

The Influence of Job Satisfaction and Communication on Employee Performance at PT Batam National Electricity Service (B'right PLN Batam)



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ABSTRACT: The electricity sector is a primary need for growing and developing regions, and it is one of the sectors that supports the Indonesian economy. Effective human resource management can create employee and customer satisfaction, improve performance, and build teamwork and good communication between teams. This study aims to understand the implementation of job satisfaction and communication at PT Batam National Electricity Service (B'right PLN Batam) as well as the employee's performance in the company. This study also seeks to determine the extent of the influence of job satisfaction and communication on employee performance at PT Batam National Electricity Service (B'right PLN Batam), both partially and simultaneously. The research method uses descriptive and verification methods. The data collection technique is carried out by distributing questionnaires online via Google Forms. Data analysis was carried out using the Structural Equation Modeling (SEM) technique using LISREL 8.8 software. The population of this research is all employees of PT Batam National Electricity Service (B'right PLN Batam), with a sample of 220 people using Slovin and non-probability sampling techniques. The results of this research show that the level of job satisfaction at PT. Batam National Electricity Service (B'right PLN Batam) is in the category of "quite satisfactory," the level of employee communication at PT. Batam National Electricity Service (B'right PLN Batam) is in the category of "fairly effective," and the level of employee performance at PT. Batam National Electricity Service (B'right PLN Batam) is in the category of "good enough." In summary, both job satisfaction and communication have a positive and significant influence on employee performance, both partially and simultaneously.

KEYWORDS: Job Satisfaction, Communication, and Employee Performance

INTRODUCTION

The electricity sector is a major need for regions that are growing and developing. The electricity industry sector is also one of the sectors that helps the Indonesian economy. To provide efficient and reliable electric power, PT Batam National Electricity Service (B'right PLN Batam) needs to prepare the best service through professional human resources to support the vision and mission that have been implemented. The success of an organization will be influenced by the performance of its human resources, and for this reason, every organization or company will improve employee performance in achieving the organizational goals that have been set (Arfiany, 2020). However, it turns out that in practice, the performance of employees at PT Batam National Electricity Service (B'right PLN Batam) is still not optimal in carrying out its duties and functions. The value of employee performance and achievement experiences fluctuates and is not constant.

Performance conditions at PT Batam National Electricity Service (B'right PLN Batam) still need to be improved. The highest employee achievement score was in 2018 with a score of 96.38%, then decreased in 2019 to 76.4%, increased in 2020 and 2021 to 83.8% and 89%, and still has not reached 90%, then experienced a decrease again in 2022 to 81.6%. In improving employee performance, several factors must be considered, namely job satisfaction and communication. Employee job satisfaction is one of the most important factors in improving performance, as is communication (Nabawi, 2019).

Job satisfaction conditions at PT Batam National Electricity Service (B'right PLN Batam) still need to be improved. Job satisfaction from 2018 to 2022 has decreased. In 2018, the value was 91%, then the following year it decreased to 83%, in 2020 it increased to 87%, and decreased again in 2021 to 80.15% and the same value in 2022. Similarly, the communication conditions at

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PT Batam National Electricity Service (B'right PLN Batam) still need to be improved, as there are still gaps between employees and superiors, as well as with other employees, such as miscommunication and misunderstandings.

Communication plays an important role in social interactions within an organization. The use of good communication, both verbal and non-verbal, will have a significant impact on employee performance (Ginting, 2019). The relationship between communication and employee performance is explained through research conducted by Enyan and Bangura (2023), where an established communication process and adequate channels can facilitate the execution of tasks and the achievement of work goals. All organizational activities, such as coordination, trust, teamwork, division of labor, and strategy, are carried out through communication.

LITERATURE REVIEW

A. Human Resource Management

According to Kurniawati (2021), human resource management is the science of managing relationships and the role of resources (the workforce) owned by individuals in an organization efficiently and effectively. We use it to maximize the achievement of organizational or company goals and optimize employee performance. According to Desseler in Yulistiyono (2021), resource management is also a process of being able to obtain, assess, train, and maintain labor relations, cooperation, and other matters relating to justice. According to Flippo in (Sabrina, 2021), human resource management plays a crucial role in planning, organizing, directing, and supervising various activities such as procurement, development, compensation, maintenance, and the release of human resources, all with the aim of achieving positive outcomes for individuals, companies, and the public.

B. Organizational Behaviour

According to Gibson (2021), organizational behavior is defined as a study that includes theories and methods from various scientific disciplines to study individual perceptions, values, and actions when working both individually and in groups in organizations. According to Stephen Robbins and Timothy (2021), organizational behavior is a study that examines the influence of individuals, groups, and structures on behavior in organizations to increase the effectiveness of an organization. According to Prof. Joe Kelly (2021), organizational behavior is a study that investigates organizations' properties and how they can grow and develop. According to Indrawijaya (2021), organizational behavior also examines how human actions can impact an organization and vice versa.

C. Job Satisfaction

According to Wexley and Yukl (2021), job satisfaction is an individual's general attitude towards their work, and each individual will have a different level of job satisfaction based on their own value system. The more aspects that match what they want, the higher their level of job satisfaction will be. Employee job satisfaction manifests when they perform their duties and resolve specific issues. When an employee's job satisfaction aligns with their desired outcomes, they typically feel comfortable and exhibit high loyalty (Indiyati, 2021). Sutrisno (2022) views job satisfaction as a multifaceted emotional response. This emotional reaction is the result of encouragement, desires, and demands for work that are adjusted to the reality felt by the employee, thus forming an emotional reaction in the form of feelings of happiness, satisfaction, or dissatisfaction. The dimensions of effective job satisfaction, according to Luthans in Bahri (2022), are as follows:

- a. The job itself
- b. Salary
- c. Promotion
- d. Supervision
- e. Colleagues

D. Communication

According to Ngusmanto in (Tasnim, 2020), Communication is a shared understanding between or more individuals and shows the process of interpreting messages between units within the organization and outside the organization. Communication can provide information, ideas, or attitudes to employees. Communication can be defined as the process of sending, receiving and also understanding an idea or ideas in verbal or non-verbal form intentionally or unintentionally to achieve the same meaning (Kusumastuti, 2019). Communication dimensions based on the theory of Robbins and Judge (2019) are :

- a. Downward Communication
- b. Upward Communication
- c. Lateral Communication

E. Employee Performance

Employee performance is a work result that can be achieved by a person or group within the organization, which is in accordance with responsibilities and efforts to achieve organizational goals legally and does not violate the law and is in accordance with morals or ethics (Fauzi, 2020). According to Zainal et al in (Sinaga O. S., 2020) employee performance is generally used for all activities

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within the organization in a certain period and the projected costs will be based on the level of efficiency, responsibility or accountability of management. To find out the condition of employee performance, it can be measured through performance appraisals. Performance appraisal is an evaluation of employee performance which is carried out in accordance with the systematic system that has been established by the organization/company to find out what the results of the employee's work are, Kato (2021). Performance appraisal is needed to be able to evaluate and measure employees' abilities in completing work. According to Robbins (2015), employee performance dimensions can be measured through several factors including:

- a. Quality
- b. Quantity
- c. Timeliness
- d. Effectiveness
- e. Independence

F. The Relationship between Job Satisfaction and Employee Performance

Job satisfaction refers to the level of contentment or dissatisfaction an employee feels towards their job (Davis & Newstorm, 2020). Each individual has a different level of job satisfaction, depending on their personal value system. The more aspects of the job that align with what they desire, the higher their level of job satisfaction will be. Job satisfaction is also seen as a complex emotional reaction. This emotional reaction is the result of drives, desires, and demands related to the job, which are adjusted to the reality perceived by the employee, leading to emotional responses such as feelings of happiness, satisfaction, or dissatisfaction (Sutrisno, 2022).

An employee will feel comfortable and exhibit high loyalty if their job satisfaction aligns with their expectations. Employees with high job satisfaction will strive to perform their duties to the best of their abilities. In other words, employees who are satisfied with what they receive from the company will give more than what is expected and will continually seek to improve their performance. Conversely, employees with low job satisfaction tend to view their work as a burden or a monotonous task, leading them to work reluctantly and with minimal effort. This is supported by research conducted by Tambunan & Siahaan (2023), Lestari & Prayoga (2022), Dewi & Surya (2021), Sinaga & Simanjuntak (2020), and Elinda (2020), all of which found that job satisfaction affects employee performance.

G. The Relationship Between Communication and Employee Performance

Effective communication processes involve the message, the objective, direction, and medium. Generally, communication can be defined as the process of sending, receiving, and understanding ideas or concepts, whether verbal or non-verbal, intentional or unintentional, to achieve shared meaning (Kusumastuti, 2019).

Communication is essential in a company to address evolving gaps, especially in supporting employee performance. Through communication, interactions among employees occur in sharing ideas, exchanging information, coordinating roles and tasks, providing directions and instructions, and collaborating to solve problems together, which can enhance performance. This is corroborated by research conducted by Siregar & Sudiardhita (2022), Setyawati & Agustina (2023), Mirnasari (2020), Sinaga & Simanjuntak (2020), and Elinda (2020), all of which found that communication affects employee performance.

H. The Relationship Between Job Satisfaction, Communication, and Employee Performance

Employee performance is the result of work achieved by an individual or group within an organization, in accordance with the responsibilities and efforts made to achieve organizational goals legally, ethically, and morally (Fauzi, 2020). Employee performance is essential for organizations or companies as a record of evaluation for each task performed. Employees with good performance are crucial for the company as a benchmark to determine whether they have fulfilled the responsibilities assigned to them and whether the productivity meets the required standards of quantity and quality. Therefore, through high job satisfaction and effective communication, employees can provide feedback in the form of improved performance. This is supported by research conducted by Kulachai & Siripool (2018), Eka & Herminingsih (2020), Purwanto & Bachri (2022), Pujianti (2023), Sinaga & Simanjuntak (2020), and Elinda (2020), all of which found that job satisfaction and communication together significantly influence employee performance.

METHODOLOGY

This research uses a non-experimental quantitative approach, namely descriptive and causal associative. Descriptive research is a description of a situation or value of one or more variables independently, while associative (causal) research is research that describes the situation and tests the hypothesis of the relationship between two or more variables Sugiyono (2017). The population in this study were all employees who worked at PT. Batam National Electricity Service (B'right PLN) which totals 490 people. Study This use technique taking sample *non-probability sampling* uses the Slovin formula so that 220 respondents are needed as a sample from the total population. This research variable consists of independent variables (job satisfaction and communication) and dependent variables (performance) which are measured using a questionnaire distributed and filled out via *Google Form* which has

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been tested for validity and reliability. Data analysis was carried out descriptively and used *Structural Equation Modeling* techniques (SEM) using *LISREL 8.8* software.

RESULT

A. Construct Exogenous Satisfaction Work

Table 1. Evaluation results *Confirmatory Factor Analysis*

Variable Satisfaction Work

Indicator	Loading Factor (L)	L 2	Std. Error	T-value	Note
X1.1	0.65	0.42	0.37	12.32	Valid
X1.2	0.64	0.41	0.36	12.16	Valid
X1.3	0.63	0.40	0.29	12.99	Valid
X1.4	0.63	0.40	0.35	12.21	Valid
X1.5	0.57	0.32	0.32	11.75	Valid
X1.6	0.60	0.36	0.31	12.26	Valid
X1.7	0.64	0.41	0.31	12.88	Valid
X1.8	0.62	0.38	0.31	12.67	Valid
X1.9	0.59	0.35	0.31	12.27	Valid
X1.10	0.68	0.46	0.28	13.61	Valid

(Source: Results of data processing by the author)

Table 1. shows the *Loading Factor* for each indicator on the latent variable of job satisfaction. The overall *loading factor* for the independent variable job satisfaction which has been researched using *Lisrel 8.80* software is above the recommended average *loading factor* of 0.5.

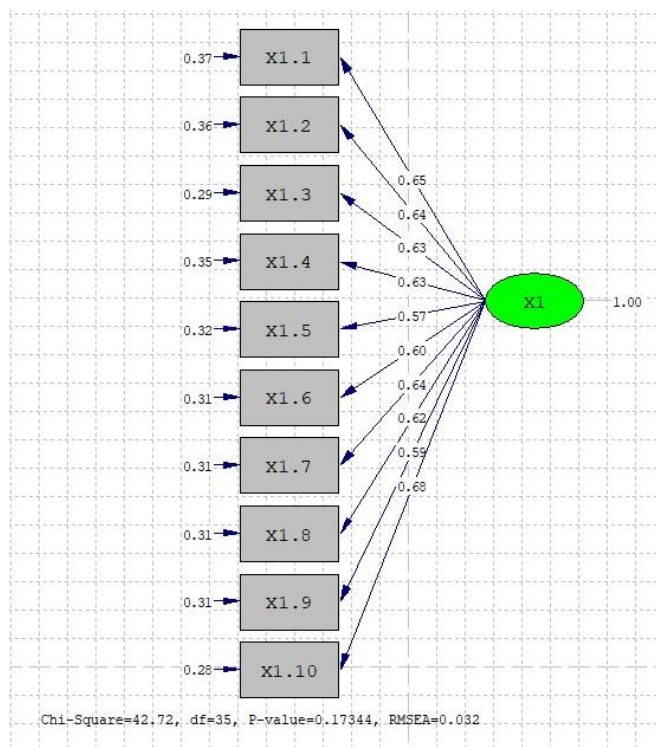


Figure 1. Loading Factor Satisfaction Work
(Source : Results of Researcher Data Processing)

Loading Factor satisfaction Work obtained the T- value of each of them variable > 1.96 so can said to be valid. Whereas mark *Average Variance Extracted* (AVE) of whole variable can declared valid if AVE value exceeds 0.5 and value *Construct Reliability* (CR) on variables satisfaction Work exceeds 0.7.

Following is calculation For *Average Variance Extracted* (AVE) and *Construct Reliability* (CR) on variables independent

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satisfaction work :

$$\begin{aligned} \text{Variance Extracted} &= \frac{\sum \text{Standardized Loading}^2}{\sum \text{Standardized Loading}^2 + \sum \text{Measurement Error}} \\ &= \frac{3.910}{3.910 + 3.210} \\ &= 0.549157 \end{aligned}$$

$$\begin{aligned} \text{Construct Reliability} &= \frac{(\sum \text{Standardized Loading})^2}{(\sum \text{Standardized Loading})^2 + \sum \text{Measurement Error}} \\ &= \frac{39.0625}{39.0625 + 3.210} \\ &= 0.924064 \end{aligned}$$

Variable independent satisfaction Work own The AVE value of 0.549157 proves this that variable satisfaction work on research this own good validity . As well as value *Construct Reliability* (CR) on variables satisfaction Work exceeds 0.7 ie equal to 0.924604 where CR value on the variable this show good reliability . *Confirmatory Factor Analysis* (CFA) on variables satisfaction work show that the measurement instruments used in the research this is valid and possible trusted For measure construct satisfaction work for employees of PT. Batam National Electricity Service (B'righ PLN Batam).

B. Construct Exogenous Communication

Table 2. Evaluation results *Confirmatory Factor Analysis* Variable Communication

Indicator	Loading Factor (L)	L 2	Std. Error	T-value	Note
X2.1	0.64	0.41	0.29	12.96	Valid
X2.2	0.62	0.38	0.32	12.52	Valid
X2.3	0.67	0.45	0.29	13.42	Valid
X2.4	0.67	0.45	0.25	14.01	Valid
X2.5	0.62	0.38	0.27	13.03	Valid
X2.6	0.63	0.40	0.32	12.61	Valid
X2.7	0.68	0.46	0.26	14.03	Valid
X2.8	0.64	0.41	0.31	12.80	Valid

(*Source* : Results of data processing by the author)

Table 2. shows the *Loading Factor* for each indicator on the independent variable communication. The overall *loading factor* for the independent communication variable that has been researched using *Lisrel 8.80* software is above the recommended average *loading factor* of 0.5.

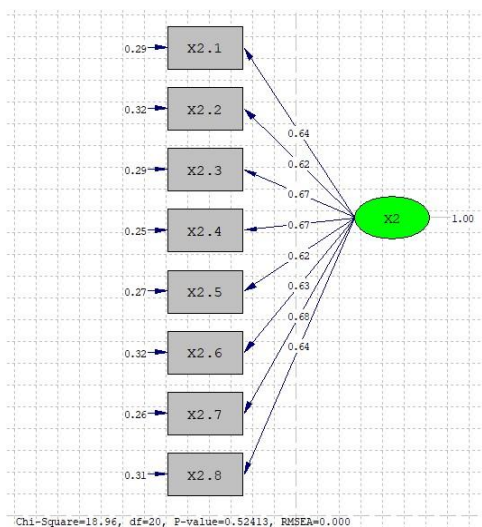


Figure 2. Loading Factor Communication

(*Source* : Results of Researcher Data Processing)

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Loading Factor communication obtained the T- value of each of them variable > 1.96 so can said to be valid. Whereas mark *Average Variance Extracted* (AVE) of whole variable can declared valid if AVE value exceeds 0.5 and value *Construct Reliability* (CR) on variables satisfaction Work exceeds 0.7.

Following is calculation For *Average Variance Extracted* (AVE) and *Construct Reliability* (CR) on the independent variable communication :

$$\begin{aligned} \text{Variance Extracted} &= \frac{\sum \text{Standardized Loading}^2}{\sum \text{Standardized Loading}^2 + \sum \text{Measurement Error}} \\ &= \frac{3.340}{3.340 + 2.310} = 0.59115 \\ \text{Construct Reliability} &= \frac{(\sum \text{Standardized Loading})^2}{(\sum \text{Standardized Loading})^2 + \sum \text{Measurement Error}} \\ &= \frac{26.7289}{26.7289 + 2.310} = 0.920452 \end{aligned}$$

Independent variable communication has an AVE value of 0.59115 which proves that the communication variable in this research has good validity. And the *Construct Reliability* (CR) value for the communication variable exceeds 0.7, namely 0.920452, where the CR value for this variable shows good reliability. Thus, the results of the *Confirmatory Factor Analysis* (CFA) analysis on the communication variable show that the measurement instrument used in this research is valid and reliable for measuring the communication construct in PT Batam National Electricity Service (B'right PLN Batam).

C. Construct Exogenous Employee Performance

Table 3. Evaluation results Confirmatory Factor Analysis Employee Performance Variables

Indicator	Loading Factor (L)	L 2	Std. Error	T-value	AVE	CR	Note
Y.1	0.62	0.38	0.28	13.03	0.62	0.89	Valid
Y.2	0.77	0.59	0.26	15.01			Valid
Y.3	0.68	0.46	0.28	13.71			Valid
Y.4	0.67	0.45	0.30	13.30			Valid
Y.5	0.65	0.42	0.30	13.09			Valid
Y.6	0.75	0.56	0.29	14.33			Valid
Y.7	0.65	0.42	0.29	13.23			Valid
Y.8	0.72	0.52	0.30	13.83			Valid

(Source : Results of data processing by the author)

Table 3. shows the *Loading Factor* for each indicator on the dependent variable of employee performance. The overall *Loading Factor* for the dependent variable of employee performance which has been researched using *Lisrel 8.80 software* is above the recommended average *loading factor* of 0.5.

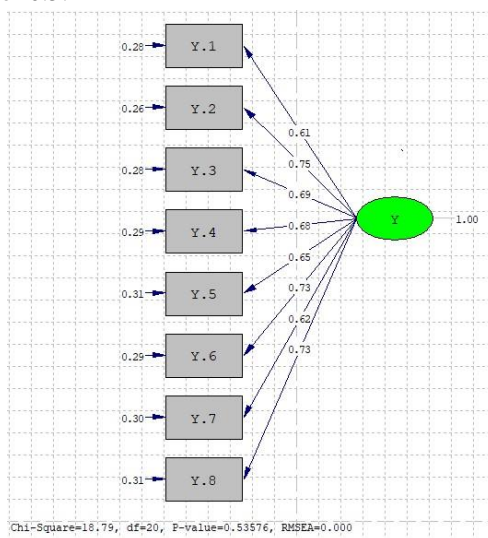


Figure 3. Loading Factor Employee Performance

(Source : Results of Researcher Data Processing)

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Loading Factor performance employee obtained the T- value of each of them variable > 1.96 so can said to be valid. Whereas mark Average Variance Extracted (AVE) of whole variable can declared valid if AVE value exceeds 0.5 and value Construct Reliability (CR) on variables performance exceeds 0.7.

Following is calculation For Average Variance Extracted

(AVE) and Construct Reliability (CR) on variables Y:

$$\begin{aligned} \text{Variance Extracted} &= \frac{\sum \text{Standardized Loading}^2}{\sum \text{Standardized Loading}^2 + \sum \text{Measurement Error}} \\ \text{Construct Reliability} &= \frac{3.900}{3.900 + 2.300} = 0.62295082 \\ &= \frac{(\sum \text{Standardized Loading})^2}{(\sum \text{Standardized Loading})^2 + \sum \text{Measurement Error}} \\ &= \frac{30.3601}{30.3601 + 2.300} \\ &= 0.92957768 \end{aligned}$$

Variable performance employee own The AVE value is 0.62295082 which proves it that variable performance employees on research This own good validity . As well as value Construct Reliability (CR) on variables performance employee exceeds 0.7 ie equal to 0.92957768 where CR value on the variable This show good reliability. Confirmatory Factor Analysis (CFA) on variables performance employee show that the measurement instruments used in the research this is valid and possible trusted for measure construct performance employees at PT Batam National Electricity Service (B'right PLN Batam).

D. Structural Path Diagram Model Results

The structural model analysis for this research uses Structural Equation Modeling (SEM) with the help of LISREL 8.8 software SEM with the Maximum Likelihood Estimation method to test the significance of the relationship between variables in the model. This analysis aims to understand the extent to which Job Satisfaction and Communication variables can influence Employee Performance at PT. Batam National Electricity Service (B'right PLN Batam). Thus, the results of this structural model will provide a more comprehensive picture of the relationship between the variables examined in this research.

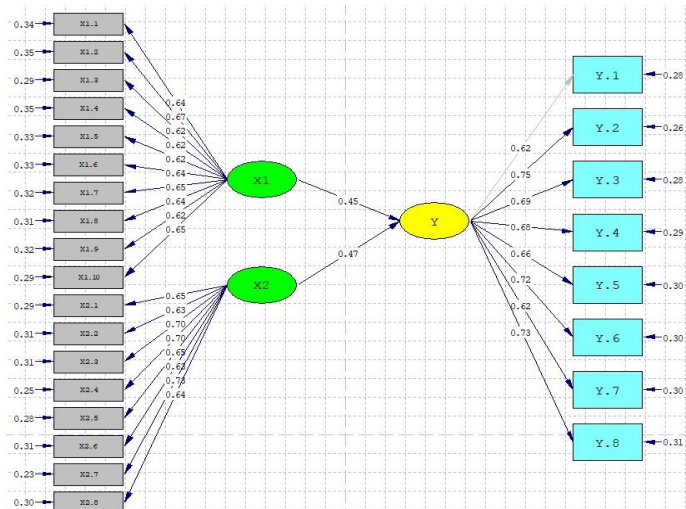


Figure 4. Loading Factor Value
(Source : Results of Researcher Data Processing)

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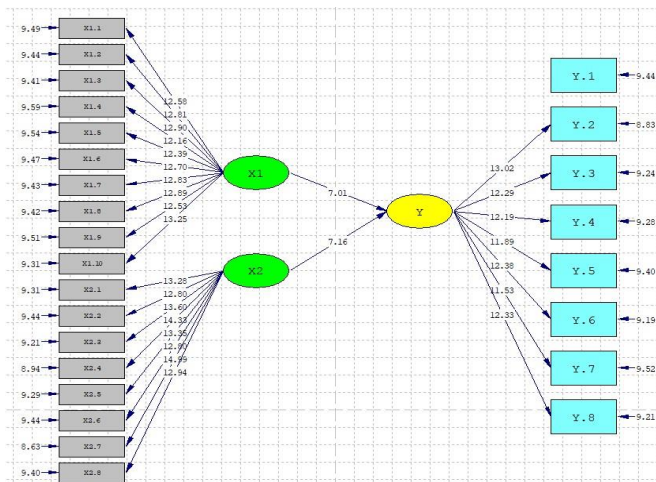


Figure 5. T-Value

(Source : Results of Researcher Data Processing)

Figure 4.12 contains a variable that does not have a trajectory, namely Y–Y.1 (dependent variable for employee performance), this is because the variable Y.1 is set as *the reference variance*. Figure 4.11 shows the structural model with coefficients influenced by each path and t-test value.

1) *Goodness of Fit Model*

Table 4. Model Fit Test Results

Criteria	Cut Off Value	Results	Information
Chi Square	Expected small	319.09	Good Fit
Significance	> 0.05	0.17	Good Fit
CMIN/DF	< 0.2	1.08	Good Fit
RMSEA	< 0.08	0.01	Good Fit
NCP Intervals	Expected to be small Narrow interval	6.47 (0.0 ; 51.63)	Good Fit
ECVI	The value is small and close to Saturated ECVI	M 1.88 S 3.21	Good Fit
AIC	The value is small and close to Saturated AIC	M 412.47 S 702.00	Good Fit
NFI	0.90 < NFI < 1	0.98	Good Fit
NNFI	0.90 < NNFI < 1	1	Good Fit
CFI	0.90 < CFI < 1	1	Good Fit
IFI	> 0.90	1	Good Fit
RFI	> 0.90	0.97	Good Fit
C.N	> 200	245.01	Good Fit
RMR	< 0.05	0.028	Good Fit
SRMR	< 0.08	0.038	Good Fit
GFI	> 0.90	0.9	Good Fit
AGFI	> 0.90	0.89	Marginal Fit
PGFI	> 0.60	0.76	Good Fit

(Source : Results of Researcher Data Processing)

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Table 4. shows the *Goodness of Fit Model* shows that this model overall has a good level of fit to the observed data. Various statistics used to measure model fit, such as *Chi Square* , Significance, CMIN/DF, RMSEA, NCP, ECVI, and AIC, show results that support that the model is acceptable. In addition, index values such as NFI, NNFI, CFI, IFI, RFI, CN, RMR, SRMR, GFI, and PGFI also indicate that the model has a good fit to the data. However, there is one index, namely AGFI, which shows marginal suitability. However, overall these results provide strong support for accepting this structural model as a good representation of the relationship between Job Satisfaction and Communication variables and Employee Performance at PT. Batam CNational Electricity Service (B'right PLN Batam).

2) Measurement Model Fit

Table 5. Measurement Model Results Variable Satisfaction Work

Indicator	Loading Factor (L)	L ²	Std. Error	T-Value	Information
X1.1	0.64	0.41	0.37	12.58	Valid
X1.2	0.67	0.45	0.36	12.81	Valid
X1.3	0.62	0.38	0.29	12.90	Valid
X1.4	0.62	0.38	0.35	12.16	Valid
X1.5	0.62	0.38	0.32	12.39	Valid
X1.6	0.64	0.41	0.31	12.70	Valid
X1.7	0.65	0.42	0.31	12.83	Valid
X1.8	0.64	0.41	0.31	12.89	Valid
X1.9	0.62	0.38	0.31	12.53	Valid
X1.10	0.65	0.42	0.28	13.25	Valid
AVE	0.56				Valid
CR	0.93				Reliable

(Source : Results of Researcher Data Processing)

The results of the *measurement model* on the job satisfaction variable can be seen in table 5. where the *loading factor* of each indicator on the job satisfaction variable has a value of 0.62 – 0.67. For all factor loading values on the job satisfaction variable, it was found to be > 0.5 and the T-Value value was more than 1.96 so that these indicators were valid in measuring the construct being measured.

Table 6. Measurement Model Results Communication Variables

Indicator	Loading Factor (L)	L ²	Std. Error	T-Value	Information
X2.1	0.65	0.42	0.29	13.28	Valid
X2.2	0.63	0.40	0.31	12.80	Valid
X2.3	0.70	0.49	0.31	13.60	Valid
X2.4	0.70	0.49	0.25	14.33	Valid
X2.5	0.65	0.42	0.28	13.35	Valid
X2.6	0.63	0.40	0.31	12.80	Valid
X2.7	0.73	0.53	0.23	14.99	Valid
X2.8	0.64	0.41	0.30	12.94	Valid
AVE	0.61				Valid
CR	0.93				Reliable

(Source : Results of Researcher Data Processing)

The results of the *measurement model* on the communication variable can be seen in table 6. where the *loading factor* of each indicator on the communication variable has a value of 0.63 – 0.73. For all factor loading values on the communication variable > 0.5 and the T-Value value is more than 1.96 so that these indicators are valid in measuring the construct being measured.

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Table 7. Measurement Model Results Employee Performance Variables

Indicator	Loading Factor (L)	L ²	Std. Error	T-Value	Information
Y.1	0.62	0.38	0.28	13.04	Valid
Y.2	0.75	0.56	0.26	13.02	Valid
Y.3	0.69	0.48	0.28	12.29	Valid
Y.4	0.68	0.46	0.29	12.19	Valid
Y.5	0.66	0.44	0.30	11.89	Valid
Y.6	0.72	0.52	0.30	12.38	Valid
Y.7	0.62	0.38	0.30	11.53	Valid
Y.8	0.73	0.53	0.31	12.33	Valid
AVE	0.62				Valid
CR	0.93				Reliable

(Source : Results of Researcher Data Processing)

The results of *the measurement model* on the employee performance variable can be seen in table 7. Where *the loading factor* of each indicator on the communication variable has a value of 0.62 – 0.75. For all factor loading values on the communication variable > 0.5 and the T-Value value is more than 1.96 so that these indicators are valid in measuring the construct being measured.

3) Impact Results Direct

Based on the results of the help of LISREL 8.8 software, it can be seen that the magnitude of the direct influence of the independent variables job satisfaction (X1) and communication (X2) on the dependent variable (Y1) of employee performance is as follows:

Table 8. Output Summary Results

Variable	Influence Coefficient
X1-Y	0.45
X2-Y	0.47

(Source : Results of Researcher Data Processing)

The output summary results in table 8. are as follows:

- (1) Directly, the job satisfaction variable has a positive effect on employee performance. *The standardized coefficient* result is 0.45, which means that every 1 unit increase in job satisfaction will result in an increase of 0.45 standard deviation in employee performance.
- (2) Directly, the communication variable has a positive effect on employee performance. *The standardized coefficient* result is 0.47, which means that every 1 unit increase in communication will result in an increase of 0.47 standard deviation in employee performance.

4) Hypothesis test

Hypothesis testing in this research can be seen from the *t-values* between variables which are compared with the critical values (*t-table*). The critical value with a level of $\alpha = 0.05$ is 1.96. (Sugiyono, 2018) :

Table 9. Hypothesis Test Results

Hypothesis	Path Coefficient	t count	t table	Decision
Job Fit Affects performance	0.45	7.01	1.96	H0 is rejected
Communication Influences performance	0.47	7.16	1.96	H0 is rejected
R Square	59%			

(Source : Results of Researcher Data Processing)

Based on the results of hypothesis testing, it shows that the two hypotheses proposed in this research are accepted. First, the Job Satisfaction variable has a significant effect on Employee Performance, with a path coefficient of 0.45 and a t-count value of 7.01, which exceeds the t-table value of 1.96 at the significance level $\alpha = 0.05$. This shows that there is a positive relationship

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between the level of employee job satisfaction and their performance. Second, the Communication variable also has a significant effect on Employee Performance, with a path coefficient of 0.47 and a t value of 7.16, which also exceeds the t table value of 1.96 at the same significance level. This shows that a good level of communication in the workplace contributes positively to employee performance.

In addition, the R Square value of 59% indicates that employee performance variability can be explained by job satisfaction and communication variables of 59%, while the remaining 41% can be influenced by other factors not included in this model. Thus, the results of this hypothesis test provide strong support for accepting the two hypotheses proposed in this research, namely that job satisfaction and communication have a positive effect on employee performance at PT. Batam National Electricity Service.

DISCUSSION

From the results of the hypothesis test that the researchers have carried out, it shows that job satisfaction has a significant effect on employee performance, with the path coefficient obtained being 0.45 and a t-calculated value of 7.01 at a significance level of $\alpha = 0.05$. These results indicate that there is a positive and significant relationship between employee job satisfaction and employee performance. Employee job satisfaction can be seen from a sense of comfort and high loyalty. If employees feel satisfied with their work and the company, they will see comfort and loyalty to a job (Indiyati, 2021). Employee performance is the achievement obtained by employees in the tasks carried out in accordance with the standards determined by the company within a certain period of time Indiyati, et al (2021). This is in accordance with previous research conducted by Eka, et al (2020) in their research entitled "The Effect of Organizational Communication And Job Satisfaction On Employee Engagement and Employee Performance At PT. Abyor International " which shows the results that job satisfaction has a positive and significant effect on employee performance at PT. Abyor International. Furthermore, research was examined by Paparang, et al (2021) with the title "The Effect of Job Satisfaction on the Performance of PT Office Employees. Post Indonesia in Manado "also shows that job satisfaction results have a significant positive effect on employee performance.

From the results of the hypothesis test that the researchers have carried out, it shows that communication has a significant effect on employee performance, with the path coefficient obtained being 0.47 and the t-count value being 7.16 at a significance level of $\alpha = 0.05$. These results indicate that there is a positive and significant relationship between communication and employee performance. Communication is a shared understanding between or more individuals and shows the process of interpreting messages between units within the organization and outside the organization Ngusmanto (Tasnim, 2020). Good communication and optimism regarding the goals to be achieved will improve employee performance in carrying out their duties (Indiyati, et.al 2024). Employee performance is the achievement obtained by employees in the tasks carried out in accordance with the standards determined by the company within a certain period of time Indiyati, et al (2021). This is in accordance with previous research conducted by Tambunan, et al (2023) with the research title "The Influence of Effective Communication and The Utilization of Information Technology on Employee Performance With Job Satisfaction as A Mediation Variable In Medan Mayor Office" which shows the results that communication has a positive and significant effect on employee performance and also other research from Mirnasari (2020) with the title "The Effect of Communication on Employee Performance in the Public Relations Aspirations and Protocol Section of the Lampung Province DPRD Secretariat" showing the results that communication has a positive and significant effect on employee performance .

CONCLUSIONS

The conclusions from the research on the influence of job satisfaction and communication on the employee performance at PT Batam National Electricity (B'right PLN Batam) are as follows :

1. Job satisfaction at PT Batam National Electricity (B'right PLN Batam) is in the category of quite satisfactory, indicating that the company has satisfied employee effectively.
2. Communication at PT Batam National Electricity (B'right PLN Batam) is in the category of fairly effective, indicating that the company has implemented communication practises effectively.
3. Employee performance at PT. Batam National Electricity Service (B'right PLN Batam) is in the category of good enough, indicating that the work performances of employee at the company is commendable.
4. Based on the research findings, job satisfaction and communication have a positive and significant influence on employee performance at PT. Batam National Electricity Service (B'right PLN Batam).

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