



Interpersonal Communication and Commitment Organization on Job Motivation: Job Satisfaction as Mediating Variables

Mondra Neldi, *Bayu Pratama Azka, Wica Anggreani
Universitas Putra Indonesia YPTK Padang
[*bayupratamaazka@upiypk.ac.id](mailto:bayupratamaazka@upiypk.ac.id)

Abstract

This research was conducted to determine the effect of interpersonal communication and organizational commitment on work motivation and employee job satisfaction as an intervening variable at PT. Karya Sawitindo Mas (KSM) in Muko-muko sub-district. The method used in this study is quantitative. This research was conducted with a sample of 106 respondents, namely employees of PT. Karya Sawitindo Mas (KSM) in Muko-muko sub-district. Collecting data in this study using questionnaires, observation, and documentation studies. Analysis of the data used is multiple linear regression analysis with the help of SPSS 21.0 program. Based on the results of the analysis of the research that has been done, the results found that (1)There is no influence between Interpersonal Communication on Employee Job Satisfaction at PT. Karya Sawitindo Mas (KSM), (2)There is no influence between Organizational Commitment on Employee Job Satisfaction at PT. Karya Sawitindo Mas (KSM), (3)There is an influence of interpersonal communication and work motivation on employee job satisfaction at PT. Karya Sawitindo Mas (KSM), (4)There is a unidirectional relationship between interpersonal communication and work motivation, (5)There is a unidirectional relationship between organizational commitment to work motivation, (6)There is a unidirectional relationship between employee job satisfaction and work motivation, (7)There is no influence between interpersonal communication and organizational commitment on work motivation which is associated with employee job satisfaction.

Keywords: Interpersonal Communication, Organizational Commitment, Work Motivation, and Job Satisfaction.

1. Introduction

Humans at work are motivated by a desire to satisfy a number of needs that exist within a person. Human needs consist of physiological needs (clothing, shelter, food), security needs, social needs, esteem needs, and self-actualization needs. Motivation can come from within a person in the form of awareness of the importance of the benefits of the work he does. Good motivation is inseparable from job satisfaction which has become an important factor in employee performance, namely by growing work motivation and providing compensation or rewards in accordance with the performance achievements that employees have done.

According to Nurdin (2020) Interpersonal Communication is the process of creating something unique, sharing meaning, and having an impact on how the visual (image) can be reflected through one's mind.

Angkawijaya (2019:14) organizational commitment is defined as a psychological state characterized by the relationship between workers and the organization and their decision to stay or leave the organization. According to Fattah (2017: 68) Job satisfaction is a picture of an employee's feelings of pleasure and displeasure with the work done, job satisfaction is an employee's emotional response to a work situation that is determined by the achievement of results, meeting or exceeding expectations. Rahayu (2017) researched and found results that Interpersonal Communication, Principal Leadership, and organizational work culture have a simultaneous and significant contribution to job satisfaction indirectly through work motivation. Interpersonal communication, principal leadership, and organizational work culture contribute directly to work motivation. Work motivation has a direct effect on teacher ape satisfaction. Anidar and Indarti (2016) found that work ability had a significant effect on work motivation.

Organizational commitment has a significant effect on work motivation. Motivation has a positive and significant effect on employee performance. The indirect effect of ability on performance through motivation has a greater influence than the indirect effect of commitment on performance through motivation. Wardhani, et al (2016) examined that employee work motivation affects organizational commitment through job satisfaction. If the employee's work motivation is high, the level of job satisfaction will be high, and when job satisfaction is high, it will increase organizational commitment.

Palm oil processing at PT. Karya Sawitindo Mas has decreased in 2015 – 2019. In 2015 and 2016 palm oil processing amounted to 82 tons. In 2017, palm oil processing amounted to 76 tons. At the end of 2018 it decreased by 2 tons to 74 tons. And there was a significant decrease in 2019 by 14 tons to 60 tons. This decrease indicates that the performance of employees at PT. Karya Sawitindo Mas had a slight disturbance that had an impact on the company's operational activities.

This could be caused by the lack of interpersonal communication between members supported by the weak realization of the company's commitment, affecting the production of PT. Karya Sawitindo Mas (KSM). One of the efforts to create professional employees can be implemented through increasing employee job satisfaction. Satisfaction to be achieved is not enough from one side only but also assisted by the satisfaction to be achieved by the company. The ineffectiveness of interpersonal communication can be seen from how often employees make mistakes in conveying information from one object to another. The company must emphasize the commitments that have been made in order to maintain the commitments that have been built by the company.

Based on this phenomenon, the authors are interested in further researching about interpersonal communication, organizational commitment, work motivation and job satisfaction, whether or not it has a significant effect on each variable. So the researchers raised the title "The Effect of Interpersonal Communication and Organizational Commitment on Work Motivation and Employee Job Satisfaction as Intervening Variables at PT KSM (Karya Sawitindo Mas) Muko-Muko District"

2. Methodology

The object of research at PT. KSM (Karya Sawitindo Mas) Muko-Muko District who provided all the information and data needed to support this writing According to (Sugiyono, 2016) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by

researchers to be studied and then drawn conclusions. Population can also be interpreted as a set or collection of an object of research where the association of these employees can be categorized as a population, so that data can be obtained from the variables to be studied. PT. KSM (Karya Sawitindo Mas) Muko-Muko District. The population in this study were all employees of PT. KSM as many as 114 people.

According to (Sugiyono, 2016) if the number of subjects is less than 100, all subjects should be taken so that the study is a population study. This means that the population used is all sampled and examined one by one. In this study, no sampling technique was used because the sample studied was the entirety of the existing population or what is called a census. The census in this study were all employees of PT. KSM (Karya Sawitindo Mas) Muko-Muko sub-district. So the sample in this study was 106 people.

In conducting the research instrument, a Likert scale was used. The Likert scale in this study consists of five scales where each assessment is as follows: Strongly Agree (SA): 5; Agree (A): 4; Neutral (N): 3; Disagree (D): 2 Strongly Disagree (SD): 1. In this study, researchers collect the necessary data from sources that support the research and with methods that make it easier for researchers to obtain and collect the necessary data. Data obtained directly from respondents at PT. KSM (Karya Sawitindo Mas) based on a list of questions (questionnaires) and interviews consisting of work discipline and organizational culture on employee performance with organizational commitment as mediation. The nature of this secondary data is to support primary data. This data is in the form of employee data at PT. KSM (Karya Sawitindo Mas).

Data analysis consist of: the validity test is to determine the level of validity and the questionnaire instrument used in collecting data. This validity test is carried out to determine whether the items presented in the questionnaire are able to reveal with certainty what will be studied. Reliability test to determine the level of consistency of the data measurement results twice or more of the same symptoms. The results are shown by an index that shows how far the measuring instrument can be trusted. This test is applied to find out whether the respondents have answered the questions consistently or not, so that the sincerity of the answers can be trusted.

Data analysis method consist of descriptive statistical, normality test, multicollinearity test, heteroskedasticity test, coefficient determination test, F test and t test and path analysis.

3. Results and Discussion

is normal, does not experience heteroscedasticity and multicollinearity.

Result

Data analysis has been carried out with the results of Multiple regression 1 analysis is presented in table 1 the data being valid and reliable. In addition, the data is below:
 free from symptoms of classical assumptions. the data

**Table 1.
 Multiple Regression Analysis Result**

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	96,715	12,573			7,692	,000
Communication	-,121	,128	-,100		-,939	,351
Commitment	,127	,123	,110		1,034	,304

Data processed by authors

Based on the results of the multiple linear regression test above, the regression equation is obtained:

$$Z = 96.715 - 0.121X_1 + 0.127X_2 + e$$

The figures generated from the above model can be explained as following:

1. The constant is 96.715, meaning that if interpersonal communication (X1), organizational commitment (X2) is constant or equal to zero, then Employee Job Satisfaction is 96.715.

2. The regression coefficient of interpersonal communication variable is -0.121, meaning that every increase in interpersonal communication (X1) is 1, then Employee Job Satisfaction will decrease by 0.121.

3. The regression coefficient of interpersonal communication variable is 0.127, meaning that every increase in organizational commitment (X2) is 1, then Employee Job Satisfaction will increase by 0.127.

Multiple linear regression result is presented in table 2 below:

**Table 2.
 Multiple Regression Analysis Result**

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	-10,715	8,784			-1,199	,234
Communication	,130	,070	,128		1,871	,065
Commitment	,738	,066	,762		11,110	,000
Satisfaction	-,020	,058	-,024		-3,53	,725

Data processed by authors

Based on the results of the multiple linear regression test above, the regression equation is obtained:

$$Y = -10.529 - 0.130X_1 + 0.738X_2 - 0.020 + e$$

The figures generated from the above model can be explained as follows:

1. The constant is -10.529, meaning that if interpersonal communication (X1), organizational commitment (X2) and Employee Job Satisfaction (Z) are constant or equal to zero, then Work Motivation is -10.529.
2. Interpersonal communication variable regression coefficient of -0.130, meaning that every increase in interpersonal communication (X1) by 1, then Work Motivation will decrease by 0.130.
3. The regression coefficient of the organizational commitment variable is 0.738, meaning that for every increase in organizational commitment (X2) by 1, work motivation will increase by 0.738.
4. Regression coefficient of employee job satisfaction variable of -0.020, meaning that every increase in employee job satisfaction (Z) by 1, then Work Motivation will decrease by 0.020.

From table 2 above, the results of the t-test can be described as follows:

1. The influence of interpersonal communication on customer satisfaction obtained t value of -0.939. So it can be concluded that t count < t table (-0.939 < 1.66256) and significance > 0.05 (0.351 > 0.05) then Ha is rejected, Ho is accepted. So it can be concluded that interpersonal communication partially has no effect on employee job satisfaction.

2. The effect of organizational commitment on customer satisfaction obtained t value of 1.034. So it can be concluded that t count < t table (-1.034 < 1.66256) and significance > 0.05 (0.304 > 0.05) then Ha is rejected, Ho is accepted. So it can be concluded that organizational commitment partially has no effect on employee job satisfaction.

The results of the t-test for hypotheses seen in the table 3 above. The results of the t-test can be described as follows:

1. The influence of interpersonal communication on work motivation obtained t value of 1.871. So it can be concluded that t count < t table (1.871 < 1.66277) and significance > 0.05 (0.065 > 0.05) then Ha is rejected, Ho is accepted. So it can be concluded that interpersonal communication partially has no effect on work motivation.
2. The effect of organizational commitment on work motivation obtained t value of 11.110. So it can be concluded that t count > t table (11.110 > 1.66277) and significance < 0.05 (0.000 < 0.05) then Ha is accepted, Ho is rejected. So it can be concluded that organizational commitment partially has a positive and significant effect on work motivation.
3. The effect of employee job satisfaction on work motivation obtained t value of -0.353. So it can be concluded that t count < t table (-0.353 < 1.66277) and significance > 0.05 (0.725 > 0.05) then Ha is rejected, Ho is accepted. So it can be concluded that employee job satisfaction partially no effect on work motivation.

The F test result are presented in table 3 below:

Table 3
F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	336,059	3	112,020	43,019	,000 ^b
	Residual	223,941	86	2,604		
	Total	560,000	89			

Data processed by authors

From the output obtained f count of 43,019 and a or 3-1 = 2 while df2 = n-k or 90-3 = 87. The results significant of 0,000. While the f table can be seen in the statistical table at 0.05 degrees significant and df1 = k-1 3.10. It can be concluded df count > f table (43.019 >

3.10) and significance < 0.05 ($0.000 < 0.05$) then H_a is accepted, H_o is rejected. So it can be concluded that interpersonal communication and organizational commitment together has a positive and significant effect on employee job satisfaction, so hypothesis 3 is accepted.

Path analysis result is presented in figure 1 below:

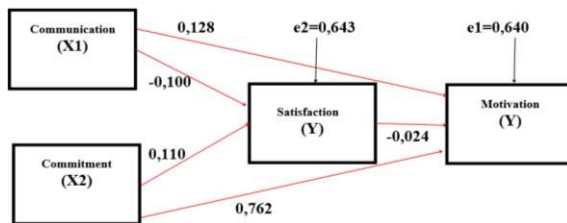


Figure 1. Path Analysis

For the value of e_1 can be searched with the formula $e_1 = (1 - 0.590) = 0.640$ while the values of X1 and X2 are obtained from the regression table I section coefficients. Meanwhile, the value of e_2 can be searched with the formula $e_2 = (1 - 0.586) = 0.643$ while the value of X1, X2 is obtained from the regression table III for the coefficients section and Z from the second regression for the coefficients section.

By comparing the results of path analysis before using the intervening variable and after using the intervening variable, it can be concluded that: $-0.003 < 0.128$ This means that the indirect relationship is less valuable than the direct relationship, then employee job satisfaction as an intervening variable does not affect interpersonal communication on work motivation. How to calculate it $0.128 \times (-0.024) = 0.003$ then $0.128 + (-0.024) = 0.104$. 2. $-0.018 < 0.762$ This means that the indirect relationship is smaller in value than the direct relationship, then employee job satisfaction as an intervening variable does not affect organizational commitment to work motivation. How to calculate it $0.762 \times (-0.024) = -0.018$ then $0.762 + (-0.024) = 0.744$. Based on the results of the Path Analysis above, we can conclude that interpersonal communication and organizational commitment have no effect on work motivation through employee job satisfaction, so hypothesis 7 is rejected.

Discussion

1. The influence of interpersonal communication on employee job satisfaction. The first hypothesis in this study is that interpersonal communication partially affects employee job satisfaction. Based on the results of the analysis, the regression coefficient for interpersonal communication is -0.121 so that it

shows a negative direction (opposite direction) between interpersonal communication and employee job satisfaction. These results identify that the higher the value of interpersonal communication, the lower the job satisfaction of employees. And the table also shows the t value $-3.939 > t$ table value 1.66256, with a significance > 0.05 ($0.351 > 0.05$), meaning that interpersonal communication has no effect on employee job satisfaction. This means that the first hypothesis which states that interpersonal communication partially has a positive and significant effect on employee job satisfaction is rejected.

2. The effect of organizational commitment on employee job satisfaction. The second hypothesis in this study is that organizational commitment partially affects employee job satisfaction. Based on the analysis results, the regression coefficient for organizational commitment is 0.127, indicating a positive direction (unidirectional) between organizational commitment and employee job satisfaction. These results identify that the higher the value of organizational commitment, the higher the job satisfaction of employees. And the table also shows the t arithmetic value of $1.034 < t$ table value of 1.66256) with a significance > 0.05 ($0.304 > 0.05$) meaning that organizational commitment has no effect on employee job satisfaction. This means that the second hypothesis which states that organizational commitment partially affects employee job satisfaction is rejected.
3. Effect of interpersonal communication and organizational commitment on employee job satisfaction. Based on the results of the F test, the calculated f value is 43.019, for the f table based on the statistical table is 3.10. So it can be concluded that f arithmetic $> f$ table ($43.019 > 3.10$) and significance < 0.05 ($0.000 < 0.05$) it can be concluded that interpersonal communication and organizational commitment together have a positive and significant effect on employee job satisfaction, so the hypothesis is accepted.
4. The influence of interpersonal communication on work motivation. The fourth hypothesis in this study is that interpersonal communication partially affects work motivation. Based on the results of the analysis, the regression coefficient for interpersonal communication is 0.130, indicating a positive direction (unidirectional) between interpersonal communication and work motivation. These results identify that the higher the value of interpersonal communication, the higher the work motivation. And the table also shows the t arithmetic value $1.871 < t$ table value 1.66277) with a significance $>$

0.05 ($0.065 > 0.05$) meaning that interpersonal communication does not affect work motivation.

5. The effect of organizational commitment on work motivation The fifth hypothesis in this study is that organizational commitment partially affects work motivation. Based on the results of the analysis, the regression coefficient for organizational commitment is 0.738, indicating a positive direction (unidirectional) between organizational commitment and work motivation. These results identify that the higher the value of organizational commitment, the higher the work motivation. And the table also shows the t value $11.110 > t$ table 1.66277) with a significance of < 0.05 ($0.000 < 0.05$) meaning that organizational commitment has a positive and significant impact on work motivation.
6. The effect of employee job satisfaction on work motivation The sixth hypothesis in this study is that employee job satisfaction partially affects work motivation. Based on the analysis results, the regression coefficient for employee job satisfaction is -0.020 so that it shows a negative direction (opposite direction) between employee job satisfaction and work motivation. These results identify that the higher the value of employee job satisfaction, the lower work motivation and the table also shows the t-value $-0.353 < t$ -table 1.66277) with a significance > 0.05 ($0.725 > 0.05$) meaning that employee job satisfaction does not affect work motivation.
7. The effect of interpersonal communication and organizational commitment on work motivation through employee job satisfaction as an intervening variable. Based on the results of Path Analysis, we can see that the value of direct influence is greater than the value of indirect influence, namely through employee job satisfaction ($0.128 > -0.003$ and $0.762 > -0.018$) so that we can conclude that interpersonal communication and organizational commitment have no effect on work motivation through employee job satisfaction. Based on the results of the study, interpersonal communication between employees and good organizational commitment in a company that will provide employee job satisfaction will not have an impact on the work motivation of the employees themselves. Because motivation itself can be implemented if the employee continues to strive to always excel from other employees.

4. Conclusion

Based on the analysis and discussion of the Influence of Interpersonal Communication Variables (X1), Organizational Commitment (X2) on Work Motivation (Y) with Employee Job Satisfaction (Z) as Intervening Variables, the conclusions are as follows:

1. There is no influence between Interpersonal Communication on Employee Job Satisfaction at PT. Karya Sawitindo Mas (KSM).
2. There is no influence between Organizational Commitment on Employee Job Satisfaction at PT. Karya Sawitindo Mas (KSM).
3. There is an influence of interpersonal communication and work motivation on employee job satisfaction at PT. Karya Sawitindo Mas (KSM).
4. There is a direct relationship between interpersonal communication and work motivation at PT. Karya Sawitindo Mas (KSM).
5. There is a direct relationship between organizational commitment to work motivation.
6. There is a unidirectional relationship between employee job satisfaction and work motivation at PT. Karya Sawitindo Mas (KSM).
7. There is no influence between interpersonal communication and organizational commitment to work motivation associated with employee job satisfaction at PT. Karya Sawitindo Mas (KSM).

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