

THE IMPACT OF ORGANIZATIONAL COMMUNICATION ON JOB SATISFACTION AND WORK PRODUCTIVITY AT THE BAPPELITBANGDA OFFICE OF BARRU REGENCY

Fitrisandi¹, Yusmanizar², Rahmat Ferdiansyah³

Universitas Fajar Makassar, Indonesia^{1,2,3}

Email: fitrisandi@gmail.com¹

Abstract

This study aims to analyze and explain the influence of organizational communication on job satisfaction and work productivity. In addition, this study aims to analyze and explain the influence of job satisfaction on work productivity. The method used in this study is quantitative data analysis with a general regression approach. This study involved 34 employees at the Bappelitbangda Office, Barru Regency. The research data used a questionnaire with a scale of 1–5 using a combination of negative and positive statements. Data analysis used linear regression analysis to prove the hypothesis that had previously been tested for validity, reliability, and classical assumptions. The results showed that the t-value of the organizational communication variable (X) was $5.392 > 1.6909$ with a significance value of $0.000 < 0.05$, so H1 was accepted that organizational communication (X) had a positive and significant effect on job satisfaction (Y1) of employees at Bappelitbangda, Barru Regency, by 47.6%. The t-value of the organizational communication variable (X) is $3.935 > 1.6909$ with a significance value of $0.000 < 0.05$, indicating that H2 is accepted, namely that organizational communication (X) has a positive and significant effect on the work productivity (Y2) of employees at Bappelitbangda Barru Regency by 32.6%. If the t-value of the job satisfaction variable (Y1) is $4.296 > 1.6909$ with a significance value of $0.000 < 0.05$, then H3 is accepted, namely that job satisfaction (Y1) has a positive and significant effect on work productivity (Y2) of employees at Bappelitbangda Barru Regency by 36.6%.

Keywords: communication, satisfaction, productivity, employees

Introduction

Human factors ultimately determine the success or failure of an organization. Considering that the majority of the workforce consists of humans who are enthusiastic workers, it is crucial for employees to focus on their personal well-being. All individuals participating in the organization's operations, whether as leaders or followers, represent the human aspect. To create harmony in the workplace, both components must be able to communicate effectively (Sinambela, 2021). An organization, or company, is an institution that has an organizational structure. The organizational structure is a network pattern of relationships between various positions and the individuals holding those positions. As a network pattern of relationships between different positions and their holders, daily activities will involve interactions between superiors and subordinates, and vice versa. These interactions take many forms, such as coordination, giving orders, reporting, supervision, and various other activities (Nurlia, 2019). Among the various types of relationships in organizational activities, there is one called leading. Leading is an activity carried out by a leader to manage the organization's overall operations. This leading activity is commonly

referred to as leadership (Tampubolon, 2022). In addition to leadership, there is also the exchange of information between employees, between leaders and subordinates, and vice versa. This exchange of information is referred to as communication (Yusri & Syadaruddin, 2023).

Leadership and communication are daily activities that occur continuously without interruption. These activities are essential for the execution of other organizational activities. Leadership involves giving orders and supervising the work carried out by employees. The purpose of giving orders and supervision is to ensure that the work is executed according to the plans that have been previously established, thereby enabling the achievement of goals effectively and efficiently (Wahtisab & Assyahri, 2024).

Communication is effective when there is a shared understanding and the other party is stimulated to think or take action. Therefore, communication and effective communication are not the same. The ability to communicate effectively enhances the success of both individuals and organizations (Ritonga et al., 2022). As a result, they can collaborate, with each team member performing tasks that support one another. This cooperation fosters a strong work spirit, particularly unity in striving toward a common goal (Winata, 2022).

In daily life, every individual needs communication to interact with others. The term 'communication' comes from the Latin word *communis*, which means 'to make common' or to create a shared understanding between two or more people. The root word *communis* is derived from *communico*, which means to share (Sitorus et al., 2024). The concept of sharing in the context above refers to a shared understanding between the communicator and the communicant through the exchange of messages. In the current era, many have overlooked the importance of communication within organizations, prioritizing the completion of their job responsibilities over communicating with others within the organization (Deviani & Anggela, 2024).

Leadership is the ability to influence a group to achieve goals, with the form of influence being based on holding a position within an organization (Lelo Sintani et al., 2022). An organization cannot function if there is no one in a leadership position who has the authority to direct all members of the organization toward achieving a common goal (Subni, 2024).

Companies must now be able to grow by competing with other companies due to the increasing competition among them. Improving work productivity is an important step for organizations to compete with others, and it can also impact employee job satisfaction. Job satisfaction encourages employees to achieve better and higher productivity. Improved productivity results in higher economic and psychological rewards. When these rewards are perceived as fair and appropriate, greater satisfaction arises because employees feel that their compensation matches their work results. A happy employee is a productive employee. Employees who are more satisfied with their jobs tend to be more effective than those who are less satisfied. Employees who are happy or satisfied with their work will exhibit high productivity (Sururin et al., 2020; Rochadi, 2020).

This study aims to first analyze and explain the impact of organizational communication on job satisfaction. Second, analyze and explain the impact of organizational communication on work productivity. Third, analyze and explain the impact of job satisfaction on work productivity.

Organizational Communication

Berlo stated that communication is considered successful when the recipient of the message attaches meaning to it and the meaning obtained aligns with what was intended (Yuniawati et al., 2024). Myers, on the other hand, views communication as a central point of power that unifies people, leading to coordination among individuals and enabling them to engage in organized action (Alunaza & Juani, 2017). According to John Fiske, communication is one of the human activities recognized by everyone, yet very few are able to define it satisfactorily. Communication has an infinite variety of definitions, such as mutual speaking, dissemination of information, critique and suggestions, and many more (Yuriska, 2023).

Communication is the interaction between people through communication tools that produces messages with meanings mutually agreed upon by the message senders. Fiske also describes communication as a social interaction process in which one person connects with others, or a process of influencing behavior, ways of thinking, or emotional responses towards others, and vice versa. Cherry emphasizes that communication focuses on the sharing of behavioral elements or modes of life through sets of rules. Meanwhile, Merrill argues that communication is essentially an alignment of thoughts, creating a shared set of symbols within the minds of participants. Therefore, to develop effective thoughts or ideas among employees, excellent communication is essential (Trenholm, 2020).

Job Satisfaction

Job satisfaction is a reflection of the overall impact of a person's work, and various variables have been studied in relation to job satisfaction issues. Job satisfaction itself holds a very important place in the work process. When job satisfaction is achieved, a person will strive to perform their tasks to the best of their ability. With job satisfaction, individuals are more likely to love their work. This is evident in cases where educators or lecturers, for instance, remain committed to teaching their students even though their salaries may not always meet their expectations. Recognizing the importance of job satisfaction for individuals, companies should provide as many opportunities as possible for employees to achieve job satisfaction (Judge et al., 2020).

Job satisfaction, as defined by As'ad (2001), is the feeling a person has towards their work. Based on the above opinions, the author concludes that job satisfaction is a positive attitude of an individual towards their work (Hadi et al., 2023).

Work Productivity

Productivity is defined as the amount of goods or services produced divided by the input required to generate that output. Both individual work units and organizations strive to achieve productivity. Their goal is to use resources as efficiently as possible to provide the best service. The amount of sales revenue earned by a business during strong sales is used to measure output (selling price x quantity sold). Expenses related to the conversion and acquisition of organizational expenditures are used to measure input (Marlina et al., 2020).

Productivity is the ability to increase output (results) in proportion to input.' If productivity is to improve, it can only be achieved through improvements in work systems, production techniques, and workforce skills, as well as enhancing efficiency (time, materials, and energy) (Marlina et al., 2020).

Research Methods

This study uses a quantitative research method. The sampling technique used in this study is total sampling. The subjects of this research are employees at the Bappelitbangda office of Barru Regency, totaling 34 individuals. The data collection method involves using a questionnaire with a 1-5 scale, incorporating a combination of negative and positive statements. Data analysis is performed using linear regression analysis to test the hypotheses, which have been previously assessed for validity, reliability, and classical assumptions (Sürücü & Maslakci, 2020).

Results and Discussion

Research Instrument Testing

1) Validity Testing

Validity testing involves correlating the score of each item with the total score, which is the sum of each item's score. The purpose of validity testing is to assess whether a questionnaire is valid.

Table 1. Validity Testing

| Items | r_{table} | $r_{arithmetic}$ | Criteria |
|--------|-------------|------------------|----------|
| X.1.1 | 0.3 | 0.775 | Valid |
| X.1.2 | 0.3 | 0.802 | Valid |
| X.2.1 | 0.3 | 0.761 | Valid |
| X.2.2 | 0.3 | 0.595 | Valid |
| X.3.1 | 0.3 | 0.332 | Valid |
| X.3.2 | 0.3 | 0.650 | Valid |
| X.4.1 | 0.3 | 0.623 | Valid |
| X.5.1 | 0.3 | 0.518 | Valid |
| Y1.1.1 | 0.3 | 0.683 | Valid |
| Y1.1.2 | 0.3 | 0.599 | Valid |
| Y1.1.3 | 0.3 | 0.558 | Valid |
| Y1.1.4 | 0.3 | 0.577 | Valid |
| Y1.1.5 | 0.3 | 0.678 | Valid |
| Y1.2.1 | 0.3 | 0.619 | Valid |
| Y1.2.2 | 0.3 | 0.634 | Valid |
| Y1.2.3 | 0.3 | 0.607 | Valid |
| Y1.2.4 | 0.3 | 0.536 | Valid |
| Y1.3.1 | 0.3 | 0.715 | Valid |
| Y1.3.2 | 0.3 | 0.512 | Valid |
| Y1.3.3 | 0.3 | 0.333 | Valid |
| Y1.3.4 | 0.3 | 0.600 | Valid |
| Y1.4.1 | 0.3 | 0.431 | Valid |
| Y1.4.2 | 0.3 | 0.427 | Valid |
| Y1.4.3 | 0.3 | 0.648 | Valid |
| Y1.4.4 | 0.3 | 0.434 | Valid |
| Y1.4.5 | 0.3 | 0.518 | Valid |
| Y2.1.1 | 0.3 | 0.687 | Valid |
| Y2.1.2 | 0.3 | 0.728 | Valid |
| Y2.1.3 | 0.3 | 0.858 | Valid |
| Y2.2.1 | 0.3 | 0.698 | Valid |
| Y2.2.2 | 0.3 | 0.466 | Valid |
| Y2.2.3 | 0.3 | 0.598 | Valid |
| Y2.2.4 | 0.3 | 0.621 | Valid |

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| Items | r_{table} | $r_{arithmetic}$ | Criteria |
|--------|-------------|------------------|----------|
| Y2.3.1 | 0.3 | 0.707 | Valid |
| Y2.3.2 | 0.3 | 0.541 | Valid |
| Y2.3.3 | 0.3 | 0.389 | Valid |
| Y2.4.1 | 0.3 | 0.378 | Valid |
| Y2.4.2 | 0.3 | 0.524 | Valid |
| Y2.4.3 | 0.3 | 0.627 | Valid |
| Y2.4.4 | 0.3 | 0.727 | Valid |

Source: Research Data (Processed)

Based on the table above, it shows that all statement instruments in this study are valid. Therefore, none of the instruments need to be evaluated further, and the research can proceed to the next stage.

2) Reliability Testing

In the concept of assessing reliability, which encompasses both reliability and ability, where the measurement results can be trusted, it should be conducted collectively across all involved variables and also assessed partially based on dimensions or sub-variables. The reliability test in this study can be seen in the following table:

Table 2. Reliability Testing

| Item Pernyataan | Standard | Chronbach' Alpha | Kriteria |
|-----------------|----------|------------------|----------|
| X.1.1 | 0.7 | 0.733 | Reliabel |
| X.1.2 | 0.7 | 0.726 | Reliabel |
| X.2.1 | 0.7 | 0.736 | Reliabel |
| X.2.2 | 0.7 | 0.768 | Reliabel |
| X.3.1 | 0.7 | 0.803 | Reliabel |
| X.3.2 | 0.7 | 0.759 | Reliabel |
| X.4.1 | 0.7 | 0.787 | Reliabel |
| X.5.1 | 0.7 | 0.782 | Reliabel |
| Y1.1.1 | 0.7 | 0.851 | Reliabel |
| Y1.1.2 | 0.7 | 0.855 | Reliabel |
| Y1.1.3 | 0.7 | 0.857 | Reliabel |
| Y1.1.4 | 0.7 | 0.856 | Reliabel |
| Y1.1.5 | 0.7 | 0.852 | Reliabel |
| Y1.2.1 | 0.7 | 0.855 | Reliabel |
| Y1.2.2 | 0.7 | 0.855 | Reliabel |
| Y1.2.3 | 0.7 | 0.855 | Reliabel |
| Y1.2.4 | 0.7 | 0.858 | Reliabel |
| Y1.3.1 | 0.7 | 0.850 | Reliabel |
| Y1.3.2 | 0.7 | 0.861 | Reliabel |
| Y1.3.3 | 0.7 | 0.865 | Reliabel |
| Y1.3.4 | 0.7 | 0.855 | Reliabel |
| Y1.4.1 | 0.7 | 0.871 | Reliabel |
| Y1.4.2 | 0.7 | 0.863 | Reliabel |
| Y1.4.3 | 0.7 | 0.853 | Reliabel |
| Y1.4.4 | 0.7 | 0.862 | Reliabel |
| Y1.4.5 | 0.7 | 0.859 | Reliabel |
| Y2.1.1 | 0.7 | 0.839 | Reliabel |
| Y2.1.2 | 0.7 | 0.837 | Reliabel |
| Y2.1.3 | 0.7 | 0.829 | Reliabel |
| Y2.2.1 | 0.7 | 0.839 | Reliabel |

| Item Pernyataan | Standard | Chronbach' Alpha | Kriteria |
|-----------------|----------|------------------|----------|
| Y2.2.2 | 0.7 | 0.856 | Reliabel |
| Y2.2.3 | 0.7 | 0.847 | Reliabel |
| Y2.2.4 | 0.7 | 0.844 | Reliabel |
| Y2.3.1 | 0.7 | 0.838 | Reliabel |
| Y2.3.2 | 0.7 | 0.849 | Reliabel |
| Y2.3.3 | 0.7 | 0.865 | Reliabel |
| Y2.4.1 | 0.7 | 0.862 | Reliabel |
| Y2.4.2 | 0.7 | 0.849 | Reliabel |
| Y2.4.3 | 0.7 | 0.845 | Reliabel |
| Y2.4.4 | 0.7 | 0.838 | Reliabel |

Source: Research Data (Processed)

Based on the table above, the data indicate that all statement instruments in this study meet high reliability criteria. Therefore, all instruments in this study are free from reliability issues, meaning that all instruments are reliable and the research can proceed to the next stage.

Classical Assumptions Testing

1) Normality Test

The normality test is used to determine whether the data follows a normal distribution or not. To assess whether the data follows a normal distribution, various methods can be used, and in this study, the Kolmogorov-Smirnov method is employed.

Table 3. Normality Test
One-Sample Kolmogorov-Smirnov Test

| | | Komunikasi > Produktivitas | Kepuasan > Produktivitas | Komunikasi > Kepuasan |
|----------------------------------|----------------|----------------------------|--------------------------|-----------------------|
| N | | 34 | 34 | 34 |
| Normal Parameters ^{a,b} | Mean | 0.0000000 | 0.0000000 | 0.0000000 |
| | Std. Deviation | 3.48131358 | 3.37712636 | 4.87084330 |
| Most Extreme Differences | Absolute | 0.132 | 0.085 | 0.141 |
| | Positive | 0.132 | 0.085 | 0.141 |
| | Negative | -0.110 | -0.070 | -0.071 |
| Test Statistic | | 0.132 | 0.085 | 0.141 |
| Asymp. Sig. (2-tailed) | | .141 ^c | .200 ^{c,d} | .082 ^c |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS v25

Based on the Kolmogorov-Smirnov test table above, the three regression models show that the first regression model has a significance value of 0.141, the second model has a significance value of 0.200, and the third model has a significance value of 0.082. Therefore, all regression models in this study have

values greater than 0.05. This indicates that the regression models in this study are normally distributed and can proceed to the next testing stage.

2) Multicollinearity Test

The multicollinearity test is used to identify the presence of linear relationships among independent variables within a regression model. One method to detect multicollinearity is by examining the variance inflation factor (VIF). Tolerance measures the variability of a selected independent variable that cannot be explained by other independent variables. The common assumption is that tolerance values should be greater than 0.10 and VIF values should not exceed 10. The following are the results of the multicollinearity test for each regression model:

Table 4. Multicollinearity Test Results

| Coefficients ^a | | |
|----------------------------|-------------------------|-------|
| Model | Collinearity Statistics | |
| | Tolerance | VIF |
| 1 (Constant) | | |
| Komunikasi > Produktivitas | 1.000 | 1.000 |
| Kepuasan > Produktivitas | 1.000 | 1.000 |
| Komunikasi > Kepuasan | 1.000 | 1.000 |

Source: SPSS v25

Based on the two tables presented in the multicollinearity test above, it can be concluded that the tolerance values for the three regression models are greater than 0.10 and the VIF values are less than 10. Therefore, no signs of multicollinearity are found in these regression models, and they pass the test, allowing the research to proceed to the next stage.

Hypothesis Test

The hypothesis testing in this study consists of three regression models, including partial tests and coefficient of determination tests. These tests will assess the direct effect of the independent variable, organizational communication (X), on job satisfaction (Y1) as follows:

1) Partial Test (t)

Table 5. Partial Test Model Regresi 1

| Coefficients ^a | | | | | |
|---------------------------|-----------------------------|------------|---------------------------|-------|-------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | | | |
| 1 (Constant) | 26.794 | 9.089 | | 2.948 | 0.006 |
| Komunikasi Organisasi | 1.410 | 0.261 | 0.690 | 5.392 | 0.000 |

a. Dependent Variable: Kepuasan Kerja

Source: SPSS v25

Tabel 6. Partial Test Model Regresi 2

| Coefficients^a | | | | | |
|---------------------------------|-----------------------------|------------|---------------------------|-------|-------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | | | |
| 1 (Constant) | 32.874 | 6.496 | | 5.061 | 0.000 |
| Komunikasi Organisasi | 0.735 | 0.187 | 0.571 | 3.935 | 0.000 |

a. Dependent Variable: Produktivitas Kerja

Source: SPSS v25

Tabel 7. Parsial Test Model Regresi 3

| Coefficients^a | | | | | |
|---------------------------------|-----------------------------|------------|---------------------------|-------|-------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | | | |
| 1 (Constant) | 29.513 | 6.732 | | 4.384 | 0.000 |
| Kepuasan Kerja | 0.381 | 0.089 | 0.605 | 4.296 | 0.000 |

a. Dependent Variable: Produktivitas Kerja

Source: SPSS v25

In the partial test, the t-table value for 34 respondents is 1.6909. The assumption used is that if $t\text{-calculated} > t\text{-table}$, there is an effect, and if the significance value < 0.05 , the effect of the independent variable is considered significant. The following are the results of the partial test in this study:

- Based on Table 5 above, it can be concluded that the t-calculated value for the organizational communication (X) variable is 5.392, which is greater than 1.6909, with a significance value of 0.000, which is less than 0.05. Therefore, according to the first assumption in this study, organizational communication (X) has a positive and significant effect on the job satisfaction (Y1) of employees at Bappelitbangda Barru Regency.
- Based on Table 6 above, it can be concluded that the t-calculated value for the organizational communication (X) variable is 3.935, which is greater than 1.6909, with a significance value of 0.000, which is less than 0.05. Therefore, according to the second assumption in this study, organizational communication (X) has a positive and significant effect on the work productivity (Y2) of employees at Bappelitbangda Barru Regency.
- Based on Table 7 above, it can be concluded that the t-calculated value for the Job Satisfaction (Y1) variable is 4.296, which is greater than 1.6909, with a significance value of 0.000, which is less than 0.05. Therefore, according to the third assumption in this study, job satisfaction (Y1) has a positive and significant effect on the work productivity (Y2) of employees at Bappelitbangda Barru Regency.

2) Coefficient of Determination Test

Table 8. Coefficient of Determination Test model 1

| Model Summary^b | | | | |
|----------------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .690 ^a | 0.476 | 0.460 | 4.94636 |

a. Predictors: (Constant), Komunikasi Organisasi
b. Dependent Variable: Kepuasan Kerja

Source: SPSS v25

Table 9. Coefficient of Determination Test Model 2

| Model Summary^b | | | | |
|----------------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .571 ^a | 0.326 | 0.305 | 3.53529 |

a. Predictors: (Constant), Komunikasi Organisasi
b. Dependent Variable: Produktivitas Kerja

Source: SPSS v25

Table 10. Coefficient of Determination Test Model 3

| Model Summary^b | | | | |
|----------------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .605 ^a | 0.366 | 0.346 | 3.42949 |

a. Predictors: (Constant), Kepuasan Kerja
b. Dependent Variable: Produktivitas Kerja

Source: SPSS v25

Based on the coefficient of determination test above, the results of the coefficient of determination test can be summarized as follows:

- The results of Table 8 in the first model's determination coefficient test show that the R-squared value is 0.476. This indicates that the organizational communication variable (X) is capable of influencing the job satisfaction (Y1) of employees at the Bappelitbangda of Barru Regency by 47.6%. Meanwhile, the remaining 52.4% (100-47.6) is influenced by other variables not included in this study.
- The results of Table 9 in the second model's determination coefficient test show that the R-squared value is 0.326. This indicates that the organizational communication variable (X) is capable of influencing the work productivity (Y2) of employees at the Bappelitbangda of Barru Regency by 32.6%. Meanwhile, the remaining 67.4% (100-32.6) is influenced by other variables not included in this study.
- The results of Table 10 show that the R-squared value is 0.366. This indicates that the job satisfaction variable (Y1) is capable of influencing the work productivity (Y2) of employees at the Bappelitbangda of Barru Regency by 36.6%.

Meanwhile, the remaining 63.4% (100-36.6) is influenced by other variables not included in this study.

Based on the hypothesis tests conducted and presented above, it can be concluded that the formulation of the hypotheses in this study leads to the conclusion that:

- H1: Organizational communication (X) has a positive and significant partial effect on the job satisfaction (Y1) of employees at the Bappelitbangda of Barru Regency. The impact of organizational communication (X) on job satisfaction (Y1) is 47.6%. Therefore, hypothesis 1 (H1) is accepted.
- H2: Organizational communication (X) has a positive and significant partial effect on the work productivity (Y2) of employees at the Bappelitbangda of Barru Regency. The impact of organizational communication (X) on work productivity (Y2) is 32.6%. Therefore, hypothesis 2 (H2) is accepted.
- H3: Job satisfaction (Y1) has a positive and significant partial effect on the work productivity (Y2) of employees at the Bappelitbangda of Barru Regency. The impact of job satisfaction (Y1) on work productivity (Y2) is 36.6%. Therefore, hypothesis 3 (H3) is accepted.

Discussion

The Impact of Organizational Communication on Job Satisfaction

The results of the partial test show that the t-value for the organizational communication variable (X) is $5.392 > 1.6909$, with a significance level of $0.000 < 0.05$. Therefore, the first assumption in this study, that organizational communication (X) has a positive and significant effect on job satisfaction (Y1) of employees at the Bappelitbangda of Barru Regency, is confirmed. The influence of organizational communication (X) on job satisfaction (Y1) is 47.6%. Thus, hypothesis 1 (H1) is accepted.

These results indicate that the better the organizational communication implemented by the Bappelitbangda of Barru Regency, the higher the job satisfaction of its employees. This finding is consistent with the study conducted by Vebrianis et al. (2021), which also found that organizational communication positively influences employee job satisfaction.

Organizational communication involves the complex process of sending and receiving information within an organization. This communication includes interactions between individuals and communication from superiors to subordinates. Effective organizational communication is achieved when there is mutual understanding between the sender and the receiver. Through effective communication, all employees can perform their tasks well and experience job satisfaction because they receive clear and accurate information. Conversely, organizational leaders can assess how well employees understand their tasks and gauge employees' attention to the organization and their superiors. Job dissatisfaction can manifest in various ways, including resigning, complaining, non-compliance, and avoiding some of their work responsibilities.

The Impact of Organizational Communication on Work Productivity

The results of the partial test show that the t-value for the organizational communication variable (X) is $3.935 > 1.6909$, with a significance level of $0.000 < 0.05$. Therefore, the second assumption in this study, that organizational communication

(X) has a positive and significant effect on the work productivity (Y2) of employees at the Bappelitbangda of Barru Regency, is confirmed. The influence of organizational communication (X) on work productivity (Y2) is 32.6%. Thus, hypothesis 2 (H2) is accepted.

These results indicate that effective organizational communication at the Bappelitbangda of Barru Regency has a positive and significant impact on increasing the work productivity of employees in the workplace. Conversely, poor organizational communication can have a negative impact, potentially reducing employee productivity. This finding is consistent with the research by M. Fikri Akbar, which also shows that organizational communication positively and significantly affects employee work productivity.

Organizational communication can function effectively as expected due to various factors that also serve as indicators of organizational communication, as outlined by Arni Muhammad (2005), including openness, trust in written messages, message overload, and the timing or punctuality of message delivery. Work productivity is viewed as a philosophical concept, reflecting a worldview and mental attitude aimed at continually improving the quality of life (Nasution, 2004). It emphasizes that today's life should be better than yesterday's, and tomorrow's quality of life should surpass today's. This perspective and mental attitude encourage individuals to avoid complacency and instead continuously develop themselves and enhance their work capabilities.

Kamuli defines work productivity as the effective and efficient utilization of human resources, focusing on the appropriateness or alignment of methods or work procedures compared to the available tools and time in order to achieve goals. The main measure is the timely completion of volume and workload using minimal human resources. Theoretically, several factors affect employee productivity within an organization, including the quality of human resources, facilities, and infrastructure, as well as both internal and external organizational environments. However, the primary control lies with human factors.

The indicators of work productivity are as follows: (1) Work performance: the results achieved by employees when performing their tasks or jobs efficiently and effectively. (2) Quality of Work: The standard of output produced based on the established criteria. (3) Quantity of Work: The amount of work produced relative to the available working time. It is important to focus not only on routine results but also on how quickly tasks can be completed. (4) Work discipline is the mandatory attitude of individuals or groups to consistently adhere to established rules and regulations and to respect time and costs.

Based on the above explanation, it can be understood that employees are a group of individuals working in an organization, whether in the public or private sector, to earn wages or salaries. Employees play a significant role in enhancing and developing effective work within an organization. Therefore, every employee should be considered by the organization they work for, including aspects such as workplace safety, health, and applicable regulations. It is clear that employees are a key requirement for achieving effective work results, particularly in reaching the goals of the organization where they are employed. Thus, when organizational communication aligns with efforts to improve employee productivity, tasks and responsibilities can be performed effectively. When tasks and responsibilities are carried out properly, employee

productivity can be improved, ultimately leading to increased productivity within the organization.

The Impact of Job Satisfaction on Work Productivity

The results of the partial test show that the t-value for job satisfaction (Y1) is $4.296 > 1.6909$, with a significance level of $0.000 < 0.05$. Therefore, the third assumption in this study, that job satisfaction (Y1) has a positive and significant effect on the work productivity (Y2) of employees at the Bappelitbangda of Barru Regency, is confirmed. The impact of job satisfaction (Y1) on work productivity (Y2) is 36.6%. Thus, hypothesis 3 (H3) is accepted.

This finding indicates that high job satisfaction among employees can positively affect the improvement of work productivity at the Bappelitbangda of Barru Regency. Conversely, low job satisfaction can have a negative impact or reduce the work productivity of employees at the Bappelitbangda of Barru Regency. This result is consistent with the research by Annisa and Edi (2023), which found that job satisfaction positively and significantly affects employee work productivity.

Job satisfaction is the emotional condition of employees regarding the reward value as a form of company recognition that aligns with their expectations and desires. Employees who feel uncomfortable, undervalued, or unable to develop their full potential in their work will naturally struggle to concentrate fully on their tasks. Employees with high job satisfaction experience positive feelings when they think about their tasks or engage in task-related activities. In contrast, workers with low job satisfaction experience negative feelings when they think about their tasks or participate in their work activities. (Annisa & Edi, 2023).

Job satisfaction generally concerns an individual's attitude towards their job. Since it involves attitudes, the concept of job satisfaction encompasses various aspects, such as conditions and behavioral tendencies. Satisfaction is not immediately visible or tangible but can be manifested through work outcomes. One of the crucial issues in industrial psychology is encouraging employees to work more productively. To achieve this, it is essential to ensure that employees, as contributors to work productivity, feel pleased and not forced, thereby fostering job satisfaction.

Job satisfaction is closely related to employees' attitudes towards their work, the work environment, and the cooperation between supervisors and colleagues. High job satisfaction leads to greater employee loyalty to the company or organization. It also enhances motivation, creates a more relaxed work environment, and, importantly, increases the likelihood of achieving high work productivity (Sururin et al., 2020).

Job satisfaction is the positive attitude of employees towards their work, encompassing social, economic, psychological, and environmental aspects. Employees tend to appreciate jobs that offer opportunities to utilize their skills and abilities, provide various tasks, and allow for freedom and feedback on their productivity. They expect a fair system of compensation and career advancement. Therefore, equitable career promotion practices can enhance job satisfaction among employees. Companies seek to achieve high job satisfaction as it contributes to balance and smooth operation in the production process.

Job satisfaction encourages employees to achieve better and higher productivity. Improved productivity leads to greater economic and psychological rewards. When these rewards are perceived as fair and just, it results in greater satisfaction, as employees feel they are receiving compensation commensurate with their work. A

happy employee is a productive employee. Satisfied employees tend to be more effective compared to those who are less satisfied. Therefore, employees who are happy or content with their work will exhibit higher productivity (Sururin et al., 2020).

Conclusion

Based on the results and discussion presented, this study has the following conclusions: (1) The results of the partial test show that the t-value for the organizational communication variable (X) is $5.392 > 1.6909$, with a significance level of $0.000 < 0.05$. Therefore, the first assumption in this study, that organizational communication (X) has a positive and significant effect on job satisfaction (Y1) of employees at the Bappelitbangda of Barru Regency, is confirmed. The impact of organizational communication (X) on job satisfaction (Y1) is 47.6%. Thus, hypothesis 1 (H1) is accepted. (2) The results of the partial test show that the t-value for the organizational communication variable (X) is $3.935 > 1.6909$, with a significance level of $0.000 < 0.05$. Therefore, the second assumption in this study, that organizational communication (X) has a positive and significant effect on the work productivity (Y2) of employees at the Bappelitbangda of Barru Regency, is confirmed. The impact of organizational communication (X) on work productivity (Y2) is 32.6%. Thus, hypothesis 2 (H2) is accepted. (3) The results of the partial test show that the t-value for job satisfaction (Y1) is $4.296 > 1.6909$, with a significance level of $0.000 < 0.05$. Therefore, the third assumption in this study, that job satisfaction (Y1) has a positive and significant effect on the work productivity (Y2) of employees at the Bappelitbangda of Barru Regency, is confirmed. The impact of job satisfaction (Y1) on work productivity (Y2) is 36.6%. Thus, hypothesis 3 (H3) is accepted.

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