

The Effect of Conscientiousness, Communication Satisfaction and Job Characteristics on Employee Performance

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Article Info

Abstract

Keywords:

Conscientiousness,
Communication
Satisfaction, Job
Characteristics,
Employee
Performance

This study aims to determine the effect of Conscientiousness, Communication Satisfaction and Job Characteristic variables on employee performance. This research was conducted at KUD Sadar Sejahtera Musi Rawas. The sample of this research used total sampling so that the respondents in this study were 67 respondents. The test instrument used in this research is the Test of Validity and Reliability, Test of Classical Assumptions. The data analysis technique used in this study is multiple linear regression analysis. The results of this study show that Conscientiousness, Communication Satisfaction and Job Characteristics affect employee performance

1. INTRODUCTION

The development of the globalization era requires entrepreneurs to advance their business activities (Ardiansyah, 2016:16) . One of the things that can be done by an organization is to improve their internal quality. Therefore, it is important for agencies to obtain quality human resources so that business activities can run smoothly and achieve goals efficiently and effectively . Human resources as the key to the success of a company cannot be separated from the role of human resources as *agents of change* in an organization (Ulrich, 1998:124) . Quality human resources are also very much needed because the ability with the good skills possessed will make the performance better.

According to Arianty (2015:85) performance is equated with the work of an employee. Performance is the basis for achieving the goals of an organization (Prihantoro, 2015) . The success of an organization in improving its performance is highly dependent on the quality of the human resources involved in working while in the

organization. According to (Mambang & Harmini, 2015 : 20) the concept of performance is basically a change or paradigm shift from the concept of productivity. Furthermore, employees who have good performance will certainly feel satisfied and proud of their work. Employees who are satisfied with the results of their work will show a good work attitude and the fewer complaints they will feel. A company can run well and achieve its goals fully because the performance produced by each component runs smoothly and supports each other. Each component must work to carry out its duties (Princess & Utami, 2017:28) . Performance is the result of the efforts made by the organizational components in carrying out their duties. Performance measurement has several scales, starting from the smallest, namely individual performance, team performance to the largest company performance . Performance is supported by external and internal factors l. Therefore, it is necessary to study more deeply about the factors that influence employee performance.

Among these factors are *Conscientiousness* , *Communication Satisfaction* , and *Job Characteristics* .

Conscientiousness is a *personality trait* . Barrick & Mount in Kumar et al., (2009 : 73-81) defines that *Conscientiousness* is a trait that refers to the achievement of goals depending on the behavior that shapes individuals to be hard workers, achievement-oriented, diligent, careful and responsible. Individuals with a high level of *conscientiousness* is responsible, persistent and reliable person.

Research on *Conscientiousness* which is a *personality trait* with OCB finds inconsistent results. Kumar (2009:73-81), Febrianti (2017) , and Putri (2017 :27) in their research found that *Conscientiousness* has a significant positive relationship to employee performance , which means that the higher a person's *Conscientiousness* , the higher the disclosure of individual performance . While Golafshani et al., (2013 : 274) in his research found that *Conscientiousness* has no significant relationship to disclosure OCB.

Various studies have suggested how to measure job satisfaction and employee performance . According to Mangkunegara (2012 : 67) stated "performance or achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". One way to overcome all this is with a "communication" channel. In conclusion, good communication can increase job satisfaction which in turn will optimize employee performance so that company goals can be achieved . Communication is an important part of work life. Poor communication can have a broad impact on organizational life, for example conflicts between employees, and conversely good communication can increase mutual understanding, cooperation and job satisfaction. (Baba, 2017: 528) . *Communication Satisfaction* is a condition of fulfilling the need to exchange information between employees and employees with the organization. Ardiansyah (2016 :16) in his research found

that *Communication Satisfaction* affects employee performance. Research (Sukarja & Machasin, 2015) found that partial communication has no effect on employee performance.

Not only individual characteristics, job characteristics can also affect employee motivation and employee performance. According to Stoner (1986 :87) , explains that there are three factors that influence work motivation, which include differences in individual characteristics, differences in job characteristics, and, characteristics of work situations. "Job characteristics can also influence performance, such as skill diversity, task identity, task significance, autonomy, and feedback" (Robbins & Coulter, 2010:119-120) . Job characteristics or *job characteristics* are attributes of an employee's duties and include the amount of responsibility, variety of tasks, and the extent to which the job itself provides satisfaction. Research on *job characteristics* according to Affandy (2016: 77) has a positive influence on employee performance.

This research was conducted at KUD Sadar Sejahtera, Musi Rawas Regency, South Sumatra. Village Unit Cooperatives or KUD are cooperatives in rural areas that are engaged in providing community needs related to agricultural activities. A number of cooperatives formed by community groups to take advantage of regional potential, especially the oil palm plantation sector, are currently developing into extensions of smallholders and oil palm companies, so that farmers simply sell their crops to KUD and do not need to look for buyers anymore. The development of cooperatives in Musi Rawas Regency has shown good progress. The main potential of Musi Rawas Regency in the agricultural sector encourages the growth of cooperatives in the agricultural sector (village unit cooperatives) that help agricultural communities.

Based on the description above, the researcher is interested in conducting research with the title *Conscientiousness* , *Communication Satisfaction* , and *Job Characteristics* on the performance of

employees in KUD Sadar Sejahtera, Musi Rawas Regency, South Sumatra.

Based on the background above, the formulation of the problem in this study is as follows:

1. Does *Conscientiousness* affect employee performance?
2. What is *Communication Satisfaction* effect on employee performance?
3. Is *Job Characteristics* affect employee performance?

Based on the formulation of the problem that has been prepared, the research objectives are obtained as follows:

1. To determine the effect of *Conscientiousness* on employee performance.
2. To determine the effect of *Communication Satisfaction* on employee performance.
3. To determine the effect of *Job Characteristics* of employee performance.

2. LITERATURE REVIEW

2.2 Employee performance

Employee performance is the key to the success of an organization (Eko et al., 2020) . Employee performance is the result of work achieved by a person or group of people in accordance with the authority/responsibility of each employee during a certain period (Gunawan, 2018:45) . Stoner in Muizu et al., (2020: 69) argues that performance is an achievement shown by employees which is the result achieved in carrying out assigned tasks based on skills, experience, sincerity, and available time. Based on the explanation above, it can be understood that performance is an achievement achieved by employees based on predetermined standards and measures.

According to Arianty (2015:85) performance is equated with the work of an employee. To achieve good performance, the most dominant element is human resources, even though the planning has been arranged properly and neatly, but if the people or personnel who carry out it are not qualified and do not have high morale, then the plans that have been prepared will be in vain . . Performance according to Sturman in Riza et

al., (2018 :48) is a very complex multidimensional construct, with many differences in meaning depends on who is evaluating it, how it is being evaluated, and what aspects are being evaluated.

Related to the concept of performance, Rummler and Brache in Hutomo and Hariani (2016) stated that there are 3 (three) levels of performance, namely:

a. Organizational Performance

Organizational performance is the achievement of results (*out-comes*) at the level or unit of organizational analysis. Performance at this organizational level is related to organizational goals, organizational design, and organizational management.

b. Process Performance

Process performance is performance in the process stages in producing a product or service. Performance at this process level is affected by process objectives, process plans, and process management.

c. Individual/Worker Performance

Individual performance is achievement or effectiveness at the employee or job level. Performance at this level is influenced by job objectives, job design, and job management as well as individual characteristics.

2.2 *Conscientiousness*

McCrae (2011 : 108-113) explains that *conscientiousness* is one of the dimensions of the *big five personality* . They mean that *conscientiousness* is a tendency to follow social norms and rules that serve goals and to delay gratification as well control *impulses* . Feist and Feist in Primary et al., (2012 : 60) defines the thesis that *conscientiousness* is people who are regular, controlled, organized, ambitious, focused on achievement and have self-discipline. *Conscientiousness* is a characteristic that conflicts with procrastination which tends to delay tasks (Saman & Wirawan, 2021) .

In general, individuals with high *conscientiousness scores* are hardworking, conscientious, punctual and resilient.

Conversely, individuals with low *conscientiousness scores* are individuals who tend to be disorganized, careless, lazy, and have no goals and are more likely to give up when they start having difficulties doing something. Other researchers define *conscientiousness* as the level of persistence of individuals who are responsible and organized (organized). *Conscientiousness* is expressed by an orientation towards achievement (hard work and perseverance), reliability and regularity (planned and organized).

McCrae and Costa (2011 : 108-113) describes 6 indicators of *conscientiousness* among others are :

1. *Competence* (Competence)
 prudent management . Competent individuals are generally confident and have a high level of *locus of control* .
2. *Order* (Regularity)
Order (order) refers to the tendency of individuals to be orderly, neat and clean. These individuals tend to be thorough and efficient in completing tasks.
3. *Deliberation* (Precautions)
deliberation scale consists of prudential oriented items. Individuals high on this dimension are not in a hurry, and avoid impulse decisions.
4. *Dutifulness* (Compliance)
Dutifulness measures adherence to ethical principles or conscience. Individuals high on *dutifulness* view themselves with great care when it comes to fulfilling moral obligations they.
5. *Self-discipline* (Discipline self)
 This individual has a strong willpower to complete assignments on time. High scorers on *self-discipline* tend to avoid procrastinating and have the ability to resist boredom and distraction.
6. *Achievement-striving* (the desire to achieve performance)
Achievement-striving is an indicator that shows the level of interest or desire to achieve achievements. Individuals with high *achievement-striving values* are

individuals who have high ambitions to progress and achieve performance.

2.3 *Communication Satisfaction* n

Communication is something that can never be separated from human activity. Koontz in Marwansyah & Mukaram (2000 :201) defines communication as conveying or sending information from one person to another, so that the information can be understood by the recipient. Laswel in Haryani (2001 : 6) explains that communication is answering questions about who is saying, with/through what channel, to whom, and with what effect/influence. Communication is also defined by Hovland in Haryani (2001 : 5) namely that communication as a process in which a person (communicator) sends *stimuli* (usually with verbal symbols) to change the behavior of other people (communicants). So it can be concluded that communication is a process of conveying messages (information) delivered by the sender (communicator) to the recipient (communicant).

Communication satisfaction shows a person's level of satisfaction with work knowledge, personal feedback, interdepartmental communication, horizontal communication, communication with supervisors, communication climate, and media quality (Alsufyani et al., 2021) . Oliver in Widiанти (2005:14) explains that satisfaction is the level of one's feelings after comparing the perceived performance or results with their expectations. Meanwhile, Crino and White in Widiанти (2005:14) explain that *Communication Satisfaction* is individual satisfaction with various aspects of communication within their organizational environment. Thayer in Widiанти (2005 : 14) also reveals that *Communication Satisfaction* involves personal satisfaction that is inseparable from one's success in communicating with others or success in accept information from others. *Communication satisfaction* has many implications for organizations because it

affects many of the main organizational outcomes (Terek & Tasic, 2015).

In an organizational concept, Pace and Faules (2006 : 164) suggest that organizational *Communication Satisfaction* is the overall level of satisfaction felt by employees in their total communication environment. Satisfaction relates to the difference between what is wanted from the point of view of communication within the organization and what people have in that regard. A similar opinion was expressed by Redding in Masmuh (2010 : 47) that what is meant by organizational *Communication Satisfaction is all the satisfaction of an employee* perceiving the communication environment as a whole. Satisfaction in this sense refers to how well the available information meets the requirements of organizational members' demands for information from whom it comes, how it is disseminated, how it is received, processed and what is the response of the person receiving it. accept.

Down and Hanzen in Pace and Faules (2006 : 164) revealed that *Communication Satisfaction* is a pleasant emotional state for employees in viewing company communications to improve their work abilities. Down and Hanzen in Marcellina (2012 : 13) also describe *Communication Satisfaction* into eight stable *Communication Satisfaction indicators* , namely :

a. organizational motivation

The extent to which organizational communication motivates and stimulates employees to fulfill organizational goals and to take sides organization. Good communication between superiors and subordinates can form good motivation for employees to work to meet organizational goals. If superiors communicate well with subordinates, and convey information within the organization to good employees, then it can motivate and stimulate employees to work better in the organization.

b. Openness

The extent to which supervisors are open to ideas, willing to listen and offer guidance to

solve problems related to work. The supervisor's openness to the ideas given by employees can make employees feel valued by their opinions in the organization. In addition, the willingness of supervisors to provide assistance in solving problems faced by employees can also increase employee satisfaction in communicating.

c. Receiving Information

The extent to which individuals receive information about the current work environment That. This information is information related to the work of employees in the organization. For example, such as job descriptions, SOP (*standard operating procedures*), organizational regulations and so forth. Recipient of information Which Completely related to employee satisfaction in communicating in the organization.

d. Meeting Arrangements

The extent to which meetings are well organised, brief and clear written briefings, and the amount of communication within the organization Enough. This relates to the efficiency of communication from superiors to subordinates. Routine meetings that are well organized and delivered to employees provide clear directions to employees also affect employee satisfaction.

e. Communication

The extent to which rumors and communications between employees flow smoothly and free. The flow of communication that occurs between fellow employees in an organization which is commonly referred to as " *grapevine*" is usually spread through rumors or word of mouth. The existence of these free-flowing rumors can also affect employee satisfaction in the organization. *Grapevine* is more positive in this case because *grapevine* is used as a mediation for employees in communicating between one another other.

f. Information

The extent to which information about the organization as a whole is adequate. This relates to matters related to the organization, such as information from the organization regarding organizational regulations, procedures and policies. This information is needed by employees, so it is also related to employee satisfaction.

g. Response

The degree to which subordinates are responsive to downward communication and assessing needs supervisor. Downward communication carried out by supervisors is carried out with the aim of making subordinates respond to supervisors.

h. Evaluation

The extent to which employees feel that they know how they are being assessed and how they are performing valued. Employees can feel satisfied if they get *feedback* from the organization on their work so far. This can be in the form of giving awards or *rewards* from superiors to employees for their work performance.

Down and Hanzen in Marcellina (2012 : 16) also explain the factors that can affect *Communication Satisfaction* :

1. Communication Climate (*communication climate*)

Communication climate describes a communication that is carried out at all levels, both individuals and organizations. organizational climate used to examine the perceptions of organizational members' reactions to information about all aspects of the organization that are relevant and useful to members of the organization. The information in the organizational climate illustrates how much communication can motivate and stimulate organizational members to support goals. organization.

2. Organizational integration (*organizational integration*)

The focus of organizational integration is measuring *Communication Satisfaction*

based on the level of each individual in receiving important information about their work environment. Information that must receive immediate attention from each individual, for example regarding the planning of each work department, the need for work capabilities, and the latest news regarding human resources.

3. Organizational perspective (*organizational perspective*)

Broadly speaking, the organizational perspective describes *the Communication Satisfaction* of various kinds of information about the organization as a whole. Such information includes, for example, information about the financial condition of the organization, policies and overall goals of the organization and regulatory changes that occur.

4. Media quality (*medium quality*)

The media quality factor is one measure of *Communication Satisfaction* because it is a means for information to be well received by all members of the organization. The quality of the media gives an idea of how far a meeting is well designed, how the results of these meetings are socialized in writing in a concise and clear manner, and about the degree of truth of the information provided.

5. Employee response (*personal feedback*)

This aspect focuses on *Communication Satisfaction* on the desire of all members of the organization to know how they will receive sanctions if they make a mistake and how the organization seeks to improve their performance.

6. Horizontal communication (*horizontal communication*)

This horizontal communication focuses on *Communication Satisfaction* on the delivery of information among colleagues in the same work unit. The work unit includes individuals who placed at the same level of authority and have the same superior.

7. Supervisory communication (*communication*)

Superior communication concerns aspects of both upward and downward communication with superiors. The things

that are considered *important* in superior communication are how much the superior is willing to openly accept input from subordinates, as superiors hear and pay attention to suggestions and complaints from their subordinates, and how superiors offer assistance to their subordinates to solve the problems they face. .

8. Communication subordinate (*subordinate communication*)

Subordinate communication concerns aspects of both upward and downward communication. In this case, only superiors have the discretion to respond to subordinate communications.

2.3 Job Characteristics

Miles and Porter inside Rahajaan et al., (2016: 105) suggests that *job characteristics* are traits that include the amount of responsibility and the types of tasks carried out by employees. *Job characteristics* are the basic skills needed to do work and the meaningfulness possessed by employees (Sen & Dulara, 2017) . *Job characteristics* are a determining factor for a person's eligibility in a particular field and allows that person to be more successful in that field (Senen et al., 2020) . Different *job characteristics* require different requirements. Mangkuprawira in Otmo (2012 :4) states that *job characteristics* are the identification of various job dimensions that simultaneously improve organizational efficiency and job satisfaction. Meanwhile, Schremerhorn in Otmo (2012 : 4) states *job characteristics* are task attributes that have special important properties.

Hackman & Oldham (1980 :159-170) explains that *the job characteristics model* consists of five core indicators, namely:

1. Skill variety *is* the degree to which a job requires individuals to be able to perform a variety of tasks that require them to use different skills and abilities.
2. Task identity *is* the degree to which a job requires the completion of the entire process of the identified part of the job.

3. Significance of the task (*task significance*) is the degree to which work has a substantial effect on the life or work of an individual other.
4. Autonomy is the degree to which a job provides substantial freedom, independence and discretion for individuals in planning work and determining the procedures to be used to carry out work . the.
5. Feedback is the degree to which the implementation of work activities results in an individual receiving clear and direct information about *effectiveness* it works.

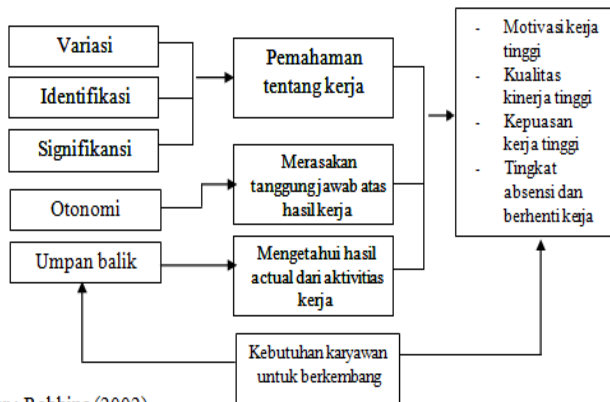
The five indicators of work characteristics have an important role in a job. The high diversity of work activities carried out, a person will feel that his work is more meaningful. If someone does the same job, simple and repetitive it will cause boredom and boredom. By giving freedom to employees in handling their tasks will make employees able to show initiative.

This model also explains that the five core dimensions of *job characteristics* are then able to bring up three specific psychological conditions which will also affect the condition of individual employees in carrying out their work. The three psychological conditions are:

1. Understanding of work, is a condition where employees really - really understand about ins and outs outs task Which he did And experienced as important and meaningful to employees. This condition arises from the dimensions of skill variation, task identity and task significance.
2. Feeling responsible for work results, is a condition in which an employee has a feeling of responsibility for what he is doing which is caused by a certain autonomy in his work.
3. Knowing the actual results of work activities, is a condition where employees have knowledge of the results of a job they do. These three psychological conditions will eventually lead to various positive things for employees, including high internal work motivation, quality

performance, high job satisfaction, and low levels of absenteeism and work stoppages .

Figure 1 Model Approach Job characteristics



Sumber : Robbins (2002)

2.4 Research Hypothesis Development

a. Effect of *Conscientiousness* on employee performance

Conscientiousness is a characteristic that conflicts with procrastination which tends to delay tasks (Saman & Wirawan, 2021) . Employees who have *conscientiousness* will immediately complete the assigned tasks without delay so as to improve performance. This is in line with the results of research by Wang et al (2019) which concluded that there is an effect of *conscientiousness* on performance criteria.

Therefore the first hypothesis in this study is as follows

H₁ : There is a positive influence between *Conscientiousness* on employee performance.

b. Effect of *Communication Satisfaction* on employee performance

Communication satisfaction shows a person's level of satisfaction with work knowledge, personal feedback, interdepartmental communication, horizontal communication, communication with supervisors, communication climate, and media quality (Alsufyani et al., 2021) . Results of research conducted Afianto & Utami (2017:58) shows that *communication satisfaction* has an influence on employee performance .

Therefore the second hypothesis in this study is as follows.

H₂ : There is a positive influence between *Communication Satisfaction* on employee performance.

c. *Job Influence Characteristics* of employee performance.

Job characteristics are the basic skills needed to do work and the meaningfulness possessed by employees (Sen & Dulara, 2017) . The results of research conducted by Senen et al. (2020) shows that there is a positive influence between *Jobs Characteristics* with employee performance at CV. Saputra Jaya in Cimahi. Based on theoretical studies and previous research, the hypotheses that can be put forward in this study are:

H₃ : There is a positive influence between *Jobs Characteristics* of employee performance.

3. RESEARCH METHODS

This research is a research with a quantitative approach. A quantitative approach is an approach that uses data in the form of numbers in statistical analysis. According to Sukmadinata (2013 : 56) This study aims to determine the relationship of a variable with other variables. This study aims to determine the effect *Conscientiousness* , *Communication Satisfaction* , and *Job Characteristics* of employee performance KUD Sadar Sejahtera, Musi Rawas Regency, South Sumatra. The variable examined in this study is *Conscientiousness* (X₁) , *Communication Satisfaction* (X₂) , and *Job Characteristics* (X₃) as the independent variable, while employee performance (Y) as the dependent variable.

3.1 Data analysis technique

a. Classic assumption test

The classic assumption test is a test conducted to analyze the basic assumptions that must be met in using regression. The classic assumptions made in this study include (Ghozali, 2018) .

b. Normality test

Aims to test whether in the regression model, the dependent variable and independent variable both have a normal distribution or not. The normality test was carried out on the residual research data using the Kolmogorov Smirnov test. Data normality testing is carried out with the following criteria:

- If the significance value is > 0.05 , it can be concluded that the distribution of the residual research data is normal
- If the significance value is < 0.05 , it can be concluded that the distribution of the residual research data is not normal .

c. Multicollinearity Test

Aims to test whether the regression model found a correlation between the independent variables (independent). To find out whether or not multicollinearity exists in the regression model, it is done by looking at the *Variance Inflation factor (VIF)* and *Tolerance values* with the following conditions: (Ghozali, 2018:89) :

- If the VIF value > 10 and Tolerance < 10 , it can be concluded that in the regression equation there is a multicollinearity problem
- If the VIF value < 10 and Tolerance > 10 , it can be concluded that there is no multicollinearity problem in the regression equation .

d. Heteroscedasticity Test

One important assumption of the linear regression model is that the disturbance u_i that appears in the population regression function must be homoscedastic, that is, the disturbance has the same variance. Violation of this assumption is called *Heteroscedasticity*. Informal and formal methods for detecting *heteroscedasticity* according to Gujarati et al., (2012) , namely the nature of the problem, graphical methods, park testing, Glejser testing (*Glejser Test*), and rank testing of *the Spearman correlation*.

The heteroscedasticity test aims to test

whether in the regression model there is an inequality *of variance* from one residual observation to another. A good regression model is one that has *homoscedasticity* or does not have *heteroscedasticity* . To detect the existence of heteroscedasticity, it is carried out using *the Glejser test*, namely by regressing the *absolute value of the residual* to the independent variable, so that it can be seen whether there is a 5% degree of confidence. If the significance value of the independent variable is > 0.05 , then there is no heteroscedasticity. Conversely, if the significance value of the independent variable is < 0.05 , heteroscedasticity occurs .

The basis for making decisions on the *heteroscedasticity test* through the Glajser test is carried out as follows:

1. If the coefficient of the beta parameter from the regression equation is statistically significant, it means that the estimated empirical data has heteroscedasticity;
2. If the probability of the test score is not statistically significant, it means that the estimated empirical data does not have heteroscedasticity.

e. Multiple Linear Regression Analysis

According to Ghozali (2018) multiple linear regression wants to test the effect of two or more independent (*explanatory*) variables on a dependent variable and is generally expressed in the following equation:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information:

| | | |
|----------------|---|-----------------------------------|
| Y | = | Employee Performance |
| a | = | <i>Intercept/constant</i> value |
| X ₁ | = | <i>Conscientiousness</i> variable |
| X ₂ | = | <i>Variable Communication</i> |

Satisfaction

| | | |
|-----------------------------|---|---|
| X ₃ | = | <i>Job Variable Characteristics</i> |
| $\beta_1, \beta_2, \beta_3$ | = | independent variable regression coefficient |
| e | = | standard error |

f. Hypothesis testing

Testing the hypothesis using the t-test aims to determine the magnitude of the

influence of each independent variable individually on the dependent variable. Decision making is based on a comparison of the calculated t value and the critical value according to the significant level used, namely 0.05. Decision making is based on the probability value obtained from the results of data processing through the SPSS program as follows:

- H_0 = The independent variable partially has no effect on the dependent variable.
- H_a = The independent variable partially influences the dependent variable.

Basis for decision making if probability < 0.05 then H_0 is rejected If probability > 0.05 then H_0 is accepted. The probability value of

the t test can be seen from the processing results of the SPSS program in the sig or *significance column coefficient table* (Ghozali, 2018 : 98).

4. RESULTS AND DISCUSSION

4.1 Research result

a. Validity test

To find out whether the questionnaire is valid or not. The validity test uses the *Pearson Product Moment correlation formula* . A questionnaire is said to be valid if the statements on the questionnaire are able to reveal something that will be measured by the questionnaire. This can be seen in Table 4.9 as follows:

Table 4. 1 Instrument Validity Test

| Variable | Items | r-count | r-table (df = 48) | Test Criteria | Ket. |
|----------------------------|-------|---------|-----------------------|-------------------|-------|
| | | | $\alpha = 5 \%$ | | |
| Employee performance | 1 | 0.536 | 0.21 | r-count > r-table | Valid |
| | 2 | 0.706 | | r-count > r-table | Valid |
| | 3 | 0.801 | | r-count > r-table | Valid |
| | 4 | 0.703 | | r-count > r-table | Valid |
| | 5 | | | | |
| Conscientiousness | 1 | 0.591 | | r-count > r-table | Valid |
| | 2 | 0.629 | | r-count > r-table | Valid |
| | 3 | 0.808 | | r-count > r-table | Valid |
| | 4 | 0.754 | | r-count > r-table | Valid |
| | 5 | 0.544 | | r-count > r-table | Valid |
| Communication Satisfaction | 1 | 0.666 | | r-count > r-table | Valid |
| | 2 | 0.562 | | r-count > r-table | Valid |
| | 3 | 0.537 | | r-count > r-table | Valid |
| | 4 | 0.747 | | r-count > r-table | Valid |
| | 5 | 0.770 | | r-count > r-table | Valid |
| | 6 | 0.732 | r-count > r-table | Valid | |
| Job Characteristics | 1 | 0.784 | r-count > r-table | Valid | |
| | 2 | 0.745 | r-count > r-table | Valid | |
| | 3 | 0.670 | r-count > r-table | Valid | |
| | 4 | 0.773 | r-count > r-table | Valid | |
| | 5 | 0.671 | r-count > r-table | Valid | |

The significance test was carried out by comparing r-count with r-table for $df = n-2$, where n is the number of samples (Ghozali,

2001). In this study, there were 50 respondents and the magnitude of $df = 50 - 2 = 48$, with $df = 48$ and $\alpha = 5\%$, then an r-table

of 0.21 was obtained so that $r\text{-count} > r\text{-table}$ ($0.98:0.05$) is 0.21. This shows that the statement items are declared valid. This means that each statement item above can actually measure the variable in question. Based on table 4.9 which was processed using SPSS it can be seen that the four variables with as many as 22 statements are declared valid.

b. Reliability Test

Table 4. 2 Reliability Test

| Variable | Cronbach Alpha value | Criteria | Ket. |
|-----------------------------------|----------------------|---------------------------------|----------|
| Employee performance | 0.719 | Cronbach alpha value ≥ 0.6 | Reliable |
| <i>Conscientiousness</i> | 0.643 | Cronbach alpha value ≥ 0.6 | Reliable |
| <i>Communication Satisfaction</i> | 0.667 | Cronbach alpha value ≥ 0.6 | Reliable |
| <i>Job Characteristics</i> | 0.702 | Cronbach alpha value ≥ 0.6 | Reliable |

Based on Table 4.10 which was processed using SPSS it can be seen that the *Cronbach alpha value* of the four variables exceeds 0.6, so the four variables are reliable.

c. Classic assumption test

The classical assumption test was carried out on research using multiple regression analysis techniques. The classical assumption test consists of normality, heteroscedasticity and multicollinearity. The following are the

Reliability is a measurement process that shows a measurement can give relatively the same results if the measurement is repeated on the same subject. A questionnaire is said to be reliable if one's answers to statements are consistent or stable from time to time. A variable is said to be reliable if the *Cronbach Alpha* value ≥ 0.60 . This is in table 4.10 as follows:

results of the classical assumption test in this study.

1) Normality test

The purpose of the normality test is to determine whether the variables are normally distributed or not. Normality testing was carried out using the *Kolmogorov-Smirnov test*. If the probability significance level is > 0.05 , the research data is normally distributed. The normality test results using the SPSS program are presented in Table 4.11 below.

Table 4. 3 Normality Test Results

| One-Sample Kolmogorov-Smirnov Test | | |
|------------------------------------|----------------|---------|
| | | TotKK |
| N | | 67 |
| Normal Parameters ^a | Means | 21.5224 |
| | std. Deviation | 2.15574 |
| Most Extreme Differences | absolute | .125 |
| | Positive | .088 |
| | Negative | -.125 |
| Kolmogorov-Smirnov Z | | 1,023 |
| asympt. Sig. (2-tailed) | | .246 |
| a. Test distribution is Normal. | | |

the *Kolmogorov-Smirnov* value is 0.573 and the *Asymp.sig value. (2-tailed)* of 0.573 with a probability > 0.05 , it can be concluded that the research data is normally distributed.

2) Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of *variance* from one residual

observation to another. If the residual *variance* from one observation to another observation remains, then it is called heteroscedasticity. A good regression model is homoscedasticity or there is no heteroscedasticity.

Testing of heteroscedasticity can be carried out by observing the *scatterplot pattern* and the Glejser test produced through SPSS. If the *scatterplot pattern* forms a certain pattern, then the regression model has heteroscedasticity symptoms, the appearance of heteroscedasticity symptoms indicates that

the estimator in the regression model is not efficient in large or small samples. If there is no clear pattern and the points spread above and below zero on the Y axis, then it can be concluded that heteroscedasticity is free.

For the glejser test, that is, if the significance value is greater than 0.05, the conclusion is that there is no heteroscedasticity. The Glejser test SPSS output results on the dependent variable of employee performance in Table 4.12 below.

Table 4. 4 Glejser Test Results Dependent variable employee performance

| Coefficients ^a | | | | | | |
|---------------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | std. Error | Betas | | |
| 1 | (Constant) | .407 | .302 | | 1,350 | .182 |
| | TotSC | -.023 | .017 | -.312 | -1,381 | .172 |
| | TotJC | -.107 | .060 | -.930 | -1,783 | .079 |
| | TotC | .109 | .056 | 1.167 | 1934 | .058 |
| a. Dependent Variable: absolute | | | | | | |

In Table 4.12 the Glejser test results show that all independent variables have a significance level above 5%, it can be concluded that the regression model does not have heteroscedasticity

3) Multicollinearity Test

This test aims to test whether the regression model found a correlation between independent variables. A good regression

model should not have a correlation between independent variables, to detect the existence of multicollinearity can be done by looking for *the Variance Inflation Factor (VIF)* and *its tolerance value* . If VIF is less than 10 and the *tolerance value* is more than 0.1 then the regression is free from multicollinearity. The following are the results of the multicollinearity test. presented in Table 4.13 below.

Table 4. 5 Multicollinearity Test

| Coefficients ^a | | | | | | | | |
|------------------------------|------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | std. Error | Betas | | | tolerance | VIF |
| 1 | (Constant) | -1,439 | .546 | | -2,637 | .011 | | |
| | TotSC | .062 | .030 | .086 | 2032 | .046 | .292 | 3,428 |
| | TotJC | .430 | .109 | .388 | 3,966 | .000 | .155 | 8,199 |
| | TotC | .602 | .102 | .671 | 5,930 | .000 | .241 | 9,361 |
| a. Dependent Variable: TotKK | | | | | | | | |

Based on Table 4.13 it is known that all *variances* have a *Variance Inflation Factor (VIF)* *value* below 10 and a *tolerance value* above 0.1.

So it can be concluded that there is no multicollinearity between the free and dependent *variances* .

d. Hypothesis test

1) Multiple Linear Regression Analysis

Multiple regression analysis is the use of regression analysis to estimate the causal relationship between variables that has been determined previously based on the theory. A direct relationship occurs when one variable affects another without a third variable mediating the relationship between the two variables. In making a decision the direct effect hypothesis is by comparing the sig. count and sig value. alpha or by comparing t arithmetic and t table, if the sig. count < sig. alpha 0.05 or t count > t table then the direct effect hypothesis is accepted.

An indirect relationship is if there is a third variable that mediates the relationship between these two variables. In making a decision to test the hypothesis of an indirect relationship between variables, it is done by comparing the coefficients of direct influence with the coefficients of indirect influence. If the

magnitude of the indirect effect coefficient (total) > from the direct effect then the hypothesis is accepted. The equation for the indirect effect of the variable is expressed by the following equation:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + e_2$$

Information:

- Y : Employee performance
- X₁ : *Conscientiousness*
- X₂ : *Communication Satisfaction*
- X₃ : *Job Characteristics*
- β₁, β₂, β₃, β₄ : Variable Coefficients X₁, X₂, Y₁ and Y₂
- e₁ & e₂ : residual (*error*)

The following is the result of path analysis using SPSS. Following are the results of multiple linear regression tests between *the variance of* Transformational Leadership Style and *Conscientiousness* on Motivation which are presented in Table 4.14.

Table 4. 6 Regression Analysis

| Coefficients ^a | | | | | | |
|------------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | std. Error | Betas | | |
| 1 | (Constant) | -1,439 | .546 | | -2,637 | .011 |
| | TotSC | .062 | .030 | .086 | 2.032 | .046 |
| | TotJC | .430 | .109 | .388 | 3,966 | .000 |
| | TotC | .602 | .102 | .671 | 5,930 | .000 |
| a. Dependent Variable: TotKK | | | | | | |

Based on Table 4.14, the following regression equation is obtained.

$$Y = 0.512 X_1 + 0.214 X_2 + 0.310 X_3 + e_2$$

To determine the magnitude of the value of e₁ with the formulae₁ = $\sqrt{1 - R^2}$ then you

must know the model summary table presented in Table 4.15 below to determine the value of R².

Table 4. 7 Summary model
Summary models

| Model | R | R Square | Adjusted R Square | std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .983 ^a | .967 | .965 | .40148 |

a. Predictors: (Constant), TotC, TotSC, TotJC

From table 4.15 it can be seen that the value R^2 is 0.965, so that the value of Employee Performance is influenced by *Conscientiousness*, *Communication Satisfaction* and *Job Characteristics* of 96.8%.

2) Hypothesis test

Ghozali (2013: 98) states that the t statistical test basically shows how far the influence of one explanatory/independent variable individually explains the variation of the dependent variable. The test was carried out using a significance level of 0.05 ($\alpha = 5\%$). Acceptance or rejection of the hypothesis is carried out with the following criteria

- If the significance value is > 0.05 then the hypothesis is rejected (the regression coefficient is not significant). This means that partially the independent variables do not have a significant influence on the dependent variable.
- If the significance value is < 0.05 then the hypothesis is accepted (significant regression coefficient). This means that partially the independent variable has a significant influence on the dependent variable.

The following are the results of hypothesis testing in this study.

- Hypothesis 1 (*Conscientiousness* has an effect on Employee Performance)**

Hypothesis testing results *Conscientiousness* has an effect on Employee Performance and has a positive and significant effect on Motivation which was analyzed with the help of SPSS presented in Table 4. 16 below.

Table 4. 8 *Conscientiousness* affects Employee Performance

| Free Variables | Standardized Coefficients | Q | .sig |
|---------------------------------|---------------------------|------|------|
| | Betas | | |
| <i>Conscientiousness</i> | 086 | 2032 | 046 |
| Dependent Variable: performance | | | |

Based on the table above shows that the t count is 2.032 with a path value of 0.086 and a

significance value of $0.046 < 0.05$. This means that *Conscientiousness* has a significant effect on Employee Performance, so that H_a is accepted and H_o is rejected. So H_1 stated *Conscientiousness* has a positive and significant effect on employee performance .

- Hypothesis 2 (*Communication Satisfaction* Positive and Significant to Employee Performance)**

the Communication Satisfaction hypothesis test and the Significance of Employee Performance analyzed with the help of SPSS are presented in Table 4.17 below.

Table 4. 9 *Conscientiousness* Regression Analysis on Motivation

| Free Variables | Standardized Coefficients | Q | .sig |
|--|---------------------------|-------|------|
| | Betas | | |
| <i>Communication Satisfaction</i> | .388 | 3,966 | .000 |
| Dependent Variable: Employee Performance | | | |

Based on the table above shows that the t count is 3.966 with a path value of 0.388 and a significance value of $0.000 < 0.05$. This means that *Communication Satisfaction* has a significant effect on Employee Performance, so that H_a is accepted and H_o is rejected. So H_2 stated *Communication Satisfaction* positive and significant effect on employee performance is accepted .

- Hypothesis 3 (*Job Characteristics* Have a Positive and Significant Influence on Employee Performance)**

Job Characteristics hypothesis testing results has a positive and significant effect on employee performance which was analyzed with the help of SPSS presented in Table 4.18 below.

Table 4. 10 Regression Analysis of *Job Characteristics* on Employee Performance

| Free Variables | Standardized Coefficients | Q | .sig |
|---------------------------------|---------------------------|-------|------|
| | Betas | | |
| <i>Job Characteristics</i> | .671 | 5,930 | .000 |
| Employee Performance Dependents | | | |

Based on Table 4.18 above, it shows that the t_{count} is 5.930 with a path value of 0.671 and a calculated significance value of $0.000 < 0.05$. This means that *Job Characteristics* has a significant effect on Employee Performance, so that H_a is accepted and H_o is rejected. So H_3 stated *Job Characteristics* has a positive and significant effect on **employee** performance .

4.2 Discussion

a. *Conscientiousness* on Employee Performance

In the results of the effect of the *Conscientiousness* style on Employee Performance, the result is that *Conscientiousness* affects Employee Performance with a .sig value of 0.000, which means less than the specified significance of 0.05. From these results *Conscientiousness* is a factor that can affect the Performance of KUD Sadar Sejahtera Employees in Musi Rawas Regency. One of them is by means of a leader who always pays attention to his employees at work, monitors every employee's activity, so that employees properly carry out their tasks with predetermined deadlines. In addition, doing work according to predetermined SOPs makes employee performance strong because employees know the job description so they know what is most important to do.

From this explanation, it can be concluded that the importance of *Conscientiousness* greatly influences Employee Performance. Strong *Conscientiousness* makes commitment within the organization strong. The results of this study are also consistent with previous research which stated, The correlation coefficient obtained indicates that there is a strong relationship between *Conscientiousness* and organizational commitment (Eduwin, 2016). This is reinforced by research from Edwin (2005), Susanti (2016) and Faizal (2018) which states that to generate strong employee performance, strong *conscientiousness* is also needed.

b. Effect of *Communication Satisfaction* on Employee Performance

On the results of the effect of *Communication Satisfaction* on Employee Performance, the result is that *Communication Satisfaction* affects *Conscientiousness* with a .sig value of 0.000, which means less than the specified significance of 0.05. This shows that *Communication Satisfaction* is important in Employee Performance. Usually employees make a list of work that must be completed, therefore in KUD Sadar Sejahtera, Musi Rawas Regency requires a strong team to complete the work because each employee has his own desk. In addition, employees also do work based on the provisions of the company, therefore the commitment that employees have at KUD Sadar Sejahtera, Musi Rawas Regency, is strong.

Such a situation can improve the performance of the organization because employees are aware of what must be done. This is in line with research from Prakarsa (2003), Mehari (2015), Enda (2018) and Nguni (2005) which states that leaders with high *Communication Satisfaction* can increase *Employee Performance*.

c. Effect of *Job Characteristics* on Employee Performance

the Job Characteristics research that influence Employee Performance with a calculated significance value of $0.002 < 0.05$. This means that *Job Characteristics* have a significant effect on Employee Performance. The results of the study show that *Job Characteristics* have a positive and significant influence on Employee Performance. This is partly because *the Job Characteristics* that are in accordance with those possessed by employees make the commitment to be strong. In addition, the facilities provided by the company are in accordance with the work so that working becomes comfortable which makes the commitment to work at KUD Sadar Sejahtera, Musi Rawas Regency, high.

Research on *Job Characteristics* which has a positive and significant effect on this

study is in line with previous research by Aprilianto (2019), Putri (2018), Saha (2018) and Jiang (2018) which resulted in research that Job Characteristics have an influence on *Employee Performance*.

5. CLOSING

5.1 Impulse

Based on the results of research and discussion it can be concluded as follows

1. *Conscientiousness* influences and is significant on *Employee Performance*. This means the better or higher the *Conscientiousness* you have then the higher the level of employee performance of employees.
2. on *Communication Satisfaction* influential and significant to *Employee Performance*. This means the better or the higher the *Communication Satisfaction* you have then the higher the level of employee performance of employees.
3. *Job Characteristics* influence and significant to *Employee Performance*. This means that the better or the better *Job Characteristics* owned by the company then the higher the level of employee performance of employees.
4. *Conscientiousness*, *Communication Satisfaction*, and *Job Characteristics* jointly influential and significant to employee performance.

5.2 Suggestion

a. For Agencies

Based on the results of the research and discussion that has been carried out, the suggestions that can be given by researchers include the following:

1. The leadership of KUD Sadar Sejahtera, Musi Rawas Regency, should be closer to the employees, because in obtaining the *Conscientiousness questionnaire*, many workers felt that the leaders were not close enough to the employees with a score of 3.9. Getting closer to employees will make employee performance high

2. the *Communication Satisfaction* section, employees at KUD Sadar Sejahtera, Musi Rawas Regency, should always help colleagues who need help. This is because in the lowest score obtained from the *Communication Satisfaction questionnaire* is *If there is work that has not been completed by a co-worker who cannot come to work, I will help to carry out the task with a score of 3.5*
3. In the *Job Characteristics* variable, the leadership treats employees fairly according to their work characteristics because they get the lowest score, namely 4.1. This will create healthy *Job Characteristics* and strengthen *Employee Performance*.

b. For Further Research

Meanwhile for further research the following can be recommended:

- Taking the object of research on other companies.
- Adding other research variables.

c. Research Limitations

This research is not without some limitations. The following are the limitations of this study, namely the results of this study only describe a limited scope, namely KUD Sadar Sejahtera employees, Musi Rawas Regency.

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