

COMMUNICATION AND ORGANIZATIONAL CULTURE INFLUENCE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION

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Keywords:	Abstract
organizational culture, job satisfaction, employee performance, communication	The purpose of this study is to determine the influence of communication and organizational culture on employee performance through job satisfaction. This research uses quantitative methods. The study population was 32 employees at the Malang City Population and Civil Registration Office which was conducted by census. Data collection using questionnaires. The data analysis method used is Smart PLS. The results of the study proved that communication directly has a significant effect on job satisfaction, organizational culture has a significant effect on job satisfaction, communication has a significant effect on employee performance, organizational culture has a significant effect on employee performance and job satisfaction has a significant effect on employee performance. The results are indirectly known that communication has a significant effect on employee performance through job satisfaction and organizational culture has a significant effect on employee performance through job satisfaction. This result can be understood that good communication and organizational culture will create job satisfaction so as to support the improvement of employee performance.

INTRODUCTION

Human resources are a driving force for companies that have the potential to develop and actively encourage productivity in meeting company goals. In today's economic competition, every company strives and is guided to obtain the right and competent human resources to encourage the success of their business so that they can compete with other companies (Halisa, 2020). To achieve a good performance, of course, companies need to pay attention to job satisfaction from their employees.

The performance of employees in the government bureaucracy is important as a *perwaju* and the success of a regional apparatus organization in carrying out all government activities towards good and clean government. So it is expected that every government entity has high-performance employees to provide excellent public services. Employee performance appraisal must be oriented to the satisfaction of quality and quantity work achieved by an employee in carrying out his duties in accordance with the responsibilities given.

Employee performance is part of the results of the activities of capable employees from the aspect of quality or amount sourced from established activity standards (Widodo, 2018: 131). Performance is how a person is expected to participate in appropriate behavior with obligations in carrying out work duties that have become a burden on him. In addition, performance is the result of activities obtained by an employee in the size of the time period set (Fajar, 2018: 208). To measure employee performance including the quality of work, the quantity or number of jobs produced, work reliability, and work attitude Mangkunegara, (2011) Employee performance is the result of work achieved by someone in carrying out the tasks assigned to him to achieve work targets. Employees can work well if they have high performance so that they can produce optimal work. Employee performance is also one of the determining factors for the success of the company or organization in achieving its goals. Dissatisfied employees will reduce their motivation and morale which in turn performance will also fall. Similarly, having high job satisfaction means that the company's task is to successfully carry out its mission.

Communication is needed to unify employee perceptions in order to achieve the essential goals of the organization to receive and process constructive ideas from employees (Munir *et al.*, 2020). Managing employees is not just about providing job descriptions and rules that must be obeyed, there still needs to be a synergistic relationship between companies, leaders and employees to achieve common goals. Nofrion's study, (2016) shows that communication is a transaction, pro-symbolic that requires people to regulate their environment by building relationships between fellow humans, through the exchange of information to strengthen the attitudes and behaviors of others and try to change these attitudes and behaviors. Communication takes place when between the people involved in communication there is a sense of meaning about something being communicated.

Organizational culture is an important factor to support employee performance in a company. Where organizational culture becomes a guideline for all employees in behaving and working. Organizational culture is the philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binding in a particular community. Specifically, the culture in the organization will be determined by the conditions of teamwork, leadership and organizational characteristics as well as the prevailing administrative processes (Koesmono, 2005). Why organizational culture matters, because it is the habits that occur in the organizational hierarchy that represent the norms of behavior followed by the members of the organization. A productive culture is a culture that can make the organization strong and the company's goals can be accommodated. Corporate *culture* is often interpreted as values, symbols that are understood and obeyed together, which are owned by an organization so that members of the organization feel one family and create a condition for the members of the organization to feel different from other organizations According to Waridin & Masrukhin, (2006). states that organizational culture is a value system acquired and developed by the organization and the basic habits and philosophies of its founders, which are formed into rules that are used as guidelines in thinking and acting in achieving organizational goals.

Job satisfaction can be formed through organizational culture which will ultimately also improve employee performance (Kotter and Heskett, 1992; in Pabundu Tika, 2003). Corporate culture can have a meaningful impact on long-term economic performance. Companies with a culture that attaches importance to every major component of managerial and managerial leadership at all levels outperform companies that do not share these traits by a large difference. A strong culture helps business performance because it creates a tremendous level of motivation

in employees. Shared values and behaviors make people feel comfortable working for a company. A sense of commitment or loyalty makes people try harder.

Job satisfaction signifies a person's happiness in carrying out his work activities. As stated by Hasibuan (2015) that job satisfaction is an emotional, pleasant attitude and love for his job. However, employees will feel satisfied and dissatisfied with their work is something personal depending on how to perceive the compatibility or conflict between desires and the results obtained. Greenberg & Baron (2008) reveal that job satisfaction as a positive or negative attitude that individuals do towards the work they do

One of the important factors to achieve the main goal of the Malang City Population and Civil Registration Office is its human resources. Human resources themselves are very important because they are the people who run the processes in the organization. The achievement of the goals of each organization is influenced by an organizational behavior which is a reflection of the behavior and attitudes of the behaviors contained in the organization. The population and civil registration office also has the duty to carry out the duties of local government affairs based on the principle of autonomy and the task of making in the field of population and civil registration as well as other duties assigned by the mayor in accordance with the scope of their duties and functions. In carrying out their duties, the offices that are located are brought and responsible to the mayor through the regional secretary.

As for the phenomenon or problem that occurs in the Population and Civil Registration Office of Malang City, the lack of communication between leaders and subordinates, so that the organizational culture of each employee is less carried out and causes a decrease in employee performance. This is shown by employees who do not carry out their duties properly such as: In the service section there are still employees who do not occupy their seats so that there are several counters that are empty due to causing long queues, As for problems in the Population and Civil Registration Office of Malang City related to job satisfaction where there are still many employees waiting at the orders of the new superiors to carry out work without any initiative from themselves.

THEORETICAL STUDIES

Communication according to Gibson and Ivan, (2012: 84) is the transmission of information and understanding, regarding verbal or non-verbal symbols. Wiryanto in Romli, (2014: 2) suggests that communication is the sending and receiving of various organizational messages within formal and informal groups of an organization. Communication is the process of transferring understanding in the form of ideas or information from one person to another. An organization that wants to achieve its goals requires a good communication, where there is a relationship of understanding in the communication so that it can be understood and implemented between one party and another. Communication helps the development of motivation by explaining to employees what to do, how well they work, and what can be done to improve substandard performance Robbins, (2013). According to Kohler in Muhammad, (2009: 1), effective communication is very important for all organizations. Therefore, organizational leaders and communicators in organizations need to understand and perfect their communication skills. Gibson *et al.* (2012:241) states that communication can flow from higher levels to lower levels of the organization; including management policies, instructions, and official memos.

Organizational culture is an opportunity to build human resources through aspects of attitude and behavior change that are expected to adapt to ongoing and future challenges. Organizational Culture is a long-standing habit and is used and determined in work activities as one of the drivers to support the quality of work of employees and company managers. According to Fahmi (2016) organizational culture is an invisible social force, which can move people in an organization to carry out work activities. Indirectly, everyone in the organization understands the culture that prevails in their organization. Especially if he is a new employee, in order to be accepted in the work environment, he tries to learn what is prohibited and allowed and what is good and bad. So, organizational culture is socialized to members of the organization or to employees. A strong organizational culture can support company goals, while a weak organizational culture will hinder the company. In a company with a strong organizational culture, shared values are deeply understood, shared, and championed by most members of the organization.

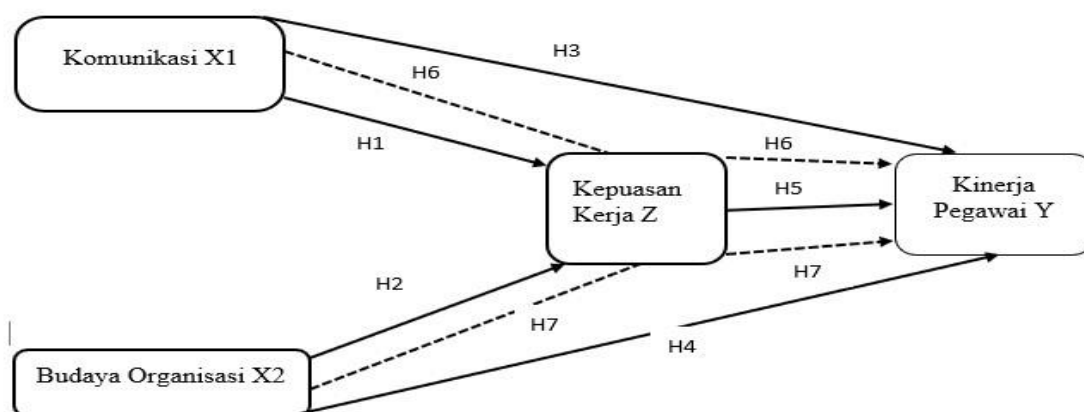
Organizational culture according to Furqon (2000: 3), a set of behaviors, feelings and psychological frameworks that are internalized is very deep and shared by organizational members. Meanwhile, according to Robbins (2002: 247), that organizational culture is a shared perception held by members of the organization or called a system of the meaning of togetherness. According to Sobirin (2007: 132), organizational culture is a basic assumption pattern shared by a group of people after previously they learned and believed the truth of the assumption pattern as a way to solve various problems related to external adaptation and internal integration, so that the basic assumption pattern needs to be taught to new members as the correct way to perceive, think and express their feelings in relation to organizational issues. According to Sutrisno (2015: 2), organizational culture provides clarity and describes the details of an organization, and something that has been going on for a long time and is used and determined in work activities as one of the drivers to support the quality of work of employees and company managers.

Performance is the result of a process that refers to and is measured over a certain period of time based on pre-established terms or agreements. According to Sutrisno (2016: 172) performance is the result of employee work seen from the aspects of quality, quantity of working time and cooperation to achieve goals set by the organization. According to Mangkunegara (2017: 67) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. From the theories known above, researchers conclude that performance is a process or work result produced by employees through several aspects that must be passed and have stages to achieve it and the goal is to improve the performance of the employees themselves. Therefore, performance is an important element in the back and forth of an organization. Because performance is a reflection of how an organization is going in the right direction or just running in place.

Job satisfaction according to Handoko (2006: 193) is a pleasant or unpleasant emotional state with which employees perceive their work. Job satisfaction has a direct relationship to employee performance in an organization. Job satisfaction is one of the factors that have a role in the organization. Employees who have high job satisfaction will be motivated to work even harder so that their performance will increase. Vice versa, if employees do not get satisfaction at work, then the results of their work will also not be optimal. Therefore, employee job satisfaction must be really considered by the company and must be maintained so that employee performance becomes more optimal. When employee satisfaction at work can be achieved, then their

performance will also increase. In general, employees who get work loss will carry out their work well. If the awards given by the company to employees are considered fair and adequate, then employee job satisfaction will increase because they receive awards in accordance with their work achievements (Hariandja, 2009: 290). Based on some of the above understandings, it can be said that employee job satisfaction has a positive effect on employee performance. The higher the employee's job satisfaction, the higher the performance. Conversely, the lower the employee's job satisfaction, the lower the employee's performance.

Figure 1. Research concept framework



Hipotesis

- H1: Allegedly Communication has a positive and significant effect on Job Satisfaction
- H2: Allegedly Organizational Culture has a positive and significant effect on job satisfaction
- H3: It is suspected that Communication has a significant effect on Employee Performance
- H4: It is suspected that Organizational Culture has a positive and significant effect on Employee Performance
- H5: Allegedly Job Satisfaction Has a Positive and Significant Effect on Employee Performance
- H6: It is suspected that Communication has a significant indirect effect on Employee Performance through Job Satisfaction
- H7: It is suspected that Organizational Culture has a positive and significant effect on Employee Performance through Job Satisfaction

RESEARCH METHODS

This study used a quantitative approach. Quantitative research according to (Yusuf, 2014) is looking at the behavior of humans can be predicted and social reality, objective and measurable, the variables of this study consist of independent variables and dependent variables. Where for independent variables are communication and Organizational Culture. As for the dependent variable is Employee Performance Through job satisfaction. The population in this study was 32 people.

The data collection methods to be used by the study are observation, interviews, documentation and questionnaires.

Table 1. Research Variables

Variable	Indicator
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Komunikasi	Communication Activities Communication Intensity Communication Effectiveness Level of Understanding
Organizational Culture	Innovative risk calculation Oriented to results Coordinate details on tasks
Employee Performance	Quality of employee performance Quantity Timeliness Effectiveness Independence
Job satisfaction	Love work Self-motivation Morale of work Discipline Work performance

Source: Primary Data (processed), 2023

Research instrument is a tool used to measure observed natural and social phenomena. This research instrument is used as a measuring instrument, and the instruments commonly used in this study are a list of questions and questionnaires submitted and given to each respondent who is sampled in the study at the time of conservation. In making questionnaires, Likert scale techniques are used to measure the attitudes, income, and reception of a person or group of people about social phenomena occurring. The answer to each question given will be given a score ranging from the largest which is 5 to 1.

Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software version 4. PLS is one of the methods of solving Structural Equation Modeling (SEM) which in this case is more compared to other SEM techniques. SEM has a higher level of flexibility in research that connects theory and data, and is able to perform path analysis with latent variables so that it is often used by researchers who focus on social sciences (Natalia et al, 2018).

Partial Least Square PLS is a fairly powerful analysis method because it is not based on many assumptions. The data also do not have to be normally multivariate distributed (indicators with scale categories, ordinals, intervals to ratios can be used in the same model), the sample does not have to be large (Gozali, 2012). Partial Least Square (PLS) can not only confirm the theory, but also to explain the presence or absence of relationships between latent variables. In addition, PLS is also used to confirm theories, so in prediction-based research PLS is more suitable for analyzing data. Partial Least Square (PLS can also be used to describe the presence or absence of relationships between latent variables. Partial Least Square (PLS can simultaneously analyze constructs formed with reflexive and formative indicators. This cannot be done by a covariant-based SEM because it would be an unidentified model. The selection of the Partial Least Square (PLS) method was based on the consideration that in this study there were 4 latent variables formed with reflexive and variabel indicators measured by the second order factor reflexive approach. The reflexive model assumes that latent variables affect

indicators, where the direction of the causality relationship from construct to indicator or manifest (Ghozali *et al*, 2012) so that confirmation of the relationship between latent variables is needed.

RESULTS AND DISCUSSION

This research was conducted at the Population and Civil Registration Office of Malang City located at the Integrated Office, Jl. Mayjen Sungkono, Arjowinangun, Kedungkandang District, Malang City, East Java with a postal code of 65132. The Malang City Population and Civil Registration Office is a government office that carries out the implementation of civil registration services in the population administration information system including birth registration, change and cancellation of certificates, issuance of birth certificates and administration of civil registration documents. Preparing policy formulation materials for birth. Based on the results of the study, the characteristics of respondents in this study are as follows:

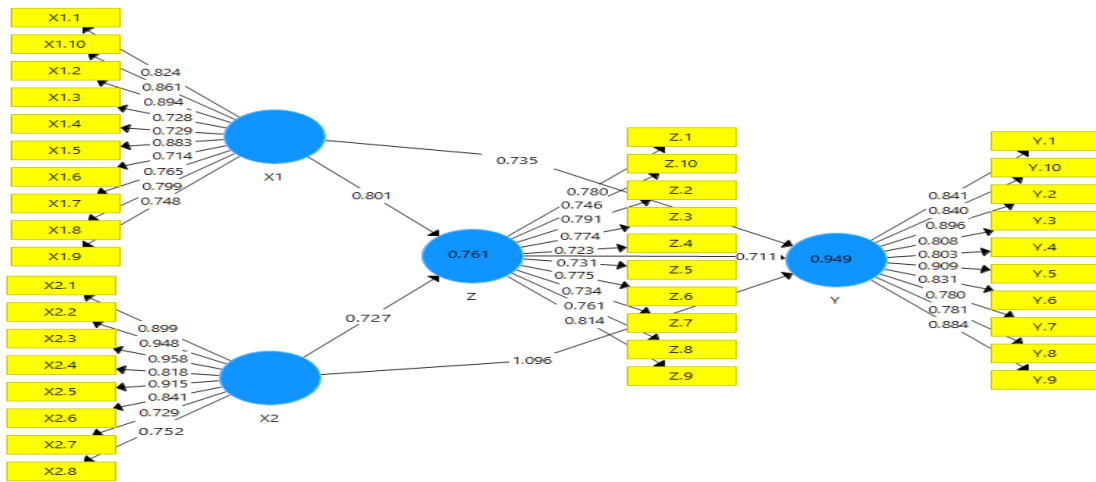
Table 2. Characteristics of Respondents

No	Gender	By Gender	
		Number (of people)	Percent (%)
1	Man	17	53
2	Woman	15	47
	Sum	32	100
By Age			
No	Age	Number (of people)	Percent (%)
1	20 – 29 years	7	22,0
2	30 – 39 years old	14	44,0
3	≥ 40 years	11	34,0
	Sum	32	100
By Education			
No	Education	Number (of people)	Percent (%)
1	SMA	7	22,0
2	D3	9	28,0
3	S1	14	44,0
4	S2	2	6,0
	Sum	32	100

Source: Primary data processed (2023)

The resulting research data is then tested with *the Outer Model (measurement model)* which is used to ensure that the measured value used can be used into a valid and reliable value. When analyzing the model, the relationship between the latent variable and its indicator is determined. The results of *the Outer model* are presented in the following figure.

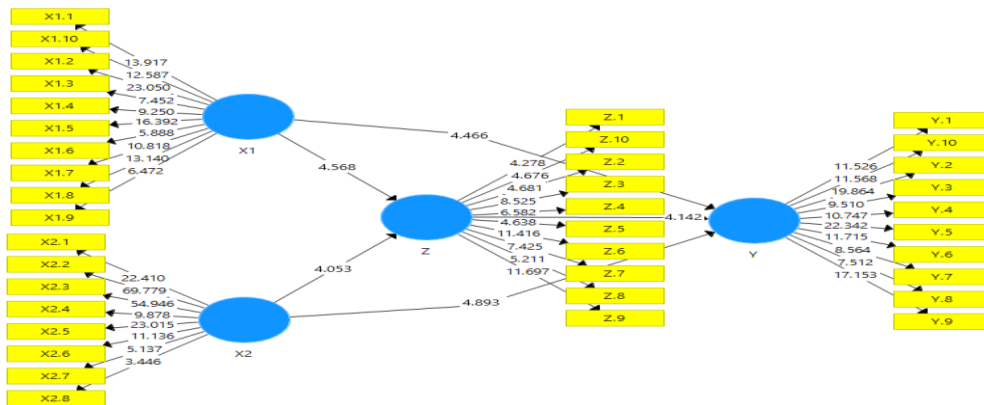
Figure 2. Outer Model *test results*



Source: Primary Data Processed (2023)

Based on the *Outer Model*, it is known that each variable indicator has an *outer loading* value of >0.7 which indicates that a variable has explained 50% or more of the indicator variance or can be considered all indicators used meet the convergent *validity* (valid) requirements. Furthermore, to test the relationship between variables is done by designing an *Inner Model* (structural model) is a structural model to predict causal relationships between latent variables.

Figure 3. The results of the *Inner Model* design



Source: Primary data (processed), 2023

Based on the *Inner Model* (structural model) it is known that the value of *t-statistics* is more than 1.96, meaning that the communication variable (X1) affects employee performance (Y) with the value of *t-statistics* = $4.466 > 1.96$, the organizational culture variable (X2) affects employee performance (Y) with the value of *t-statistics* = $4.893 > 1.96$, the communication variable (X1) affects job satisfaction (Z) with *t-statistics* value = $4.568 > 1.96$, organizational culture variable (X2) affects job satisfaction (Z) with *t-statistics* value = $4.053 > 1.96$ and job satisfaction variable (Z) affects employee performance (Y) with *t-statistics* value = $4.142 > 1.96$. While the *t-statistics* value of each indicator is more than 1.96, meaning that all indicators form a good structural model. To test the hypothesis, testing is carried out that shows from the *Direct Effect output* to find out the *p value*, the results of the study are presented as follows:

Table 3. Direct Effect Test Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0,735	0,713	0,165	4,466	0,000
X1 -> Z	0,801	0,790	0,175	4,568	0,000
X2 -> Y	1,096	1,039	0,224	4,893	0,000
X2 -> Z	0,727	0,716	0,179	4,053	0,000
Z -> Y	0,711	0,702	0,170	4,142	0,000

Source : Primary Data Processed (2024)

Based on the hypothesis test, it can be concluded that: (1) Communication variable (X1) affects employee performance (Y) because $p\ value = 0.000 < 0.05$; (2) The organizational culture variable (X2) affects employee performance (Y) because $p\ value = 0.000 < 0.05$; (3) Communication variable (X1) affects job satisfaction (Z) because $p\ value = 0.000 < 0.05$; (4) The organizational culture variable (X2) affects job satisfaction (Z) because $p\ value = 0.000 < 0.05$, and (5) The job satisfaction variable (Z) affects employee performance (Y) because $p\ value = 0.000 < 0.05$. As for the results of the 6th and 7th hypothesis tests known from the *output of the Indirect Effect* to determine *the p value*, the results of the study are presented as follows:

Tabel 4. Uji Indirect Effect

Varibel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Z -> Y	0,709	0,611	0,146	4,856	0,000
X2 -> Z -> Y	0,700	0,613	0,147	4,762	0,000

Source : Primary Data Processed (2024).

Based on the hypothesis test, it can be concluded that: (1) Communication variables (X1) affect employee performance (Y) through job satisfaction (Z) because $p\ value = 0.000 < 0.05$; (2) The organizational culture variable (X2) affects employee performance (Y) through job satisfaction (Z) because $p\ value = 0.000 < 0.05$. Furthermore, the *R Square* test was used to evaluate the *inner model*, the results of the study were presented as follows:

Table 5. R Square Test Results

Variable	R Square	R Square Adjusted
And	0,949	0,943
With	0,685	0,664

Source : Primary Data Processed (2024)

The results of the *inner model* evaluation show that the *R Square (R²)* value obtained for variable Y is 0.949, meaning that the contribution of the influence of communication variables and job satisfaction in predicting employee performance is 94.9%. While the *R Square (R²)* value of variable Z is 0.685, meaning that the contribution of the influence of communication variables and organizational culture on job satisfaction is 68.5%.

From the results of the analysis that has been presented, it proves that communication has a significant effect on employee job satisfaction at the Malang City Population and Civil

Registration Office, meaning that good communication can increase job satisfaction. Communication that affects job satisfaction such as employees have freedom in conveying ideas, good communication between employees and direct communication between employees and superiors to improve organizational progress. The results of this study support the research of Imbang, Joshua and Rita (2022) proving that communication has a positive and significant effect on job satisfaction, meaning that there is good communication between employees and employees and between employees and superiors so as to create satisfaction at work. Communication received by employees at the Malang City Population and Civil Registration Office such as leaders provides clear work information to employees and good communication between employees. Communication can be defined as a process of delivering information to employees either directly or using electronic media. Good leadership communication by explaining how to work to employees to improve work ability.

The results of the analysis that have been presented prove that organizational culture has a significant effect on employee job satisfaction at the Malang City Population and Civil Registration Office, meaning that a good organizational culture can increase job satisfaction. Organizational culture that affects job satisfaction such as employees have things to convey ideas for organizational renewal, there is freedom in organization and organizational culture upholds teamwork. The results of this study support the research of Intan, Arrafiqur and Hidayat (2020) proving that organizational culture has a positive and significant effect on job satisfaction, meaning that a good organizational culture can create job satisfaction. Organizational culture is a characteristic found in an organization and is used as an organizational or organizational guide. Compatibility between organizational culture and the values possessed by employees will cause job satisfaction, thus encouraging employees to stay in one organization and have a career in the long term, because they are satisfied with their work.

The results of the analysis that have been presented prove that communication has a significant effect on employee performance at the Malang City Population and Civil Registration Office, meaning that good communication improves employee performance. Communication that affects employee performance such as open communication in the organization and good communication between employees and with superiors can improve employee performance. The results of this study support Hidayati and Saputra's (2018) research proving that communication has a positive and significant effect on employee performance, so that good communication can improve employee performance. Communication that affects performance such as good communication between employees, leaders can provide clear work information and is easily understood by employees, and good communication can solve problems to support employee performance. Good communication will be easily understood by employees to improve performance.

The results of the analysis that have been presented prove that organizational culture has a significant effect on employee performance at the Malang City Population and Civil Registration Office, meaning that a good organizational culture improves employee performance. Organizational culture that affects employee performance such as employees have freedom in giving opinions and the existence of a good work environment. The results of this study support the study of Rifa'i (2009); Reffi and Fernos (2023) prove that organizational culture has a positive and significant effect on employee performance, so that the existence of a good organizational culture can improve employee performance. The importance of organizational culture as the basic philosophy of the organization that contains beliefs, norms, and shared values that become

core characteristics of how to do things in the organization. The impact of a good organizational culture will create satisfaction and increase the work of employees at the Malang City Population and Civil Registration Office. In addition to organizational culture, motivation also plays an important role in improving employee performance.

The results of the analysis that have been presented prove that job satisfaction has a significant effect on employee performance at the Malang City Population and Civil Registration Office, meaning that high job satisfaction can improve employee performance. Job satisfaction that affects employee performance such as employees satisfied with their jobs, salaries, co-workers and work facilities. The performance of employees at the Malang City Population and Civil Registration Office such as employees can complete my work in accordance with the standards set by the organization, can always complete the assigned tasks on time and are able to achieve the targets set by the organization. The results of this study support the research of Hermawan and Suwandana (2019) explaining that job satisfaction has a positive and significant effect on employee performance, where any increase in job satisfaction will also improve employee performance. Job satisfaction causes employees to feel happy with their work so as to improve employee performance. Employee job satisfaction as one of the things that can affect the performance of employees at the Malang City Population and Civil Registration Office in achieving organizational goals. Employees who are satisfied with their work will have a sense of ownership of the organization and will indirectly foster high employee performance behavior.

Job satisfaction is an emotional state of comfort or discomfort at work. Job satisfaction as a form of positive attitude towards the job itself and tends to be negative if dissatisfied with work. Job satisfaction is important to study in the study of organizational behavior, because by knowing job satisfaction, it will be easier for organizations to develop organizations. Employees who are satisfied with their work if the work done does not burden them and get appropriate rewards. Job satisfaction such as employees satisfied with the work done without complaints, employees satisfied with the organizational system and employees satisfied with the work environment where they support each other in doing work at the Malang City Population and Civil Registration Office.

The results of the study proved that communication has a significant effect on employee performance through job satisfaction at the Malang City Population and Civil Registration Office, meaning that good communication will create job satisfaction so as to support employee performance improvement. Good communication at the Malang City Population and Civil Registration Office such as clear work information provided by superiors to employees, and good communication between employees. The results of this study are in accordance with the research of Nauval and Yusuf (2023) explaining that communication has a significant positive influence on employee performance, the better communication in the organization will improve employee performance. Meanwhile, research by Dipayana and Heryanda (2020) shows that communication has a positive and significant effect on job satisfaction. Based on the two previous studies, it can be understood that communication affects job satisfaction so as to support the improvement of employee performance. Based on the results of the study, it can be understood that effective communication can create job satisfaction so as to support the improvement of employee performance. Work appraisal is very necessary to determine the results or success rate of an employee. Through job evaluation, the results obtained can be used for decision making and evaluation of human resources. Communication will affect employee job satisfaction, because if good communication is established between employees and superiors, employees will be more

satisfied. Effective communication between superiors and subordinates greatly affects employee job satisfaction.

The results of the study proved that organizational culture has a significant effect on employee performance through job satisfaction at the Malang City Population and Civil Registration Office, meaning that a good organizational culture will create job satisfaction so as to support employee performance improvement. A good organizational culture such as employees have the right to have an opinion aimed at improving the progress of the organization. The results of this study are in accordance with Hermawan and Suwandana's (2019) research explaining that organizational culture has a significant positive influence on employee performance, the better organizational culture will improve employee performance. Meanwhile, Reffi and Fernos' (2023) research shows that organizational culture has a positive and significant effect on job satisfaction. Based on the two previous studies, it can be understood that organizational culture affects job satisfaction so as to support the improvement of employee performance. The performance of employees at the Malang City Population and Civil Registration Office such as being able to carry out work quickly, working in accordance with organizational standards, always being present on time according to the provisions of working hours, being able to work together in a team, having creative and innovative work.

CONCLUSION

Communication has a significant effect on employee job satisfaction at the Malang City Population and Civil Registration Office, meaning that good communication can increase job satisfaction. Communication that affects job satisfaction such as employees having freedom in conveying ideas, good communication between employees and superiors can create job satisfaction. Organizational culture has a significant effect on employee job satisfaction at the Malang City Population and Civil Registration Office, meaning that a good organizational culture can increase job satisfaction. Organizational culture that affects job satisfaction such as employees has things to convey ideas to advance the organization so that it can create organizational satisfaction. Communication has a significant effect on employee performance at the Malang City Population and Civil Registration Office, meaning that good communication improves employee performance. Communication that affects employee performance such as open communication in the organization and good communication between employees and with superiors can improve employee performance. Organizational culture has a significant effect on employee performance at the Malang City Population and Civil Registration Office, meaning that a good organizational culture improves employee performance. Organizational culture that affects employee performance such as employees have freedom in giving opinions and the existence of a good work environment. Job satisfaction has a significant effect on employee performance at the Malang City Population and Civil Registration Office, meaning that high job satisfaction can improve employee performance. Job satisfaction that affects employee performance such as employees satisfied with their jobs, salaries, co-workers and work facilities. Communication has a significant effect on employee performance through job satisfaction at the Malang City Population and Civil Registration Office, meaning that good communication will create job satisfaction so as to support employee performance improvement. Organizational culture has a significant effect on employee performance through job satisfaction at the Malang City Population and Civil Registration Office, meaning that a good organizational culture will create job satisfaction so as to support employee performance improvement.

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