



THE EFFECT OF COMMUNICATION AND INTRINSIC MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS MEDIATION VARIABLES

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Abstract: Employee performance is often interpreted as the level of achievement in carrying out an activity to realize the goals, objectives, and vision, and mission of the company through a strategic plan from the company. This study aims to determine the effect of communication and intrinsic motivation on employee performance with job satisfaction as a study mediation variable at the Yogyakarta Manpower and Transmigration Office. The population for this study was employees of the Yogyakarta Manpower and Transmigration Office. The sample used was 50 respondents. The technique used in this research is purposive sampling. This study uses a quantitative approach. The test instruments used in this study were validity and reliability tests. The data analysis technique used in this research is descriptive analysis, classical assumption test, normality test, multicollinearity test, heteroscedasticity test. Hypothesis testing used in this study is the t-test, path test, and Sobel test. The results showed that communication has a positive and significant effect on employee performance, Intrinsic Motivation has no positive and significant effect on employee performance, Job Satisfaction has a positive effect on performance, Communication has a positive effect on employee performance through Job Satisfaction, Job Satisfaction cannot mediate Intrinsic Motivation on Performance employees.

Keywords: Communication; Employee Performance; Intrinsic Motivation; Job Satisfaction

INTRODUCTION

The Manpower and Transmigration Office is a government implementing element in the field of labor and transmigration which has authority in a region. The Manpower and Transmigration Office is led by a Head of Service who is under the Regent. The Manpower and Transmigration Office must assist the Regent in carrying out all matters within the government in the field of manpower and transmigration. Therefore, the development of the quality of human resources is increasingly important for the company. According to Mathis and Jakson (2006) quoted by Bagaskara (2019) Employees are an important resource for the company because they have the creativity and energy needed to achieve their goals, the performance required by a company, namely a worker who depends on motivation, ability and all the support received.

Job satisfaction can be felt by employees if the wants and needs of employees have been met. Job satisfaction is a condition in which an employee feels happy or not in seeing their job Handoko (1992) quoted by Ardiansyah (2016). This is supported by research conducted by Hanafi & Yohana (2017) and Putri (2019) which states that job satisfaction has a positive effect on employee performance.

The communication process is an attempt to channel an idea to receive feedback that comes from the ideas we provide Nurudin (2016) quoted by Putri (2019). This is supported by research conducted by Utama & Suprihadi (2016) which shows that communication has a positive and significant effect on employee performance.

The motivation will arise if there is a desire from within a person, the company must be able to encourage employees to develop their potential and skills so that the work becomes

optimal (Felinda & Nugraheni, 2016). This is supported by Maulana (2015) and Suparta (2013) where good intrinsic motivation is needed for a leader who can improve the performance of the employee, so that from within the employee will emerge a passion that can improve employee performance.

The phenomenon that exists in this company is the lack of communication that occurs between the labor office and workers in Jogja and workers who are considered not transparent. The reports submitted were considered not to be processed and there was no feedback, they were not even informed about the extent to which the report was processed. They regretted the unsatisfactory performance of the Manpower and Transmigration Office. Besides, according to observations I made at the labor and transmigration office, there was a lack of intrinsic motivation in some employees which resulted in decreased employee performance. They are not in the office to do their work but prefer to relax outside the room during working hours. This study aims to examine whether there is an influence between communication and intrinsic motivation on employee performance and job satisfaction as a mediating variable.

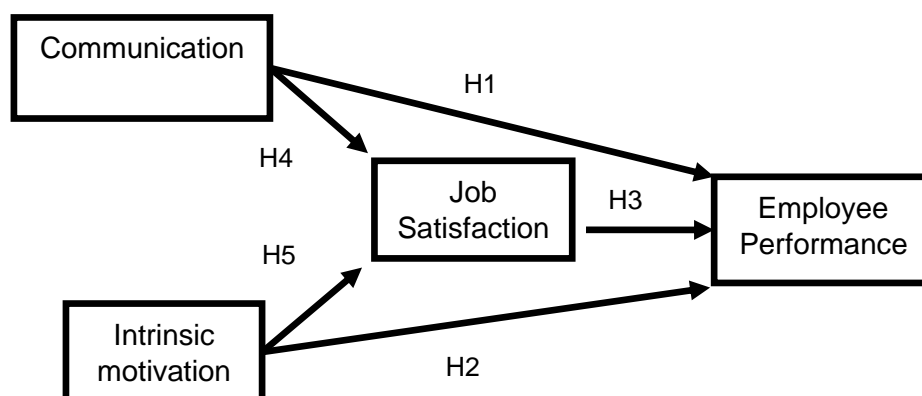


Figure 1. Framework
Source: (Putri, 2019)

The hypothesis in the research is:

H1: Communication has a positive and significant effect on employee performance.

H2: Intrinsic motivation has a positive and significant effect on employee performance.

H3: Job satisfaction has a positive effect on employee performance.

H4: Communication has a positive effect on individual employee performance through job satisfaction

H5: Intrinsic motivation has a positive effect on individual employee performance through job satisfaction

METHODS

The data used in this study are primary. The population of this study was 102 employees of the Yogyakarta Manpower and Transmigration Office. The sample taken by the researcher was 50 employees from 102 populations, the sample taken from the population had to be truly representative. From the entire questionnaire, 50 respondents have returned the questionnaire.

The source of data in this study is primary data, namely through data obtained directly from research respondents. The analytical technique used in this research is the classical assumption test, statistical test, path test, and Sobel test as a test for the mediating variables that affect or not. Measurement of variables using a questionnaire with Employee Performance sources (Lestari, 2015), Communication (Darmawan, 2017), Intrinsic Motivation (Vidriansyah, 2014), (Deliana & Indahwati, 2011).



RESULTS AND DISCUSSION

The validity test item is said to be valid if the value of $r_{count} \geq r_{table}$ (0.2787). The test results in r_{count} Communication (K) (0.462 to 0.652), Intrinsic Motivation (MI) (0.633 to 0.848), Job Satisfaction (KP) (0.376 to 0.731), and Employee Performance (KK) (0.368 to 0.668) > 0.2787. Cronbach's Alpha Stand Value. Communication (0.731), Intrinsic Motivation (0.922), Job Satisfaction (0.823), and employee performance (0.638) > 0.6 or reliable instruments.

Table 1. Characteristics of Respondents

Category	amount	Percentage
Gender		
Man	25	50%
Women	25	50%
Age		
20-29 years	5	10%
30-39 years	23	46%
40 - 49 years	22	44%
Last education		
High School	3	6%
S1	37	74%
S2	10	20%
DIII	0	0%
Number of training in the last 1 year		
<3 years	5	10%
3-5 years	23	46%
> 5 years	22	44%

Source: Data processed (2021)

The Respondent Characteristics Table above, shows that male and female respondents have the same number, namely (50%). The majority of respondents were aged 30-39 years (46%) while for the latest education the majority of respondents graduated from S1 (80%). The majority of respondents have a tenure of 1-10 years (40%).

Table 2. Results of Classical Assumptions

<i>Indt</i>	<i>Dep</i>	Norm Sig.	Hetero Sig.	Multi Toll	Multi VIP
K			0.001	0.447	2,237
MI	KK	0.200	0.058	0.993	1,007
KP			0.011	0.449	2,227

Source: Data processed (2021)

The results of the classical assumption test in Table 2 show that the Intrinsic Motivation variable has $sig > 0.05$, meaning that in the regression there is no heteroscedasticity. And the results of the normality test are also fulfilled (Kolmogorov-Smirnov test, $sig > 0.05$). Multicolonierity did not occur in the regression model with tolerance > 0.10 and VIF < 10.



Table 3. Hypothesis Testing Results

	Ind	Dep	Unstd Coeff		Sig.	Adj. R2
			B	Error		
H1	K		0,447	0,132	0,001	
H2	MI	KK	0,072	0,051	0,166	0.579
H3	KP		0,231	0,089	0,013	

Source: Data processed (2021)

Table 3 shows the results of the hypothesis test which can be seen from the table, H1 testing is accepted with a sig value. $0.001 < 0.05$ So communication has a positive and significant effect on performance, H2 is not accepted with a sig value. $0.166 > 0.05$ then Intrinsic Motivation does not affect performance, and H3 is accepted with a sig value of $0.013 > 0.05$ so Job Satisfaction has a positive and significant effect on performance. So the magnitude of the influence of Communication, Intrinsic Motivation, and Job Satisfaction on employee performance is 57.9%.

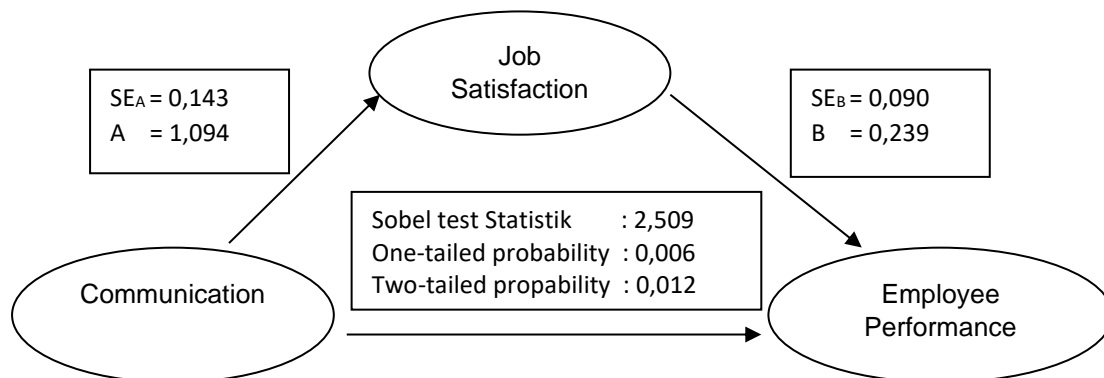


Figure 2. Sobel Communication Test Results

Source: Data processed (2021)

From the results of the above calculation, the one-tailed probability value is 0.006 with a significance level of 5%. So it can be concluded that $0.006 < 0.05$, so it can be said that the job satisfaction variable can mediate communication on employee performance.

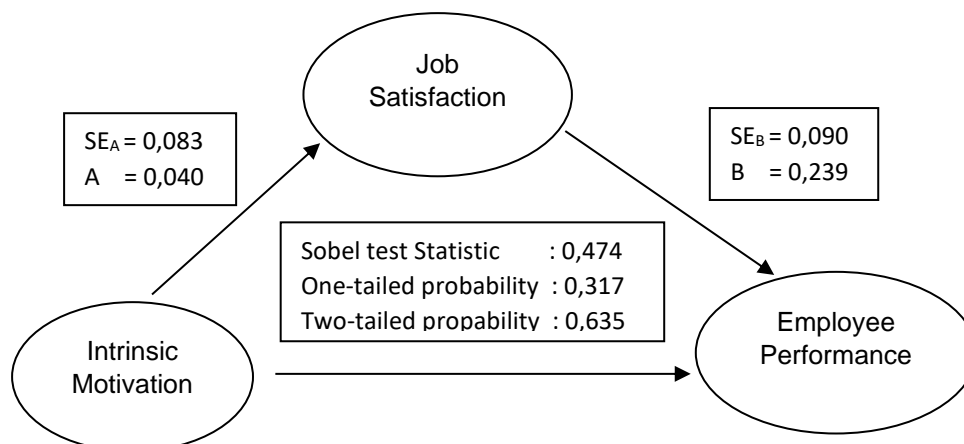


Figure 3. Results of Intrinsic Motivation Test Sobel

Source: Data processed (2021)



From the results of the above calculation, the one-tailed probability value is 0.317 with a significance level of 5%. So it can be concluded that $0.317 > 0.05$, so it can be said that the job satisfaction variable is not able to mediate Intrinsic Motivation on Employee Performance.

The results of the first hypothesis test in this study indicate that the communication variable has a positive and significant effect on employee performance at the Yogyakarta Manpower and Transmigration Office. Based on the results of data processing the Communication variable has, t-count is greater than the t-table, namely $3,380 > 1,679$ with a probability (0.001) smaller than the significant level of 0.05, thus Communication (X1) partially influences employee performance). This is following research Rampengan et al. (2019) Communication variables have a significant effect on employee performance at Hotel Aryaduta Manado.

The results of the second hypothesis test in this study indicate that the Intrinsic Motivation variable does not have a positive and significant effect on Employee Performance at the Yogyakarta Manpower and Transmigration Office. Based on the results of data processing, the Intrinsic Motivation variable has, t-count that is smaller than the t-table $1.409 < 1.679$ with a probability of 0.166 greater than the significant level of 0.05, thus Partially Intrinsic Motivation (X2) does not affect Employee Performance (Y). The results of this study are supported by research conducted by Muhamad et al. (2019) that is, the intrinsic motivation variable partially has no effect on employee performance.

The results of the third hypothesis test in this study indicate that the Job Satisfaction variable has a positive and significant effect on Employee Performance at the Yogyakarta Manpower and Transmigration Office. Based on the results of the data processing of the Job Satisfaction variable, the t-count is greater than the t-table $2,578 > 1,679$ with a probability (0.013) smaller than the significant level of 0.05, thus Job Satisfaction (Z) partially influences Employee Performance (Y). The results of this study are the following Wirya et al. (2019) Job Satisfaction variable partially has a positive and significant effect on employee performance.

The results of the fourth hypothesis test in this study indicate that the Communication variable has a positive and significant effect on Employee Performance through Job Satisfaction at the Yogyakarta Manpower and Transmigration Office. Based on the results of data processing in the Sobel test obtained a one-tailed probability value of 0.006 with a significance level of 5%. So it can be concluded that $0.006 < 0.05$, so it can be said that the job satisfaction variable can mediate communication on employee performance. This is by research Ardiansyah (2016) communication variable has a significant effect on performance through job satisfaction of employees of PT. Setia Kawan Makmur Sejahtera Tulungagung.

The results of the fifth hypothesis test in this study indicate that the Intrinsic Motivation variable does not have a positive and significant effect on Employee Performance through Job Satisfaction at the Yogyakarta Manpower and Transmigration Office. Based on the results of data processing from the Sobel test, the one-tailed probability value is 0.317 with a significance level of 5%. So it can be concluded that $0.317 > 0.05$, so it can be said that the Job Satisfaction variable is not able to mediate Intrinsic Motivation on Employee Performance. This is by research Nawastuti (2018), communication variable has no significant effect on performance through job satisfaction of employees of PT. State Savings Bank Tbk. Semarang Sharia Branch Office.

CONCLUSION

Based on the results of the first hypothesis test in this study, it shows that the communication variable has a positive and significant effect on employee performance. Based on the results of the second hypothesis test in this study, it shows that the Intrinsic Motivation variable does not have a positive and significant effect on Employee Performance. Based on the results of the third hypothesis test in this study, it shows that



the Job Satisfaction variable has a positive and significant effect on Employee Performance. The results of the fourth hypothesis test in this study indicate that the Communication variable has a positive and significant effect on Employee Performance through Job Satisfaction. The results of the fifth hypothesis test in this study indicate that the Intrinsic Motivation variable does not have a positive and significant effect on Employee Performance through Job Satisfaction.

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