


The Effect of Communication, Motivation and Teamwork on Employee Work Effectiveness Through Job Satisfaction as a Mediation Variable (Study at the Sub-district Office Near Lamongan Regency)

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Article Info	ABSTRACT
Keywords: Communication, Motivation, Teamwork, Work Effectiveness, Job Satisfaction.	Generally in an agency or organization, whether it is a government or private organization, a role in the form of employee performance is needed, because employees are very decisive in achieving or not the organization or government agency. The purpose of this study is Communication, Motivation and Teamwork on Employee Work Effectiveness Through Job Satisfaction as a Mediating Variable, this study uses a quantitative method, using 100 respondents and using the PLS-Sem 3 analysis tool. The results of this study are that job satisfaction mediates the relationship between motivation and work effectiveness, conversely job satisfaction does not mediate the relationship between communication and teamwork on work effectiveness.
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INTRODUCTION

Generally, in an agency or organization, whether it is a government or private organization, a role in the form of employee performance is needed, because employees are very decisive in whether or not the organization or government agency achieves its goals. In accordance with the role of employees, in Law Number 43 of 1999 concerning amendments to Law Number 8 of 1974 concerning the principles of civil service, which is stated in Article 1 paragraph 1, civil servants are every citizen. Country Republic of Indonesia which has fulfilled the specified requirements, appointed by an authorized official and entrusted with duties in a state position, or entrusted with other state duties and paid a salary based on applicable laws and regulations.

In accordance with the definition of civil servants above, the obligations of civil servants based on the Government Regulation of the Republic of Indonesia Number 53 of 2010, in this case in accordance with several verses contained in Article 3 regarding the obligations of civil servants can reflect the alertness of employees in working and employee discipline in complying with office regulations. These are several forms of the role of civil servants who work optimally and in accordance with applicable laws, and this all means that civil servants

are very important role in guard smoothness the way something wheel organizational life and is crucial in achieving established goals. Without optimal employee performance, organizational activities will be impossible. Therefore, in efforts to improve organizational performance, it is necessary to understand the basic human characteristics and traits involved in managing the organization's performance.

The performance of an individual (employee) is a crucial starting point for creating work effectiveness. An organization will not function properly without human resources. Employees have control as planners, implementers, and controllers who always play an active role in realizing organizational goals. They are the actors who support the achievement of goals with thoughts, feelings, and desires that can influence attitudes toward the work assigned, whether positive or negative.

In order to achieve the desired work effectiveness, the sub-district head as a leader in the sub-district must carry out his functions and duties by motivating his employees and also always communicating, so that his employees realize that they are needed and are not discriminated against, so that they... do their jobs as well as possible. This is as stated by (Wasistiono, 2002:55) that at the sub-district level, the sub-district head is the top manager, therefore the sub-district head also carries out the four management functions in a balanced manner and is of course supported by a positive response from employees. This means that to increase work effectiveness, cooperation and work initiatives are needed that refer to the vision, mission and goals to be achieved.

Effectiveness is a key element of organizational activity in achieving predetermined goals or objectives. From the perspective of success in achieving these goals, effectiveness focuses on the level of achievement of organizational objectives. Furthermore, from a time-sensitive perspective, effectiveness is the achievement of various targets. has been determined in a timely manner by using certain resources that have been allocated to carry out various activities.

Theoretical Review

Human Resource Management

Human resources as quoted by Hasibuan, that human resource management is planning, organizing, compensation, integration, maintenance and dismissal of employees, with the aim of realizing the goals of the company, individuals, employees and society (Hasibuan, 2009:11). Whereas according to Dessler, "management source Power Human resources is a policy and practice that is needed by someone who carries out the "people" or human resources aspects of a management position, including recruitment, screening, rewards, and training" (Dessler, 2010:5-6).

Communication

Gitosudarmo and Sudita in Pangawa (2004:25), emphasized that communication is like the blood of an organization that connects separate parts in an organization. So communication is a tool to unite different work groups in an organization so that every activity carried out can be in line and run in achieving organizational goals. According to Wiryanto in Romli (Wiryanto, 2005:2), organizational communication is the sending and receiving of various organizational

messages within formal and informal groups of an organization. Organizational communication is the sending and receiving of information in a complex organization. Included in this field are internal communication, human relations, management unity relations, downward communication or communication from above to subordinates, upward communication or communication from subordinates to superiors, horizontal communication or communication from people at the same level/level in the organization, communication skills and speaking, listening, writing and communication program evaluation (Redding and Sanborg, 2006:65).

Motivation

According to Chukwuma (2014:56), motivation is a process in which needs drive a person to undertake a series of activities that lead to the achievement of certain goals. Goals that, if successfully achieved, will satisfy or fulfill those needs. Meanwhile, according to Hasibuan (2014:219), motivation is the provision of a driving force that creates a person's enthusiasm for work, so that they are willing to cooperate, work effectively and integrate with all their efforts to achieve satisfaction. Meanwhile, Uno (2010:10) states, "Motivation is an internal and external drive within a person to make behavioral changes." Sedarmayanti (2013:233) states that motivation is a willingness to expend a high level of effort towards organizational goals that is conditioned by the ability of that effort to meet individual needs. The element of effort is intensity. When a person is motivated, he will try as hard as he can to achieve his goals.

Teamwork

Allen (2004:21) defines team workers as individuals who are sporty, sensitive, and sociable, and who are able to clearly recognize the flow of emotions within the team. Work teams generate positive synergy through coordinated efforts. Their individual efforts produce a level of performance that is higher than the sum of their individual inputs. The extensive use of teams creates the potential for an organization to produce significantly greater results without increasing input. Team performance will outperform individual performance if the tasks to be performed require multiple skills.

Work Effectiveness

According to Siagian (2009:20), effectiveness is the utilization of resources, facilities, and infrastructure in a certain amount that is consciously determined beforehand to produce a number of goods and services with a certain quality on time. Sondang P. Siagian (2001:24) who argues that effectiveness is the utilization of resources, facilities, and infrastructure in a certain amount that is consciously determined beforehand to produce a number of goods for the services of the activities carried out. Effectiveness indicates success in terms of whether or not the targets have been achieved. If the results of the activity are closer to the target, it means the effectiveness is higher.

Job satisfaction

Afandi (2018:73). Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and matters concerning physical and psychological factors Edy Sutrisno (2019:74). Handoko (2020:193) defines job satisfaction as an employee's pleasant or unpleasant income regarding his work, this feeling is seen from the employee's good behavior towards work and all things experienced in the work

environment. So it can be concluded that the definition of job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through the assessment of one's work as a sense of appreciation in achieving one of the important values of work.

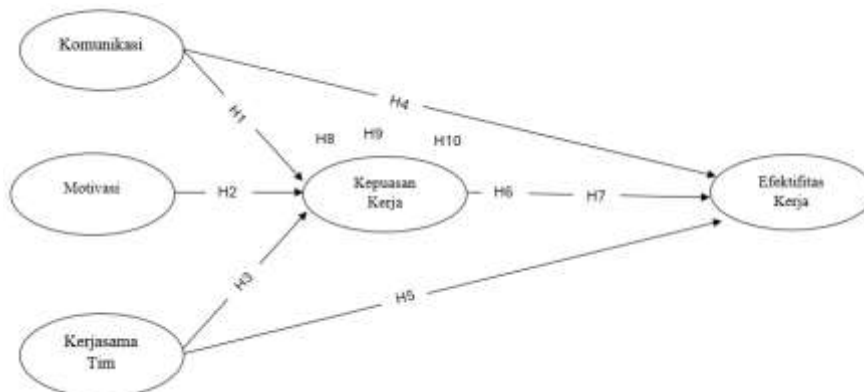


Figure 1 Conceptual Framework

METHODOLOGY

This type of research is quantitative research, with this research emphasizing on testing theories through measuring research variables with numbers and requiring data analysis with statistical procedures (Sugiyono, 2018). According to Umar (2014: 77) "a sample is a small part of a population. This is in line with the opinion of Arikunto (2006: 134) who said that "if the number of subjects is smaller than or equal to 100, it is better to take all of them so that the research is a population study. If the number is more than 100, 10-15% or 20-25% or more can be taken". Because the population in this study is small with 100 respondents, no sampling was carried out. so the research is a population study. The data collection technique uses a data collection tool, namely the questionnaire technique, the data collection technique required by asking questions that are directly given to respondents. Data analysis uses the *Partial Least Square* (PLS) approach.

RESULTS AND DISCUSSION

Convergent Validity

Table 1 Validity Test

Variables	Indicator	Outer Loading	Information
Communication	KM1	0.775	Valid
	KM4	0.814	Valid
	KM5	0.780	Valid
	KM6	0.729	Valid
	KM7	0.773	Valid
Motivation	MT1	0.831	Valid
	MT2	0.838	Valid
	MT33	0.888	Valid

Variables	Indicator	Outer Loading	Information
	MT4	0.866	Valid
	MT5	0.862	Valid
Teamwork	KT1	0.919	Valid
	KT2	0.848	Valid
	KT3	0.850	Valid
Work Effectiveness	EK1	0.885	Valid
	EK2	0.880	Valid
	EK3	0.829	Valid
Job satisfaction	K1	0.931	Valid
	KK2	0.931	Valid
	KK3	0.656	Valid

The results of processing using SmartPLS can be seen in the table above. The outer model value, or correlation between constructs and variables, shows that the overall loading factor value is greater than 0.6, indicating that the constructs for all variables are valid from the model. Furthermore, all variables produce an Average Variance Extracted (AVE) value greater than 0.5. Therefore, based on convergent validity, all indicators are declared valid for measuring their variables. The following are the results of the initial outer structural model.

Validity Discriminant (*Discriminant Validity*)

After conducting validity testing using the outer loading value, the next step was to conduct discriminant validity testing using *the average variance extracted* (AVE) value. The following are the results of the discriminant test.

Table 2 Discriminant Validity Testing

	<i>Average Variance Extracted (AVE)</i>
Communication	0.616
Motivation	0.735
Teamwork	0.762
Work Effectiveness	0.749
Job satisfaction	0.721

This test is conducted to determine the extent of the differences between variables. The value measured in this test is the *average variance extracted* (AVE). Overall, all variables have an AVE value > 0.5, thus being declared valid. The results of *the Fornell-Larcker Criterion* and *cross-loading measurements* are presented in the table below. The results of *the Fornell-Larcker Criterion measurements* are presented in the table below.

Table 3 *Fornell-Larcker Criterion* between Variables

Variables	Work Effectiveness	Job satisfaction	Teamwork	Communication	Motivation
Work Effectiveness	0.865				
Job satisfaction	0.876	0.849			

Variables	Work Effectiveness	Job satisfaction	Teamwork	Communication	Motivation
Teamwork	0.894	0.808	0.873		
Communication	0.302	0.257	0.267	0.785	
Motivation	0.972	0.841	0.935	0.306	0.857

The results of the *Fornell-Larcker Criterion* between all latent variables are shown in the table above, indicating that the value of one indicator is greater in calculating the variables of the other constructs. Based on these results, it can be stated that each indicator used has good *discriminant validity* to form its respective variables.

Reliability Test

Table 4 Reliability testing

Variables	Cronbach's Alpha	Composite Reliability	Rule of Thumb	Model Evaluation
Communication	0.858	0.889		Reliable
Motivation	0.910	0.933		Reliable
Teamwork	0.843	0.906	> 0.60	Reliable
Work Effectiveness	0.832	0.899		Reliable
Job satisfaction	0.801	0.874		Reliable

Based on the table above, it can be concluded that the constructs for all variables meets the reliability criteria. This is demonstrated by the results of the *Cronbach's Alpha test* in PLS-SEM exceeding 0.60, indicating that the research instrument used has a good or consistent level of reliability. In other words, the questionnaire items tend to elicit similar answers from respondents, indicating that they consistently measure the same concept.

Inner Model

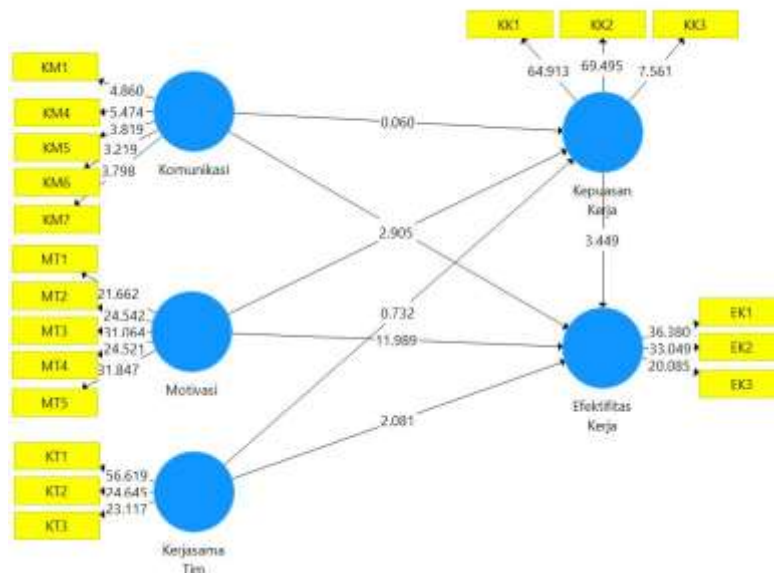


Figure 2 Structural Model of Inner Model

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In assessing a model with PLS, we begin by looking at *the R-square* and *Q-square* for each dependent latent variable. Table 4.16 shows the results of estimating *the R-square* and *Q-square* using SmartPLS.

Table 4.15 *R Square and Q Square Values*

	R Square	R Square Adjusted
Work Effectiveness	0.959	0.957
Job satisfaction	0.711	0.702

In principle, this study uses 2 variables that are influenced by other variables. The results of the *Adjusted R Square value* of the Work Effectiveness variable are 0.957 or 95.7%, meaning that the Communication, Motivation and Teamwork variables can substantially explain the Work Effectiveness variable at a level of 95.7% while the rest is influenced by other variables not included in this research model. Meanwhile, the results of the *Adjusted R Square value* of the Job Satisfaction variable are 0.702 or 70.2%, meaning that the Communication, Motivation and Teamwork variables can substantially explain the Work Effectiveness variable at a level of 70.2% while the rest is influenced by other variables not included in this research model.

Testing Hypothesis

The significance of the estimated parameters provides very useful information regarding the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output *path coefficient*.

Table 5 Hypothesis testing

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Stat	P Values
H1 Communication -> Work Effectiveness	0.002	0.002	0.022	0.082	0.935
H2 Motivation -> Work Effectiveness	0.933	0.942	0.078	11,989	0,000
H3 Teamwork -> Work Effectiveness	-0.149	-0.151	0.072	2,081	0.038
H4 Communication -> Job Satisfaction	0.003	0.004	0.056	0.060	0.952
H5 Motivation -> Job Satisfaction	0.681	0.650	0.235	2,905	0.004
H6 Teamwork -> Job Satisfaction	0.170	0.204	0.232	0.732	0.465
H7 Job Satisfaction -> Work Effectiveness	0.211	0.203	0.061	3,449	0.001

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Stat	P Values
H8 Communication -> Job Satisfaction -> Work Effectiveness	0.001	0.002	0.012	0.058	0.954
H9 Motivation -> Job Satisfaction -> Work Effectiveness	0.144	0.130	0.061	2,369	0.018
H10 Teamwork -> Job Satisfaction -> Work Effectiveness	0.036	0.042	0.051	0.705	0.481

Based on the testing of the direct and indirect influence hypotheses above, it can be explained as follows.

- a. Testing the hypothesis H1 (Communication has a positive and significant impact on Work Effectiveness)
 The results of the H1 hypothesis test show an estimated value of 0.002 (positive). Then The p-value is $0.935 > 0.05$ and the t-statistic value is $0.082 > 1.645$, so it can be concluded that communication has an insignificant positive impact on work effectiveness, which means that the H1 hypothesis is rejected.
- b. Testing the hypothesis H2 (Motivation) has a positive and significant impact on Work Effectiveness)
 The results of the H2 hypothesis test show an estimated value of 0.933 (Positive). Then the p-value is $0.000 > 0.05$ and the t-statistic value is $11.989 > 1.645$ so it can be concluded that motivation has a significant positive impact on work effectiveness which means the H2 hypothesis is accepted.
- c. Testing the hypothesis H3 (Teamwork) has a positive and significant impact on Work Effectiveness)
 The results of the H3 hypothesis test show an estimated value of -0.149 (Negative). Then the p-value is $0.038 < 0.05$ and the t-statistic value is $2.081 < 1.645$ so it can be concluded that teamwork has a significant negative impact on employee work effectiveness, which means that the H3 hypothesis is accepted.
- d. Testing the hypothesis H4 (Communication has a positive and significant impact on Job Satisfaction)
 The results of the H4 hypothesis test show an estimated value of 0.003 (positive). Then the p-value is $0.952 > 0.05$ and the t-statistic value is $0.060 > 1.645$ so it can be concluded that communication has an insignificant positive impact on job satisfaction which means the H4 hypothesis is rejected.
- e. Testing the hypothesis H5 (Motivation has a positive and significant impact on Job Satisfaction)

The results of the H5 hypothesis test show an estimated value of 0.681 (Positive). Then the p-value is $0.004 > 0.05$ and the t-statistic value is $2.905 > 1.645$ so it can be concluded that motivation has a significant positive impact on job satisfaction which means the H5 hypothesis is accepted.

- f. Testing the hypothesis H6 (Teamwork) has a positive and significant impact on Job Satisfaction)

The results of the H6 hypothesis test show an estimated value of 0.170 (positive). Then the p-values are $0.465 > 0.05$ and the t-statistics are $0.732 > 1.645$ so it can be concluded that teamwork has an insignificant positive impact on job satisfaction which means the H6 hypothesis is rejected.

- g. Testing the hypothesis H7 (Job Satisfaction has a positive and significant impact on Work Effectiveness)

The results of the H7 hypothesis test show an estimated value of 0.211 (positive). Then the p-value is $0.001 > 0.05$ and the t-statistic value is $3.449 > 1.645$ so it can be concluded that the relationship between job satisfaction has a significant positive impact on work effectiveness, which means that hypothesis H7 is accepted.

- h. Testing the hypothesis H8 (Job Satisfaction mediates the relationship between Communication and Work Effectiveness)

The results of the H8 hypothesis test show an estimated value of 0.001 (positive). Then the p-values are $0.954 > 0.05$ and the t-statistics value is $0.058 > 1.645$ so it can be concluded that the relationship between communication and work effectiveness mediated by job satisfaction has an insignificant positive impact which means the H8 hypothesis is rejected.

- i. Testing the hypothesis H9 (Job Satisfaction mediates the relationship between Motivation and Work Effectiveness)

The results of the H9 hypothesis test show an estimated value of 0.144 (positive). Then the p-value is $0.018 > 0.05$ and the t-statistic value is $2.369 > 1.645$ so it can be concluded that the relationship between motivation and work effectiveness mediated by job satisfaction has a significant positive impact which means the H9 hypothesis is accepted.

- j. Testing the hypothesis H10 (Job Satisfaction mediates the relationship between Teamwork and Work Effectiveness)

The results of the H10 hypothesis test show an estimated value of 0.036 (positive). Then the p-values are $0.481 > 0.05$ and the t-statistics are $0.705 > 1.645$ so it can be concluded that the relationship between teamwork and work effectiveness mediated by job satisfaction has an insignificant positive impact, which means the H10 hypothesis is accepted.

CONCLUSION

The communication variable has a positive and insignificant effect on work effectiveness. Motivation variables have a positive and significant effect on work effectiveness. The

teamwork variable has a positive and significant effect on work effectiveness. Communication variables have a positive and insignificant effect on job satisfaction. Motivation variables have a positive and significant effect on job satisfaction. The teamwork variable has a negative and insignificant effect on job satisfaction. Job satisfaction variables have a positive and significant effect on work effectiveness. Job satisfaction variables do not mediate the relationship between communication and work effectiveness. Job satisfaction variables mediate the relationship between motivation and work effectiveness. Job satisfaction variables do not mediate the relationship between teamwork and work effectiveness. Based on the research results and conclusions drawn, the author has the following suggestions: For future researchers, it is better to add other independent variables so that the research has more variables that can make future research better than this research. It is hoped that future researchers will use a larger sample size. This will result in more accurate analysis results.

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