperity. With the increasing population and increasing economic level, the need for public facilities such as transportation, education, places of worship, sports facilities, communications, and security also increases. However, the construction of these public facilities requires land as a place. Challenges arise because land is a limited natural resource and cannot be expanded. A lot of land is already controlled with ownership rights (rights land) and state-owned land is also increasingly limited. Acquiring land for public purposes often faces various problems. The need for land for development is very urgent, but land availability is increasingly difficult. Land is needed not only for the construction of public facilities, such as offices and housing, but also for agriculture to meet community needs. The rapid development process in this country increases the price of land to create land as an economic commodity that has a very high value. The government or regional government carries out land acquisition for the development of public interest by releasing or handing over land rights. One example is the construction of public roads. Therefore, it is necessary to improve employee performance so that they can carry out their duties as well as possible. In this case, the work discipline factor has a very important role in improving employee performance. In real terms, the level of discipline greatly influences the implementation of the daily tasks of employees. Employees who have a high level of discipline will work well even without supervision from superiors. They will not take advantage of work time for things that are not related to work. Disciplined employees will also consciously comply with the rules in

organizational communication without coercion. As a result, employees with high work discipline will have good performance compared to their less productive colleagues because they tend to be lazy and do not meet predetermined targets. Performance refers to the results of individual or group work in an organization by their responsibilities and established authority.

The purpose of this performance is to achieve organizational goals legally, according to law, and based on morals and ethics. Performance plays a crucial role for the organization and the employees involved. Several factors influence employee performance, both internal factors related to the employee himself and external factors related to the organizational environment. Success in carrying out employee duties is very dependent on the effectiveness of organizational communication within the company. Despite its importance, implementing organizational communication can also face several challenges. One of them is the relationship between leaders and employees, which can influence each other. Communication within groups or organizations tends to result in very formal situations because organizational communication flows have been formed. This communication flow is formed from leadership policies that determine with whom he will interact first. In formal situations, leaders will interact with employees who are under them based on position and rank. The presence of communication flows determined by the leadership makes communication in the organization take place based on predetermined patterns. To carry out communication following the aims and objectives, it is necessary to understand the flow of communication within the organization so that interactions between one part and another run harmoniously, dynamic, and definite.

Organizational communication flows are needed to develop new communications so that leaders can create innovative strategies or plans for implementing the vision and mission. To create a good and effective organizational communication flow, leaders must pay attention to the communication patterns and elements contained in the organization. The importance of communication for human life must be studied and developed to improve the ability to communicate with others so that they can communicate effectively to achieve goals. The use of communication continues to experience development along with the development of communication technology. The development of communication technology will make it easier to achieve goals, both individual goals and company and community goals. Through good communication an organization can run smoothly and successfully, and vice versa. Lack or absence of organizational communication can result in traffic jams and disorganization of a company.

Communication is very important in human life. Not only is communication used as a means of conveying messages, ideas, notions, or thoughts, but communication is used as a tool to influence other people or as a means of interaction to equalize perceptions and achieve various goals for individuals, corporate groups, and society. Communication is the exchange of verbal and nonverbal messages between the sender and recipient of the message to change behavior. The sender of the message can be an individual, group, or organization, a section head, a leader, a group of people within the organization, or the organization as a whole. Communication is one of the important factors in the occurrence of activities. Through communication, humans can relate to each other in everyday life, society, or wherever humans are. There is no human being who is not involved in communication. Therefore, it is necessary to know about communication and matters related to

communication, at any level, whether it is interpersonal, group, or organizational communication (Muhammad, 2009).

The inevitable relationship between organization and communication can be understood based on operational and conceptual views. The operational view is related to the principles of organizational work, including organizational work in achieving organizational goals, management authority in influencing employee behavior through coordination for the integration and directing of external activities to be effective with the environment for the effectiveness and efficiency of achieving organizational goals. Communication in the sense of exchanging information and conveying meaning is the core of a social system or organization. As a social process, communication makes the functioning of any group, organization, or society. This includes forms of social interaction that transmit influence, cooperation, social imitation, and leadership.

Communication is vital in the existence of an organization because, through communication, groups can influence individual behavior. The ability of certain communication techniques also plays an important role in the decision-making process and its dissemination throughout the organization. The decisions of a member of an organization often depend on the ability to convey information to other members who need to be influenced. Hardjana (2016) stated the importance of communication in this case.

Apart from communication, work motivation also has a crucial role for every employee, because without motivation, employee performance will decline. A motivated person will try his best to achieve the goals of the organization and his work group. On the other hand, an unmotivated person will put only minimum effort into their work. An employee's achievement is also influenced by whether his efforts are appreciated or not. If his performance is appreciated, he will continue to try to excel, but if not, his enthusiasm for achievement will decrease. This view is supported by Winardi (2011) and Sofyan, and Harahap (2005).

Effective communication involves more than just talking or communicating through correspondence. According to Muhammad (2002), communication involves exchanging messages, both verbally and non-verbally, between the sender and the recipient of the message to change behavior. Apart from communication, the motivation aspect also needs to be improved by leaders in the organization.

Motivation in simple terms is the factors that encourage someone to behave in a certain way towards the goals they want to achieve. Motivation is a series of attitudes and values that influence individuals to achieve specific things following individual goals. Motivation can be defined as a force resulting from a person's desire to satisfy and fulfill their needs, while Hasibuan (2007), defines motivation as the provision of a driving force that creates the excitement of a person's work so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. Groaned. All roles carried out by the general section of the East Jakarta Administrative City Land Office secretariat are expected to help achieve the main objectives of the East Jakarta Administrative City Land Office secretariat.

The East Jakarta Administrative City Land Office is the organizer of secretarial administration, and financial administration, supporting the implementation of duties and functions of the East Jakarta Administrative City Land Office, and is tasked with providing and coordinating the experts needed by the Land Office following regional financial capabilities. The Secretary to the Land Office technically is under and responsible to the head of the Land Office and administratively responsible to the regional head through the regional secretary. One of the parts in managing the procurement of land for the public and staffing facilities and infrastructure regulating the rules for the use of local government facilities and assets resolves and oversees issues related to legal aspects with the management of government assets. All roles performed by the general section of the secretariat of the East Jakarta Administrative City Land Office are expected to help achieve the main objectives of the East Jakarta Administrative City Land Office secretariat.

## LITERATURE REVIEW

### 1. Organizational Communication

Communication is the process of conveying a message from one person to another to inform or to change attitudes, opinions, or behavior, either directly (orally) or indirectly (through the media). (Hubeis et al, 2012). According to Harold Lasswell, a good way to describe communication is to answer the following questions, Who says what in which channel to whom with what effect,? Or who said what, by what channel, to whom, with what influence? (Mulyana, 2010)

DeVito (2011) argued that communication refers to the actions of one or more people who send and receive messages, occur in a certain context, have a certain effect, and there is an opportunity for feedback that is influenced by the environment (context) in which the communication occurs.

Communication includes a broader understanding than just interviews. Each form of behavior expresses a certain message, so it is also a form of communication. Meanwhile, Rogers and Kincaid (Cangara, 2010) define communication as a process in which two or more people form or exchange information with one another, which in turn will arrive at deep mutual understanding.

According to Pace and Faules (2001), organizational communication indicators are as follows:

- a. Downward communication. Communication that flows from one level in a group or organization to a lower level. It is used by group leaders and managers to set goals, give job instructions, inform policies and procedures to subordinates, identify problems requiring attention, and provide feedback on performance.
- b. Upward communication. Upward communication flows to higher levels in a group or organization. This communication is used to provide feedback to superiors, inform them of progress towards goals, and convey problems encountered.
- c. Horizontal communication. Communication occurs among members of the same workgroup, among members of work groups at the same level, between managers at the same level, or among any personnel horizontally.

### 2. Work Motivation

Pamela & Oloko (2015) Motivation is the key to a successful organization to maintain continuity of work within the organization in a strong way and help to survive. Motivation is providing the right guidance or direction, resources, and rewards to get them inspired and interested in working the

way they want. Chukwuma & Obiefuna (2014) Motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific action behaviors. Thus, motives (needs, desires) encourage employees to act.

Motivation is a process that begins with a human need that creates a void within a person (Chukwuma & Obiefuna, 2014). Motivation is a process where needs encourage someone to carry out a series of activities that lead to the achievement of certain goals. Goals that, if successfully achieved, will satisfy or satisfy those needs (Munandar, 2012).

Steers & Porter (2011) state that work motivation is an effort that can generate a behavior, direct behavior, and maintain or maintain behavior by organizational communication within the organization. Work motivation is a basic human need and is an incentive that is expected to fulfill the desired basic needs so that if the need exists it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible.

Motivation is one of the most important factors influencing human behavior and performance. Motivation Theory has been discussed and conceptualized by various researchers. The level of motivation an individual or team exerts in their task or job can influence all aspects of organizational performance. Motivation is defined as the willingness to exert a high level of effort, towards organizational goals, which is conditioned by the ability to fulfill some individual needs (Wan & Tan, 2013).

Indicators for measuring work motivation according to Nawawi, (2015):

- a. The drive to achieve a goal. Someone who has high work motivation has a strong urge to achieve maximum performance, which will greatly affect the goals of a company or agency.
- b. Work enthusiasm. Morale is a good psychological state if the enthusiasm for work creates pleasure that encourages a person to work harder and better and consistently in achieving the goals set by the company or agency.
- c. Initiative and creativity. The Initiative is defined as the strength or ability of an employee or employees to start or continue a job with full energy without any encouragement from other people or of their own free will, while creativity is the ability of an employee or employees to find new relationships and make new combinations so that can find something new. In this case, something new does not mean that it did not exist before, but something new can be something that was not known before.
- d. Sense of responsibility. The attitude of Individual employees who have good work motivation must have a sense of responsibility for the work they do so that the work can be completed promptly.

### **3. Job Satisfaction**

Job satisfaction is defined as a positive feeling about a person's job which is the result of evaluating its characteristics (Robbins, 2016). Someone with a high level of job satisfaction has positive feelings about the job, while someone dissatisfied has negative feelings about the job. People who feel satisfied consider satisfaction as a feeling of joy and prosperity because they can achieve a goal or target. Every company leader needs to know information about employee satisfaction at work accurately as a consideration in making decisions to solve problems faced in the company.

According to Handoko (2012), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's attitude towards his work. This can be seen in the positive attitude of employees towards work and everything they encounter in organizational communications. The personnel department or management must always monitor job satisfaction because this can affect absenteeism levels, workforce turnover, work morale, complaints, and other vital personnel problems.

Howell & Dipboye (Munandar, 2012) view job satisfaction as the overall result of the degree to which workers like or dislike various aspects of their work. In other words, job satisfaction reflects the workforce's attitude towards their work. Robbins & Coulter (2016) this refers to employees' general opinion of their work, such as; People with high levels of job satisfaction have positive feelings towards their jobs, whereas people who are unhappy with their jobs may hold negative attitudes

According to Luthans (2011), job satisfaction indicators consist of five indicators, namely:

- a. Payments such as salaries and wages. Employees want a wage payment system and promotion policies that are perceived as fair, unequivocal, and in line with their expectations.
- b. The work itself. Employees tend to prefer jobs that provide opportunities to use their abilities and skills, freedom, and feedback on how well they are doing. These characteristics make the job more challenging. Less challenging work creates boredom, but too much challenging work can also create frustration and feelings of failure.
- c. Colleagues. For most employees, work also fills the need for social interaction. It is therefore not surprising that having friendly and supportive coworkers' leads to increased job satisfaction.
- d. Job promotion. Promotion occurs when an employee moves from one job to another higher position, with responsibilities and organizational levels.
- e. Supervision. Supervision has an important role in management. Supervision relates to employees directly and influences employees in carrying out their work. In general, employees prefer supervision that is fair, open, and willing to work together with subordinates.

### **3. Employee Performance**

According to Mathis and Jackson, (2011), employee performance is what the employee has done or done. According to Sutrisno, (2010) stated that performance is the result of work that can be achieved by a person or group of people in an organization, by their respective authority and responsibilities, to achieve the goals of the organization concerned legally, without violating the law, and by morals and ethics. Meanwhile, according to Irianto, employee performance is the achievement a person obtains in carrying out their duties. The success of an organization depends on the performance of the actors in the organization concerned.

According to Robbins (2016), performance is optimal achievement by the potential an employee has, which is something that is always a concern for organizational leaders. This performance describes the extent of a person's activities in carrying out tasks and trying to achieve the set goals.

According to Pasaribu (2021), a performance tree is an analytical and graphical representation tool used in performance management to identify and understand cause-and-effect relationships between elements that contribute to organizational, team, or individual performance. A performance tree depicts a hierarchical structure of factors that influence performance and illustrates how these elements are related to each other.

Employee performance indicators according to Gibson (2010) are as follows:

- a. Quality of work results. The quality of work results can be measured from timeliness, work accuracy, and work neatness.
- b. Quantity of work output. The quantity of work results can be measured from the amount of work and the amount of time required.
- c. Punctuality in work. Timeliness of work can be measured by understanding the work, workability, and the time specified.
- d. Collaboration. Cooperation is the ability to work together to achieve goals.

## **RESEARCH METHODS**

### **Time and Location of Research**

This research was conducted at the East Jakarta Administrative City Land Office, DKI Jakarta Province. This research is planned to be carried out over a period of 6 calendar months from July 2022 to December 2022. The research location was taken based on the researcher's interest in seeing the level of employee performance.

The East Jakarta Administrative City Land Office Work Unit is one of the vertical agencies of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency in the regency/city which is under and responsible to the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency through the Head of the Regional Office of the Land Agency National. The East Jakarta Administrative City Land Office Work Unit is located on Jl. Dr. Sumarno, Pulogebang, Cakung, and East Jakarta. East Jakarta Administrative City itself is part of DKI Jakarta Province which is located between 106049'35" East Longitude and 06010'37" South Latitude.

The East Jakarta Administrative City Land Office is a representative of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency which is authorized to provide land services in the East Jakarta City Administration area. The East Jakarta Administrative City Land Office in carrying out its duties and functions is supported by several human resources (HR). The East Jakarta Administrative City Land Office has 83 State Civil Apparatus (ASN), 110 non-civil servant government employees (PPNPN) for administration, and 27 other PPNPN such as security guards, cleaners, and drivers.

### **Types of Research**

The type used in this research is a causal survey method with a questionnaire, the questionnaire answers are determined in the form of a Likert Scale. The questionnaire is used as a data source, when viewed from the data source; data collection can use primary sources and secondary sources. Sugiyono (2014), in his book entitled *Quantitative Research Methods and R&D*, said that primary sources are data sources that directly provide data to data collectors.



Through surveys, information was collected from respondents using questionnaires for all variables, organizational communication variables, work motivation, and job satisfaction, as well as employee performance. This is intended to take a generalization from research that does not require control as in experimental research, but generalizations can be made more accurately by using a representative sample.

In this study, there are two data used in answering the research hypothesis, namely primary data and secondary data. Primary data is data that comes directly from data sources that are collected specifically and are directly related to the problem under study. Meanwhile, secondary data is data obtained from other parties in a ready-made form in the form of publications (J. Supranto, 2000).

Meanwhile, how the influence between the variables is influenced, the writer will use a corrective approach, or what is better known as the associative method. The associative (corrective) method is research that seeks to find the influence of one variable on another (J. Supranto, 2000). The quality and correlative approach means that this study was designed to determine the influence of different research variables, namely the independent variables (organizational communication, work motivation, and job satisfaction), with the dependent variable, namely employee performance. This approach is not just to provide a description but includes and examines the influence of the independent variables on the dependent variable, which in turn will reveal how much influence the independent variables have on the dependent variable and the magnitude of the effect that occurs.

## **Population and Research Sample**

### **Population**

Arikunto (2010) argues that the population is the entire research subject. Meanwhile, according to Sugiyono (2010: 52), a population can be defined as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. As for what is meant by a population of 96 employees in this study are employees at the East Jakarta Administrative City Land Office.

### **Research Sample**

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2014). Meanwhile, according to other opinions, what is meant by a sample or sample is a portion or representative of the population being studied. Determining the size of the sample in this study is based on the opinion of Arikunto (2010) which is as follows "for estimation purposes, then if the subject is less than 100, all the better so that the research is a population study." Furthermore, if the subject is large, it is taken between 10-15% or 20-25% or more.

Sugiyono (2014) states "The larger the number of samples close to the population, the smaller the chance of generalization error, conversely the smaller the number of samples away from the population, the greater the generalization error".

Based on the concept mentioned above, because the population is less than 100, the researcher took a total sample of 96 employees. It is hoped that this number of samples will meet the requirements for saturated or census sampling. Sampling occurs when all members of the population are part of

the sample taken for research. Because all elements of the population in question were selected for the study, no random sampling was performed, and all individuals in the population were included in the analysis.

### Data Analysis Technique

#### Descriptive Analysis

Descriptive analysis provides an overview seen from the average (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis, and skewness (Zane, 2020). Descriptive statistics are statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2014).

Descriptive statistics of the collected data were analyzed by calculating averages and percentages, to describe motivation on leadership, the influence of organizational culture on leadership, the influence of motivation on teacher performance, the influence of organizational culture on teacher performance indirectly through motivation, and the influence of organizational culture on performance teachers indirectly through leadership.

#### Path Analysis

Path analysis is an extension of multiple linear analyses, or path analysis is the use of regression analysis to estimate the causal relationship between variables (causal model) that has been previously established based on theory (Bahçekapılı & Karaman, 2020). In path analysis, before the researcher analyzes a study, the researcher first creates a path diagram that is used to present the problem in the form of an image and determines the structural equation that states the relationship between the variables in the path diagram. Path diagrams can be used to calculate the direct and indirect effects of an independent variable on a dependent variable (Noor, 2016).

## RESEARCH RESULTS AND DISCUSSION

### 1. The Effect of Organizational Communication on Job Satisfaction

To find out this, it is necessary to use the t-test. The following is a test of each variable:

**Table 1. Results of the T-test on the influence of organizational communication  
 On job satisfaction  
 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1 (Constant)	35,562	6,926		5,134	,000
X1	,250	,180	,142	1,386	,009

a. Dependent Variable: X3

Source: Primary data processed, 2023

The results of the t-test for organizational communication variables obtained the value of t count = 1.386 and t-table of 1.290. This means t-count > t-table (1.386 > 1.290), which means H0 is rejected and H1 is accepted. This gives the conclusion that organizational communication affects job satisfaction. Thus the first hypothesis is tested and proven.

## 2. The Effect of Work Motivation on Job Satisfaction

**Table 2. Results of the T Test on The Influence Of Work Motivation On Job Satisfaction Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	39,327	7,503		5,242	,000
X2	,173	,224	,080	2,775	,040

a. Dependent Variable: X3

Source: Primary data processed, 2023

The results of the t-test for the work motivation variable obtained the value of t count = 2.775 and t-table of 1.290. This means t-count > t-table (2.775 > 1.290), which means H0 is rejected and H1 is accepted. This gives the conclusion that work motivation influences job satisfaction. Thus the second hypothesis is tested and proven.

## 3. The Ineffective Organizational Communication on Employee Performance

To find out this, it is necessary to use the t-test. The following is a test of each variable:

**Table 3. Results of the t-test. The effect of organizational communication on Employee performance Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1 (Constant)	15,406	3,216		4,790	,000
X1	,490	,084	,517	5,850	,000

a. Dependent Variable: Y

Source: Primary data processed, 2023

The results of the t-test for organizational communication variables obtained the value of t count = 5.850 and t-table of 1.290. This means t-count > t-table (5.850 > 1.290), which means H0 is rejected and H1 is accepted. This gives the conclusion that organizational communication affects employee performance. Thus the third hypothesis is tested and proven.

### 3. The Effect of Work Motivation on Employee Performance

**Table 4. T-test results. The effect of work motivation on Employee performance Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18,334	3,695		4,962	,000
X2	,473	,110	,405	4,294	,000

a. Dependent Variable: Y

Source: Primary data processed, 2023

The results of the t-test for the work motivation variable obtained a calculated t value = 4.294 and a t-table of 1.290. This means t-count > t-table (4.294 > 1.290), which means H0 is rejected and H1 is accepted. This gives the conclusion that work motivation influences employee performance. Thus the fourth hypothesis is tested and proven.

### 4. The Effect of Job Satisfaction on Employee Performance

To test the effect of job satisfaction on employee performance, the t-test is carried out. The following are the results of the t-test:

**Table 5. T-test results Effect of job satisfaction on Employee performance Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1 (Constant)	26,336	2,386		11,037	,000
X3	,173	,052	,322	3,302	,001

a. Dependent Variable: Y

Source: Primary data processed, 2023

The results of the t-test for the variable job satisfaction obtained the value of t count = 3.302 and t-table of 1.290. This means t-count > t-table (3.302 > 1.290), which means H0 is rejected and H1 is accepted. This gives the conclusion that job satisfaction affects employee performance. Thus the fifth hypothesis is tested and proven.

### 5. The Effect of Organizational Communication on Employee Performance through Job Satisfaction

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0,134 \times 0,104 = 0,014$$

For the organizational communication variable, the indirect influence value is obtained from the path coefficient value  $\rho_{x3x1}$  multiplied by the path coefficient value  $\rho_{yx3}$ . The multiplication results show that the indirect influence coefficient value is small compared to the direct influence coefficient value. This shows that job satisfaction cannot mediate organizational communication in influencing employee performance. Thus the sixth hypothesis is unproven and untested.

### 6. The Effect of Work Motivation on Employee Performance through Job Satisfaction

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) \times (\rho_{yx3}) = 0,116 \times 0,104 = 0,012$$

In the work motivation variable, the indirect influence value is obtained from the path coefficient value  $\rho_{x3x1}$  multiplied by the path coefficient value  $\rho_{yx3}$ . The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value. This shows that job satisfaction cannot mediate work motivation in influencing employee performance. Thus the seventh hypothesis is unproven and untested.

## DISCUSSION

### 1. The Influence of Organizational Communication on Job Satisfaction of East Jakarta City Administration Land Office Employees

Based on the results of descriptive analysis of organizational communication variables, it shows that the majority of respondents' answers fall into the category that tends to strongly agree. This means that the majority of respondents stated that they tended to strongly agree with the statements attached to the organizational communication variable. The indicator that gives the greatest value to the formation of organizational communication variables is vertical communication from the bottom up with co-workers Coordination and cooperation on work can be easily formed and Employees of the East Jakarta Administrative City Land Office will notify superiors about ongoing work and express opinions regarding work-related matters. The average value of the organizational communication variable tends to strongly agree that the vertical communication indicator is from top to bottom; vertical communication from the bottom up; and horizontal communication forms the organizational communication variable.

Based on The results of the descriptive analysis on the job satisfaction variable, show that the majority of respondents' answers fall into the category that tends to strongly agree. This means that the majority of respondents said they tended to agree with the statements attached to the job satisfaction variable. The indicator that gives the greatest value to the formation of the job satisfaction variable is co-workers, A harmonious relationship between employees where the East Jakarta Administration City Land Office works can improve good cooperation and provide good service to anyone is an awareness of the tasks that must be carried out. The average value of the job satisfaction variable tends to agree that the indicators, namely salary; the work itself; co-workers, promotions; and supervision form the variable of job satisfaction.

- In the analysis given, the first statistical result, namely  $X1 \rightarrow X3 \rightarrow Y = \rho_{yx1} + \{(\rho_{x3x1}) \times (\rho_{yx3})\} = 0.014 + 0.419 = 0.433$ , shows the effect of Organizational Communication (X1) on Employee Performance (Y) through Job Satisfaction (X3). The value of 0.433 is the result of several components as follows:
- $\rho_{yx1} = 0.419$ : This value shows the correlation between Organizational Communication (X1) and Employee Performance (Y). This shows how strong the linear relationship is between the level of organizational communication and the level of employee performance directly.
- $(\rho_{x3x1}) \times (\rho_{yx3}) = 0.014$ : This is the result of multiplying the correlation between Job Satisfaction (X3) and Organizational Communication (X1) ( $\rho_{x3x1}$ ) with the correlation between Job Satisfaction (X3) and Employee Performance (Y) ( $\rho_{yx3}$ ). This value represents how the influence of Organizational Communication (X1) can be transmitted through Job Satisfaction (X3) to affect Employee Performance (Y).
- These results indicate that the influence of Organizational Communication (X1) on Employee Performance (Y) involves a complex interaction between Job Satisfaction (X3). In the context of the variables that have been given, it can be explained as follows:
- Organizational Communication (X1) has a direct influence on Employee Performance (Y) of 0.419. This shows that a better level of organizational communication has a positive correlation with employee performance.
- In addition, the influence of Organizational Communication (X1) on Employee Performance (Y) is also transmitted through Job Satisfaction (X3) with a value of 0.014. This means that effective organizational communication can shape job satisfaction, which in turn will affect employee performance. Thus, these statistical results underscore the important role of Job Satisfaction (X3) in bridging the influence between Organizational Communication (X1) and Employee Performance (Y).
- All these components together form the number 0.433, which represents the overall influence of Organizational Communication (X1) on Employee Performance (Y) through Job Satisfaction (X3).

Based on The results of the path analysis test and hypothesis testing, show that organizational communication has an increasing impact on the job satisfaction of East Jakarta Administrative City Land Office employees. The results of this study are in line with research that has been conducted by previous studies such as Quiet Safari, Wandy Zulkarnaen, Hesti Nurhanipah (2019); Ali Mansyur, Mochamad Edris, Mamik Indaryani (2022); Agnes Delviana Simangunsong, Matin, and Siti Rochana (2019); Lailan Musfiroh Hasibuan, Sjahril Effendy Pasaribu, Syaiful Bahri (2022); Sahidillah Nurdin and Silva Prinandita (2023); Izaz Dany Afianto Hamidah Nayati Utami (2017); Shinta Oktafien and Tjutju Yuniarsih (2017).

## 2. The Influence of Work Motivation on Job Satisfaction of East Jakarta City Administration Land Office Employees

Based on The results of the descriptive analysis on the work motivation variable, it shows that the majority of respondents' answers fall into the category which tends to strongly agree. This means that the majority of respondents stated that they tended to strongly agree with the statements attached to the work motivation variable. The indicator that gives the greatest value to the formation of work motivation variables is the drive to achieve goals that East Jakarta Administrative City Land Office employees attend training to increase skills and East Jakarta Administrative City Land Office employees have the same opportunity to develop. The average value of the work motivation variable tends to agree that the goal drive indicator; spirit at work; initiative and creativity; and sense of responsibility form a work motivation variable.

Based on The results of the descriptive analysis on the job satisfaction variable, show that the majority of respondents' answers fall into the category that tends to strongly agree. This means that the majority of respondents said they tended to agree with the statements attached to the job satisfaction variable. The indicator that gives the greatest value to the formation of the job satisfaction variable is co-workers, A harmonious relationship between employees where the East Jakarta Administration City Land Office works can improve good cooperation and provide good service to anyone is an awareness of the tasks that must be carried out. The average value of the job satisfaction variable tends to agree that the indicators, namely salary; the work itself; co-workers, promotions; and supervision form the variable of job satisfaction.

- In the context of this analysis, the second statistical result, namely  $X_2 \rightarrow X_3 \rightarrow Y = \rho_{yx_2} + \{(\rho_{x_3x_2}) \times (\rho_{yx_3})\} = 0.012 + 0.205 = 0.217$ , indicates the effect of Work Motivation ( $X_2$ ) on Employee Performance ( $Y$ ) through Job Satisfaction ( $X_3$ ). The value of 0.217 is the result of the following components:
- $\rho_{yx_2} = 0.205$ : This value shows the correlation between Work Motivation ( $X_2$ ) and Employee Performance ( $Y$ ). This indicates how strong the linear relationship is between the level of work motivation and the level of employee performance directly.
- $(\rho_{x_3x_2}) \times (\rho_{yx_3}) = 0.012$ : This is the result of multiplying the correlation between Job Satisfaction ( $X_3$ ) and Work Motivation ( $X_2$ ) ( $\rho_{x_3x_2}$ ) with the correlation between Job Satisfaction ( $X_3$ ) and Employee Performance ( $Y$ ) ( $\rho_{yx_3}$ ). This value shows how the influence of Work Motivation ( $X_2$ ) can be transferred through Job Satisfaction ( $X_3$ ) to affect Employee Performance ( $Y$ ).
- These results indicate that the influence of Work Motivation ( $X_2$ ) on Employee Performance ( $Y$ ) is also through Job Satisfaction ( $X_3$ ). In the context of the variables that have been given, the explanation is as follows:
- Work Motivation ( $X_2$ ) has a direct influence on Employee Performance ( $Y$ ) of 0.205. This shows that a higher level of work motivation has a positive relationship with employee performance.
- In addition, the effect of Work Motivation ( $X_2$ ) on Employee Performance ( $Y$ ) is also transmitted through Job Satisfaction ( $X_3$ ) with a value of 0.012. This shows that strong work motivation can shape job satisfaction, which in turn will influence employee performance. Therefore, these statistical results show the important role of Job Satisfaction ( $X_3$ ) in mediating the influence between Work Motivation ( $X_2$ ) and Employee Performance ( $Y$ ).

- Overall, all of these components together form the number 0.217, which represents how much influence Work Motivation (X2) has on Employee Performance (Y) through Job Satisfaction (X3).

Based on The results of the path analysis test and hypothesis testing, show that work motivation has an increasing impact on the job satisfaction of East Jakarta Administrative City Land Office employees. The results of this study are in line with research that has been conducted by previous studies such as Agnes Delviana Simangunsong, Matin, and Siti Rochana (2019); Yani Dahliani, Agustin Hari, Khusnul Laily Fitria (2022).

### 3. The Influence of Organizational Communication on Employee Performance at the East Jakarta Administration City Land Office

Based on the results of descriptive analysis of organizational communication variables, it shows that the majority of respondents' answers fall into the category that tends to strongly agree. This means that the majority of respondents stated that they tended to strongly agree with the statements attached to the organizational communication variable. The indicator that gives the greatest value to the formation of organizational communication variables is vertical communication from the bottom up with co-workers Coordination and cooperation on work can be easily formed and Employees of the East Jakarta Administrative City Land Office will notify superiors about ongoing work and express opinions regarding work related matters. The average value of the organizational communication variable tends to strongly agree that the vertical communication indicator is from top to bottom; vertical communication from the bottom up; and horizontal communication forms the organizational communication variable.

Based on the results of descriptive analysis of employee performance variables, it shows that the majority of respondents' answers fall into the category of tending to agree. This means that the majority of respondents stated that they tended to strongly agree with the statement attached to the employee performance variable. The indicator that provides the greatest value in the formation of employee performance variables is work quality, that discipline and honesty in carrying out tasks must be prioritized to improve the quality of work results. The average value of employee performance variables tends to strongly agree that indicators namely work quality, work quantity, timeliness, and cooperation form employee performance variables.

The statistical results  $X1 \rightarrow Y = pyx1 = 0.419$  show a direct effect of Organizational Communication (X1) on Employee Performance (Y). The correlation value of 0.419 illustrates how strong the linear relationship between the level of organizational communication and employee performance is.

In this context, the value of 0.419 indicates that the higher the level of organizational communication, the greater the possibility that employee performance will also increase. This means that more effective organizational communication can have a positive impact on employee performance in terms of work quality, work quantity, timeliness, and cooperation.



This can be explained by the smooth and clear flow of information within the organization, allowing employees to understand their tasks better, avoid confusion or misunderstandings, and work more efficiently. Good communication can also help employees overcome obstacles that may arise while carrying out their duties, thereby contributing to improving overall performance.

Based on The results of path analysis and hypothesis testing, show that organizational communication has an increasing impact on the performance of East Jakarta City Administration Land Office employees. The results of this research are in line with research conducted by previous researchers such as Ali Mansyur, Mochamad Edris, Mamik Indaryani (2022); Agnes Delviana Simangunsong, Matin, and Siti Rochana (2019); Lailan Musfiroh Hasibuan, Sjahril Effendy Pasaribu, Syaiful Bahri (2022); Sahidillah Nurdin and Silva Prinandita (2023); Yani Dahliani, Agustin Hari, Khusnul Laily Fitria (2022) Shinta Oktafien and Tjutju Yuniarsih (2017).

#### 4. The Influence of Work Motivation on the Performance of East Jakarta City Administration Land Office Employees

Based on The results of the descriptive analysis on the work motivation variable, it shows that the majority of respondents' answers fall into the category which tends to strongly agree. This means that the majority of respondents stated that they tended to strongly agree with the statements attached to the work motivation variable. The indicator that gives the greatest value to the formation of work motivation variables is the drive to achieve goals, which East Jakarta Administrative City Land Office employees attend training to increase skills and East Jakarta Administrative City Land Office employees have the same opportunity to develop. The average value of the work motivation variable tends to agree that the goal drive indicator; spirit at work; initiative and creativity; and sense of responsibility form a work motivation variable.

Based on the results of descriptive analysis of employee performance variables, it shows that the majority of respondents' answers fall into the category of tending to agree. This means that the majority of respondents stated that they tended to strongly agree with the statement attached to the employee performance variable. The indicator that provides the greatest value in the formation of employee performance variables is work quality, that discipline and honesty in carrying out tasks must be prioritized to improve the quality of work results. The average value of employee performance variables tends to strongly agree that indicators namely work quality, work quantity, timeliness, and cooperation form employee performance variables.

The statistical results  $X_2 \rightarrow Y = \rho_{yx_2} = 0.205$  show the direct influence of Work Motivation ( $X_2$ ) on Employee Performance ( $Y$ ). The correlation value of 0.205 illustrates how strong the linear relationship is between the level of work motivation and employee performance directly.

In this context, the value of 0.205 indicates that the higher the level of employee motivation, the more likely their performance will also increase. This means that higher work motivation can encourage employees to achieve better, more productive, and more accurate work results.

Strong work motivation can affect various aspects of employee performance, including quality of work, quantity of work, punctuality, and the ability to work together in teams. Motivated employees tend to have higher enthusiasm and initiative to complete tasks well and achieve set goals.

Based on The results of the path analysis test and hypothesis testing, show that work motivation has an increasing impact on the performance of East Jakarta Administration City Land Office employees. The results of this study are in line with research that has been conducted by previous studies such as Agnes Delviana Simangunsong, Matin, and Siti Rochana (2019); Sahidillah Nurdin and Silva Prinandita (2023).

#### 5. The Influence of Job Satisfaction on the Performance of East Jakarta City Administration Land Office Employees

Based on The results of the descriptive analysis on the job satisfaction variable, show that the majority of respondents' answers fall into the category that tends to strongly agree. This means that the majority of respondents said they tended to agree with the statements attached to the job satisfaction variable. The indicator that gives the greatest value to the formation of the job satisfaction variable is co-workers, A harmonious relationship between employees where the East Jakarta Administration City Land Office works can improve good cooperation and provide good service to anyone is an awareness of the tasks that must be carried out. The average value of the job satisfaction variable tends to agree that the indicators, namely salary; the work itself; co-workers, promotions; and supervision form the variable of job satisfaction.

Based on the results of descriptive analysis of employee performance variables, it shows that the majority of respondents' answers fall into the category of tending to agree. This means that the majority of respondents stated that they tended to strongly agree with the statement attached to the employee performance variable. The indicator that provides the greatest value in the formation of employee performance variables is work quality, that discipline and honesty in carrying out tasks must be prioritized to improve the quality of work results. The average value of employee performance variables tends to strongly agree that indicators namely work quality, work quantity, timeliness, and cooperation form employee performance variables.

The statistical results  $X1 \rightarrow$  the correlation value of 0.134 illustrates how strong the linear relationship is between the level of organizational communication and the level of job satisfaction. In this context, a value of 0.134 indicates a positive relationship between organizational communication and job satisfaction. This means that the better organizational communication within the organization, the greater the likelihood that employee job satisfaction levels will also increase.

A good understanding of tasks and clear expectations from organizational communications can influence employees' perceptions of their jobs and the overall work environment. Effective communication can reduce uncertainty, increase a sense of appreciation for the work done, and help overcome problems that may arise.

Based on The results of the path analysis test and hypothesis testing, show that job satisfaction has an increasing impact on the performance of East Jakarta Administration City Land Office employees. The results of this research are in line with research conducted by previous researchers such as Edi Sugiono, Gloria Ida Lumban Tobing (2021); Agnes Delviana Simangunsong, Matin, and Siti Rochana (2019); Shinta Oktafien and Tjutju Yuniarsih (2017).

#### 6. The Influence of Organizational Communication on Employee Performance at the East Jakarta Administration City Land Office through Job Satisfaction

Based on the results of descriptive analysis of organizational communication variables, it shows that the majority of respondents' answers fall into the category of tending to strongly agree. This means that the majority of respondents stated that they tended to strongly agree with the statements attached to the organizational communication variable. The indicator that provides the greatest value to the formation of organizational communication variables is vertical communication from bottom to top, with colleagues, coordination, and cooperation on work can easily be formed and employees of the East Jakarta City Administration Land Office will notify superiors about ongoing work and express opinions regarding work-related matters. The average value of organizational communication variables tends to strongly agree that communication indicators are vertical from top to bottom; vertical communication from bottom to top; and horizontal communication from organizational communication variables.

Based on the results of descriptive analysis on the job satisfaction variable, it shows that the majority of respondents' answers fall into the category of tending to strongly agree. This means that the majority of respondents said they tended to agree with the statements attached to the job satisfaction variable. The indicator that provides the greatest value in the formation of the job satisfaction variable is co-workers; harmonious relationships between employees at the East Jakarta City Administration Land Office work can increase good cooperation and provide good service to anyone, which is an awareness of the tasks that must be carried out. The average value of the job satisfaction variable tends to agree that the indicators, namely salary; the work itself; co-workers, promotions; and supervision form the variable of job satisfaction.

Based on the results of descriptive analysis of employee performance variables, it shows that the majority of respondents' answers fall into the category that tends to agree. This means that the majority of respondents stated that they tended to strongly agree with the statement attached to the employee performance variable. The indicator that gives the greatest value to the formation of employee performance variables is the quality of work, discipline, and honesty in carrying out tasks that must be prioritized to be able to improve the quality of work. The average value of employee performance variables tends to strongly agree that the indicators namely work quality, work quantity, punctuality, and cooperation form employee performance variables.

Statistical results  $X2 \rightarrow X3 = r_{x2x3} = 0.116$  show a correlation between work motivation (X2) and job satisfaction (X3). The correlation value of 0.116 illustrates how strong the linear relationship is between the level of work motivation and the level of job satisfaction.

In this context, the value of 0.116 indicates a positive relationship between work motivation and job satisfaction. This indicates that the higher the level of employee motivation, the more likely they are to feel satisfied with their job and work environment. High work motivation can positively influence employee perceptions of their work, making them feel more valued and involved in the work they do. The drive to achieve goals and high morale can generate intrinsic satisfaction in carrying out work tasks.

Based on The results of the path analysis test and hypothesis testing, show that organizational communication does not have an increasing impact on the performance of East Jakarta Administrative City Land Office employees through job satisfaction. The results of this study are not in line with research that has been conducted by previous studies such as Sahidillah Nurdin and Silva Prinandita (2023).

#### 7. The Influence of Work Motivation on the Performance of East Jakarta City Administration Land Office Employees through Job Satisfaction

Based on the results of descriptive analysis of the work motivation variable, it shows that the majority of respondents' answers fall into the category of tending to strongly agree. This means that the majority of respondents stated that they tended to strongly agree with the statement attached to the work motivation variable. The indicator that provides the greatest value to the formation of work motivation variables is the drive to achieve goals that the employees of the East Jakarta Administrative City Land Office take part in training to increase their skills and the East Jakarta Administrative City Land Office employees have the same opportunity to develop. The average value of the work motivation variable tends to agree that the goal drive indicator; spirit at work; initiative and creativity; and sense of responsibility for the variable of work motivation.

Based on the results of descriptive analysis on the job satisfaction variable, it shows that the majority of respondents' answers fall into the category of tending to strongly agree. This means that the majority of respondents said they tended to agree with the statements attached to the job satisfaction variable. The indicator that provides the greatest value in the formation of the job satisfaction variable is co-workers; harmonious relationships between employees at the East Jakarta City Administration Land Office work can increase good cooperation and provide good service to anyone, which is an awareness of the tasks that must be carried out. The average value of the job satisfaction variable tends to agree that the indicators, namely salary; the work itself; co-workers, promotions; and supervision form the variable of job satisfaction.

Based on the results of descriptive analysis of employee performance variables, it shows that the majority of respondents' answers fall into the category that tends to agree. This means that the majority of respondents stated that they tended to strongly agree with the statement attached to the employee performance variable. The indicator that gives the greatest value to the formation of employee performance variables is the quality of work, discipline, and honesty in carrying out tasks must be prioritized to be able to improve the quality of work. The average value of employee performance variables tends to strongly agree that the indicators namely work quality, work quantity, punctuality, and cooperation form employee performance variables.

The statistical results  $X_3 \rightarrow Y = \rho_{yx_3} = 0.104$  show a correlation between Job Satisfaction ( $X_3$ ) and Employee Performance ( $Y$ ). The correlation value of 0.104 illustrates how strong the linear relationship is between the level of job satisfaction and the level of employee performance.

In this context, a value of 0.104 indicates a positive relationship between job satisfaction and employee performance. This means that the higher the level of employee job satisfaction, the greater the possibility that they will have better performance in terms of work quality, work quantity, timeliness, and cooperation.

Based on the results of the path analysis test and hypothesis testing, it shows that work motivation does not have an impact on increasing the performance of East Jakarta City Administration Land Office employees through job satisfaction. The results of this study are not in line with research that has been conducted by previous studies such as Sahidillah Nurdin and Silva Prinandita (2023).

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Based on the results of research on the Effect of Organizational Communication and Work Motivation on Employee Performance at the East Jakarta Administrative City Land Office through Job Satisfaction, the following conclusions can be drawn:

Based on the results of descriptive analysis:

- a. Employee Performance. Indicators namely quality of work, the quantity of work, punctuality, and cooperation form employee performance variables. Based on the results of descriptive analysis of employee performance variables, it shows that the majority of respondents' answers fall into the category that tends to agree. This means that the majority of respondents stated that they tended to strongly agree with the statement attached to the employee performance variable. The indicator that gives the greatest value to the formation of employee performance variables is the quality of work, discipline, and honesty in carrying out tasks must be prioritized to be able to improve the quality of work.
- b. Organizational Communication. Vertical communication indicators from top to bottom; vertical communication from bottom to top; and horizontal communication form organizational communication variables. Based on the results of descriptive analysis of organizational communication variables, it shows that the majority of respondents' answers fall into the category of tending to strongly agree. This means that the majority of respondents stated that they tended to strongly agree with the statements attached to the organizational communication variable. The indicator that gives the greatest value to the formation of organizational communication variables is vertical communication from the bottom up with co-workers. Coordination and cooperation on work can be easily formed and Employees of the East Jakarta Administrative City Land Office will notify superiors about ongoing work and express opinions regarding work-related matters.
- c. Work Motivation. Goal drive indicator; spirit at work; initiative and creativity; and sense of responsibility form the variable of work motivation. Based on the results of descriptive analysis of the work motivation variable, it shows that the majority of respondents' answers fall into the category of tending to strongly agree. This means that the majority of respondents stated that they tended to strongly agree with the statement attached to the work motivation variable. The indicator that provides the greatest value to the formation of work motivation variables is the drive to achieve goals that the employees of the East Jakarta Administrative City Land Office

take part in training to increase their skills and the East Jakarta Administrative City Land Office employees have the same opportunity to develop.

- d. Job Satisfaction. Based on the results of descriptive analysis on the job satisfaction variable, it shows that the majority of respondents' answers fall into the category of tending to strongly agree. This means that the majority of respondents said they tended to agree with the statements attached to the job satisfaction variable. The indicator that provides the greatest value in the formation of the job satisfaction variable is co-workers; harmonious relationships between employees at the East Jakarta City Administration Land Office work can increase good cooperation and provide good service to anyone, which is an awareness of the tasks that must be carried out. The average value of the job satisfaction variable tends to agree that the indicators, namely salary; the work itself; co-workers, promotions; and supervision form the variable of job satisfaction.

Based on the results of path analysis and hypothesis testing:

- a. Organizational communication has an increasing impact on the job satisfaction of East Jakarta Administrative City Land Office employees.
- b. Work motivation has an increasing impact on the job satisfaction of East Jakarta Administrative City Land Office employees.
- c. Organizational communication has an increasing impact on the performance of East Jakarta Administrative City Land Office employees. Work motivation has an increasing impact on the performance of East Jakarta Administrative City Land Office employees
- d. Job satisfaction has an increasing impact on the performance of East Jakarta Administrative City Land Office employees
- e. Organizational communication does not have an increasing impact on the performance of East Jakarta Administrative City Land Office employees through job satisfaction.
- f. Work motivation does not have an increasing impact on the performance of East Jakarta Administrative City Land Office employees through job satisfaction.

### **Recommendations**

Based on the results of research regarding the Influence of Organizational Communication and Work Motivation on Employee Performance at the East Jakarta City Administration Land Office through Job Satisfaction, several suggestions can be made as follows:

The results of this research are information, theory, and implementation of employee performance as an institutional benchmark to be taken into consideration in efforts to achieve organizational communication, work motivation, and motivation for the performance of East Jakarta City Administration Land Office employees, taking into account the following:

- a. Horizontal communication indicators give a low value to the organizational communication variable in a way. Employees of the East Jakarta City Administration Land Office must be open in terms of expressing opinions to fellow employees who are equal and are invited to discuss with other employees to solve a problem at work and provide mutual support to other employees.
- b. Indicators of initiative and creativity that give a low value to the work motivation variable are that employees of the East Jakarta City Administration Land Office must try to complete every detail of the work SOP correctly and the Head of Staff of the East Jakarta City Administration Land Office tries to give praise to employees if the results of work supervision are good.

- c. The salary indicator that gives a low value to the job satisfaction variable is that the Head of the East Jakarta Administrative City Land Office must pay attention to the salaries of East Jakarta Administrative City Land Office employees, by providing bonuses and work incentives.
- d. Work quantity indicators that give a low value to the employee performance variable in the manner of the Head of the East Jakarta City Administration Land Office must pay attention to the additional workload given according to the employee's capacity and abilities.
- e. The author hopes that future research can add productivity variables as additional analysis for further research. The addition of productivity variables in further research has important benefits. First, it helps identify relationships between productivity and other previously studied variables, thereby revealing the contribution of productivity to changes in other variables. Second, involving productivity in the analysis allows evaluation of the efficiency of resources in achieving specific goals, providing insight into how certain factors influence the performance of an organization or system. Third, measuring performance by considering productivity can provide a more complete picture of the effectiveness of a particular process or effort. Fourth, information about productivity is a strong basis for decision-making, both in business and public policy. Fifth, the addition of the productivity variable makes the research more comprehensive, allowing in-depth analysis of the relationships between variables and stronger implications in various fields.

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