



The Effect of Restructuring, Commitment and Communication Through Job Satisfaction on Employee Performance in Parepare City Government

Kamaluddin Kadir¹; Mahfudnurnajamuddin²; Junaidin Zakaria³; Suriyanti³

¹ Doctoral Student in University of Muslim Indonesia (UMI), Makassar, Indonesia

² Professor in University of Muslim Indonesia (UMI), Makassar, Indonesia

³ Associate Professor in University of Muslim Indonesia (UMI), Makassar, Indonesia

<http://dx.doi.org/10.18415/ijmmu.v8i3.2531>

Abstract

This study aimed to analyze the direct and indirect influence of exogenous and endogenous variables (restructuring, commitment, communication, job satisfaction, and performance). This study involved 364 employees as respondents with data analyzed using structural equation modeling (SEM) program with Amos software. The results of this study showed 1). The restructuring has a positive and significant influence on job satisfaction; 2). Work commitment has a positive and significant influence on job satisfaction; 3). Communication has a positive but insignificant influence on job satisfaction; 4). The restructuring has a positive and significant influence on employee performance; 5). Work commitment has a positive and significant influence on employee performance; 6) communication has a positive and significant influence on employee performance; 7). Job satisfaction has a positive but insignificant influence on employee performance; 8) Restructuring is influential but insignificant with variable satisfaction that mediates to employee performance; 9). Work commitment is influential but insignificant with variable satisfaction that mediates employee performance; 10) Communication is influential but not significant with satisfaction variables that mediate to employee performance.

Keywords: *Restructuring; Commitment; Communication; Job Satisfaction; Performance*

Introduction

The local government's driving force is the apparatus resources in it, namely employees who work within the framework of their duties, functions, and responsibilities. Facilities and infrastructure in government activities become a medium for apparatus resources to support their work. Meanwhile, those who determine the strategic steps of formulation, implementation, and evaluation of local government policies are the human resources. Initially, human resources' role was only seen as workers (factors of production), which were not much different from other means of production such as machines. However, along with dynamic organizational development and determined by human control, the perception of human resources (human resources) shifts to become a valuable capital (human capital) for the

organization and must be maintained, empowered, and developed accordingly by the purpose of its creation, namely as the caliph who created the best possible creation of the other.

Implementation of Government Regulation Number 18 of 2016 concerning Regional Apparatus led to a streamlining in the organizational structure of regional apparatus, which resulted in reduced positions within the structure. Lack of positions within the structure results in a low need for apparatus resources who occupy certain positions, thus impacting local government budgets' efficiency. However, in the phenomenon that occurs, the emergence of a streamlining of the organizational structure can result in an overlapping division of tasks for apparatus resources. Another fact that may occur is the emergence of the potential for politicization of apparatus resources accompanied by an unclear employee career path system. Also, the placement of apparatus resources by the regional head has not fully paid attention to the right man's concept in the right place. This condition indirectly hinders the performance of regional apparatus organizations through sub-optimal employee performance.

The organizational restructuring process should be based on considerations of regional financing needs and capacities. Organizations must aim at optimizing community services (public service), community empowerment (empowering) and economic development (economic development). In forming an organization, it is necessary to begin by identifying the functions that need to be accommodated and urgent to be carried out by the local government. A realistic organizational size is important. The expenditure budget ratio is more realistic, and the budget allocated to the public sector can be enlarged according to its allocation. The organization is intended to encourage the creation of efforts to provide optimal and better services to the community, community empowerment, and increase local governments' capacity in community services towards the implementation of Good Governance.

The restructuring of the regional apparatus organization will be successful if supported by a commitment held by the regional apparatus organization in carrying out the entire change process. According to Siagian (2002), many factors influence the performance of public organizations. Some of the factors include organizational commitment, organizational culture, and job satisfaction. This is because some of these factors can improve employee performance in achieving organizational goals. Therefore, a commitment is needed to make it happen. This commitment can be realized if individuals in the organization exercise their respective rights and functions in the organization because the achievement of organizational goals is all collective organization members' work. The results of Kouzes' research in Rizki (2011) show that high credibility can produce a commitment, and only with high commitment can an organization produce a good performance.

Municipal Government of Parepare will have a good performance if all elements in it are well connected and integrated, especially the apparatus's resources. According to Ardana et.al. (2012: 138), communication is the key to opening up a cooperative relationship between leaders and employees and between employees. With good communication, a regional apparatus organizational activity can run smoothly and vice versa; lack of communication will have a harmful impact in the organization. Communication is an integral part of a management process, through effective communication, harmonious cooperation can be developed to achieve goals (Robert Bacal, 2005). In communication, the phenomenon that occurs within the City Government of Parepare, still requires continuous improvement. This can be seen from some employees who still lack communication between one employee and another. Moreover, the communication between employees and their superiors is still not optimal.

The variety of characters in the City Government of Parepare is a challenge in itself to be maximized properly as a tool in achieving organizational goals. With a variety of characters possessed, there are also various standards for achieving satisfaction for employees in fulfilling their responsibilities as executors. Basically, satisfaction is very individualistic and is very much dependent on the character of each individual. Nevertheless, satisfaction is quite interesting but it is important to understand because it is proven that satisfaction has a very beneficial role for the interests of individuals, industry and society.

For individuals, research on the causes and sources of job satisfaction allows the emergence of efforts to increase one's life's happiness, for industry, research on job satisfaction is carried out in an effort to increase production and reduce costs through improving the attitudes and behavior of employees or employees, which means important for society is that people will enjoy the maximum capacity of the industry and the increase in human value in the context of work (Hamali, 2016: 202).

The level of satisfaction in carrying out a job reflects a person's feelings about his job and is an important role in creating optimal performance. When a person gets satisfaction at work, he will try as much as possible with his ability to complete his job, so that employee productivity and performance will increase optimally. Winardi (2004: 137) describes job satisfaction which is an end-stated condition that arises because of the achievement of certain goals as previously expected. Satisfaction is a final condition for an employee's attitude towards his job that arises based on his assessment of the conditions experienced. In this case, satisfaction is a form of final appraisal of work, which if the value of the job is met it will be in accordance with the initial expectations. Robbins (2001: 4) states that job satisfaction is a general attitude that is more colored by feelings about the situation and work environment and is a reflection of an employee's satisfaction with conditions related to work performance.

Efforts to create the performance of the government apparatus of the City Government of Parepare still require a lot of attention because of several obstacles that hinder the achievement of organizational goals as previously described. In addition, the high global demand for quality apparatus resources will have an impact on the management of regional apparatus organizations. With the high quality of the management of the regional apparatus organization, it will create a rational and effective organization to support the good governance system in the City Government of Parepare. Based on this description, the authors are interested in conducting research with the title "The Effect of Organizational Restructuring, Commitment, Communication on Employee Performance through Job Satisfaction at the Municipal Government of Parepare".

Literature Review

1. Restructurisation

The formation of regional institutions is based on Law Number 32 of 2003 concerning Regional Government, article 120 which states that the district / city regional apparatus consists of the regional secretariat, the DPRD secretariat, regional offices, regional technical institutions, sub-districts and sub-districts. Meanwhile, the derivative formation for the regions is based on Government Regulation Number 18 of 2016 concerning Regional Apparatus Organization, which consists of five elements, namely (1). The staff element that assists in policy formulation and coordination is accommodated by the secretariat, (2). The supervisory element which is accommodated in the form of an inspectorate, (3). The planning element which is accommodated in the form of a body, (4). Supporting elements of the duties of regional heads in the formulation and implementation of specific regional policies, (5). Elements of implementing regional affairs that are accommodated in regional offices.

Research on organizational structure is carried out because several forms of organizational structures can encourage or hinder organizational development. Sutrisno (2013) and Atty Tri Juniarti (2009) who have similarities in examining the effect of restructuring or organizational structure on improving employee performance. Whereas based on the research results, it was found that there was a partially significant effect both directly and indirectly between these variables on job satisfaction and employee performance, which proves that the better understanding of objectives rather than restructuring or organizational structure will contribute to an increase in the company's total production.

2. Commitment

The commitment variable is defined as the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways to develop goals and meet organizational needs which essentially put the mission of the organization ahead of personal interests. Or the condition of employees who feel that they are part of the organization and accept the goals of the organization and carry out those goals. Employee commitment can also be interpreted as a definite desire to maintain participation in the organization. This means that employees who have low commitment tend not to be able to develop themselves properly, while those who have high commitment tend to work better because they have a deep desire to be very strong, always work and have the desire to stay and survive in the organization.

As stated by Ivancevich, Konopaske, and Mateson (2016: 429), commitment is a feeling of identification, involvement, and loyalty expressed by employees towards the company. Thus commitment involves three characteristics, namely feelings of identification with organizational goals, feelings of involvement in organizational tasks, and feelings of loyalty to the organization. Research on employee commitment Nur Wening (2005) and Jessica CT and Eddy M. Sutanto (2014) which have similarities that examine the effect of employee commitment on employee satisfaction and performance, where there is a significant and positive relationship to employee satisfaction and performance.

3. Communication

In view of communication, according to Khomsahrial Romli (2011), organizational communication is the sending and receiving of various organizational messages within formal and informal groups of an organization. Organizational communication involves formal, informal communication, interpersonal communication and group communication. Research submitted by Ardana et.al. (2012: 138) explains that communication is the key to opening the relationship between leaders and employees and between employees. With good communication, an organizational activity for regional apparatus can run smoothly and vice versa, Lack or absence of communication will be bad for the organization. Communication is an integral part of a management process, through effective communication, harmonious cooperation can be developed to achieve goals (Robert Bacal, 2005).

Research conducted by Dwi Nurina Pitasari (2015) found that the leadership style of communication, both formal communication and informal communication, which includes downward communication, upward communication and horizontal communication, has an effect on improving employee performance at the UPT ITB Library. If communication activities (formal and informal communication) increase in frequency, the employee's performance will increase. If the frequency of communication activities (formal and informal communication) decreases, the employee's performance will decrease. Informal communication appears to have a greater influence on employee performance. This means that the higher the informal communication made by the leader to the employees, the higher the employee's performance. So the explanation above, shows that the better a communication within an organization, it will provide good information to each employee in carrying out performance and will get a job satisfaction in the organization.

4. Job Satisfaction

The theory used for the job satisfaction variable as an intervening variable is a theory that is closely related to the Two Factor Theory theory which reveals what makes some people more satisfied with their work than some others, this theory also seeks a foundation about the process of people's feelings of job satisfaction. Two factor theory is a satisfaction theory which suggests that satisfaction and dissatisfaction are part of a different group of variables. The characteristics of the factors or situations that are needed as a source of job satisfaction such as attractive, challenging jobs, opportunities for

achievement, opportunities to be rewarded, while factors that are a source of dissatisfaction, such as salary / wages, supervision, interpersonal relationships, working conditions, and status (Herzberg in Sedarmayanti, 2017: 166).

Previous related research is that conducted by Fatmawati Saleh (2017) and Dinarwati (2017) who both examine satisfaction with performance which shows that job satisfaction is positive and has a significant effect. Performance variable as an end variable (ending variable), as Wibowo (2016: 159-161), who said that there are actually many factors that can be used as a measure of performance, but the size must be relevant, significant, and comprehensive. Namely productivity, quality, timeliness, cycle of time (amount of time required), resource utilization, and costs.

Previous related research is that conducted by Muhammad Idrus (2007), which states that performance measurement is strongly influenced by the level of cost or financial efficiency of the organization, changes in organizational structure, policies and employee commitment in providing community services. Likewise, with Sutrisno (2013) performance can be influenced by organizational structure, employee commitment, a good understanding of operating objectives. Jessica CT and Eddy M. Sutanto (2014) state that performance can be influenced by organizational culture and organizational commitment. Meanwhile, Nur Wening (2005) states that performance can be affected by job insecurity, organizational commitment and the achievement of job satisfaction. Likewise, I Nyoman Agus S and Made Surya Putra (2016) state that performance can be influenced by Job Insecurity, Job Satisfaction and Turnover Intention.

5. Employee Performance

Moehariono (2014: 95) states that the definition of performance is a description of the level of achievement of the implementation of an activity program or policy task in realizing the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization. Furthermore, according to Colquitt, Lepine, and Wesson (2016: 2), performance is the value of a series of worker behaviors that contribute, both positively and negatively, to the completion of organizational goals. Cascio states that performance is a way to ensure that individual workers or teams know what is expected of them and that they stay focused on effective performance by paying attention to goals, measures, and assessments. Gibson, Ivancevich, Donnelly, and Konopaske stated that performance is the result of work related to organizational goals such as quality, efficiency, and other criteria of effectiveness.

Performance in carrying out its functions does not stand alone but is always related to job satisfaction and the level of the amount of compensation given, and is influenced by the skills, abilities and characteristics of the individual. So the management and performance above can be said to be essentially performance management, namely about how performance is managed. The basis for implementing performance management is the formulation of goals, there is consensus and cooperation, it is sustainable, there is two-way communication, and there is feedback (Wibowo, 2016: 2-3). Thus performance management is an absolute necessity for organizations to achieve goals by managing harmonious and integrated cooperation between leaders and subordinates, which begins with the formulation and setting of goals to be achieved. Organizational goals can be achieved through a series of activities by directing all the resources necessary for the achievement of these goals. Therefore, on the basis of the objectives, the necessary resources are designed, both natural resources, capital resources, human resources, technology, and work mechanisms to achieve organizational goals. Performance planning is influenced by external factors that are beyond the control of the organization. However, no less important are the internal factors which are still within the authority of the organization itself.

6. Hypothesis

Based on the problems in the research that have been described previously of the Parepare City Government employees, the hypothesis that can be proposed is as follows:

1. Restructuring directly has a positive and significant effect on employee job satisfaction.
2. Commitment directly has a positive and significant effect on employee job satisfaction.
3. Direct communication has a positive and significant effect on employee job satisfaction.
4. Restructuring directly has a positive and significant effect on employee performance.
5. Commitment directly has a positive and significant effect on employee performance.
6. Direct communication has a positive and significant effect on employee performance.
7. Employee job satisfaction has a positive and significant effect directly on employee performance.
8. Restructuring indirectly has a positive and significant effect through job satisfaction on employee performance.
9. Commitment indirectly has a positive and significant effect through job satisfaction on employee performance.
10. Communication indirectly has a positive and significant effect through job satisfaction on employee performance.

Methodological Review

This study is designed to answer problems that have been formulated from the objectives to be achieved and to test hypotheses. The research design is an investigation structure structured in such a way that the researcher can obtain answers to research questions. This research is an exploratory research, which seeks to find relatively new relationships, and exploratory, namely research conducted by an object of research. In terms of its objectives, it is a causal study that seeks to explain the causality of restructuring, employee commitment to job satisfaction and the performance of government employees of Parepare City. The population in this study were all employees in the Parepare City Government. Based on data from the Regional Civil Service Agency (BKD) of the City of Parepare, it was found that the total population was 4,036 employees. The size of the sample taken in this study was determined using the Slovin formula with an error rate of 5% or 0.05, so that a sample of 364 respondents was obtained. The sampling technique was carried out on the grounds that the existing characteristics were very large and heterogeneous which were scattered in the Regional Apparatus Organization (OPD), therefore the sample was carried out based on the cluster (group) of each employee in each Regional Apparatus Organization (OPD). Sampling is then carried out stratified (stratification) which represents the characteristics of each employee in each Regional Apparatus Organization (OPD) based on position, after that it is carried out proportionally based on the number of populations in each characteristic.

The data analysis technique used in explaining the phenomena in this research is descriptive analysis techniques and inferential analysis. Descriptive statistical analysis is also used to explain respondents' responses to research variables including the effect of restructuring, employee commitment to job satisfaction and employee performance of the City Government of Parepare. Calculations in descriptive statistical analysis were carried out with the help of computers using the AMOS SPSS program package. Inferential analysis used in this research, namely Structural Equation Modeling (SEM) analysis is a statistical technique that combines several aspects contained in path analysis and confirmatory factor analysis to systematize several equations simultaneously. SEM (structural equation modeling) equation modeling is the second generation of multivariate analysis technique that allows researchers to examine the relationship between complex variables both recursive and non-recursive to obtain a comprehensive picture of the entire model. (Fatmawati Saleh in Ghozali, 2017: 130).

Results and Analysis

Structural model testing is used to test the research hypothesis. The structural model testing stages include the structural model formation stage, the structural model feasibility test, and the significance test of the influence of the exogenous variables on endogenous variables. The structural model fit test in SEM analysis is carried out by looking at Goodness of Fit Model criteria such as the value of Chi-Square, Probability, CMIN / DF, RMR, NFI, CFI, TLI, IFI, RFI, RMSEA, and GFI. In this study, the goodness of fit model's fulfillment will be focused on indicators of goodness of fit models in the form of probability values, chi-square models, and RMSEA. The probability value and the insignificant chi-square model (probability > 0.05 and the calculated chi-square < chi square (0.05, df model)) and the RMSEA value < 0.8 indicate that the SEM model estimated by the analyzed data has a matrix. The same covariance with the population covariance matrix can undoubtedly provide a picture of the actual population condition. The analysis results show that of the eight criteria for the goodness of fit indices, there is still less good information (see Table 1). There needs to be proved whether there is a match between the model and the data through the fulfillment of the criteria for the goodness of fit indices, so it is necessary to modify the model with the correlation between indicators by the instructions of modification indices on condition that the modification is carried out without changing the meaning of the relationship between variables. The results of the model modification with the feasibility level can be seen in the following figure:

Table 1
Goodness of Fit Indices Overall Model

Goodness of Fit Index	Cut-Off value	Model Result	Conclusion
X ² -Chi-Square	≤ 303,969	738,739	Not good
Probability	≥ 0.05	0,000	Not good
CMIN/DF	≤ 2.00	2,788	Not good
RMSEA	≤ 0.08	0,700	Good
GFI	≥ 0.90	0,854	Not good
AGFI	≥ 0.90	0,821	Not good
TLI	≥ 0.95	0,940	Marginal
CFI	≥ 0.95	0,947	Marginal

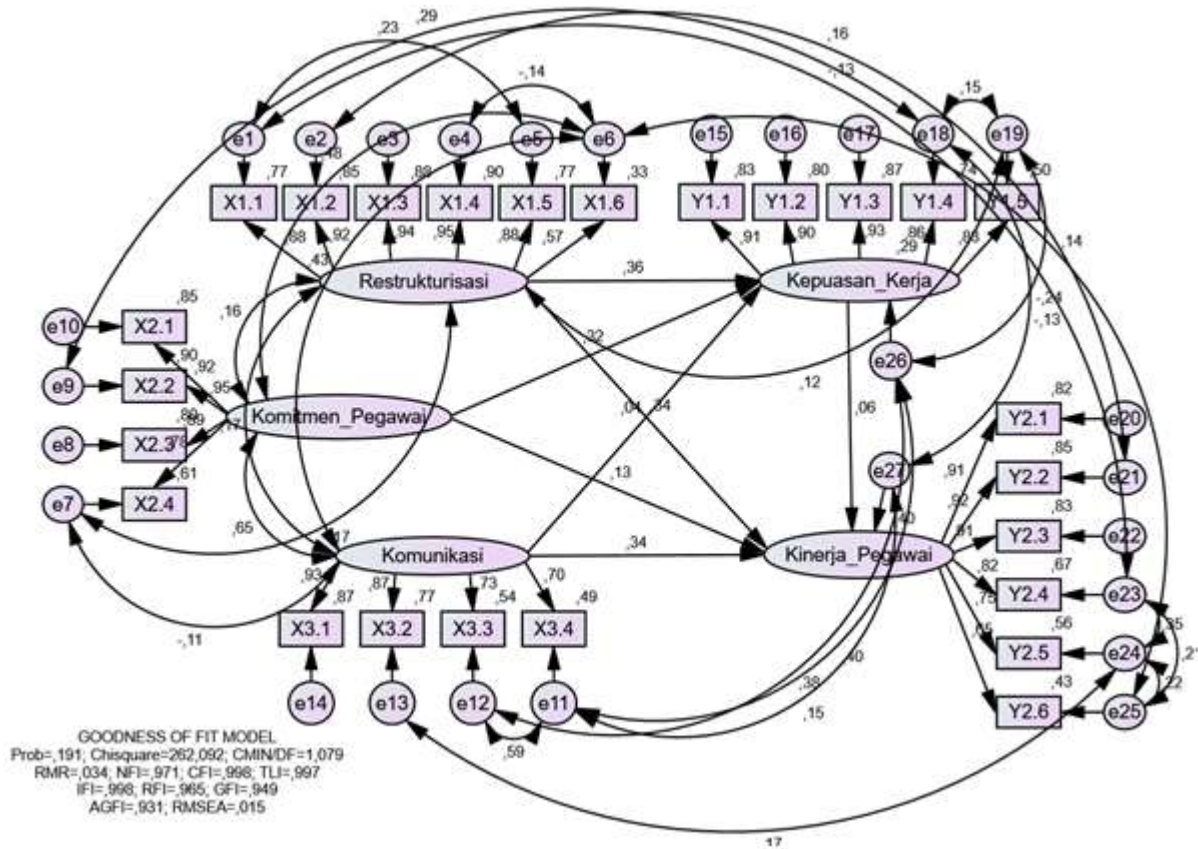


Figure 1.
Final Model Hypothesis Test Results

The results of model modification are presented in the image above, and evaluation based on the goodness of fit obtained the goodness of fit value for X²-Chi-Square and P-Value as well as the RMSEA value with the goodness of fit model parameter value being better when compared to the initial model before. Modifications were made for the X²-Chi-Square, P-Value and RMSEA values. After modifying the model, for X²-Chi-Square the value is 262.092, which means it has good criteria because it is smaller than the cut-off value. Meanwhile, for the P-Value value, it was obtained a value of 0.191 with the criteria being better than the criteria before modifying the model. While the RMSEA value obtained is less than 0.8, which is equal to 0.015 so that it meets the goodness of fit models criteria.

Furthermore, hypothesis testing is carried out in order to determine the relationship between the hypothesized variables and the level of significance of the causality between the variables in the following table:

Table 2
Hypothesis Testing and Path Coefficient Value of Direct and Indirect Variable Influence

Hip.	Variable			Effect			Value	Conclusion
	Independent	Intervening	Dependent	Direct	Indirect	Total		
1	Restructuring	-	Job satisfaction	0,364	-	0,364	0,000	Positive & significant
2	Commitment	-	Job satisfaction	0,315	-	0,315	0,000	Positive & significant
3	Communication	-	Job satisfaction	0,035	-	0,035	0,577	Positive not significant
4	Restructuring	-	Employee performance	0,338	-	0,338	0,000	Positive & significant
5	Commitment	-	Employee performance	0,133	-	0,133	0,031	Positive & significant
6	Communication	-	Employee performance	0,340	-	0,340	0,000	Positive & significant
7	Job satisfaction	-	Employee performance	0,064	-	0,064	0,226	Positive not significant
8	Restructuring	Job satisfaction	Employee performance	0,338	0,023	0,361	0,223	Positive not significant
9	Commitment	Job satisfaction	Employee performance	0,133	0,020	0,153	0,233	Positive not significant
10	Communication	Job satisfaction	Employee performance	0,340	0,003	0,343	0,686	Positive not significant

Based on the table above, which shows the results of hypothesis testing by looking at the p-value, if the p-value is less than 0.05, the effect between variables is significant. From the overall model, there are 10 (ten) hypotheses consisting of 7 (seven) hypotheses with the direct path model and 3 (three) hypotheses with the indirect path model. Of the 10 available hypotheses, the test results show that the model with direct or indirect paths shows 5 (five) paths that have an effect but are not significant. Meanwhile, the other 5 (five) pathways are influential and significant. As for the interpretation of these results, it can be explained as follows:

1. The coefficient value of the restructuring variable on the job satisfaction variable is 0.364 with $p = 0.000 < 0.05$. These results indicate that the restructuring variable has a positive and significant effect on the job satisfaction variable. Thus, the hypothesis states that "it is suspected that restructuring directly has a positive and significant effect on the Parepare City Government employees" is accepted.
2. The employee commitment variable's coefficient value to the job satisfaction variable is 0.315 with $p = 0.000 < 0.05$. These results indicate that the employee commitment variable positively and significantly affects the job satisfaction variable. Thus the hypothesis which states that "it is suspected that employee commitment has a positive and significant effect directly on job satisfaction of the Parepare City Government employees" is accepted.
3. The coefficient value of the communication variable on the job satisfaction variable is 0.035 with $p = 0.577 > 0.05$. These results indicate that the communication variable has a positive but insignificant effect on the job satisfaction variable. Thus, the hypothesis states that "it is suspected that direct communication has a positive and insignificant effect on job satisfaction of the Parepare City Government Employees" cannot be accepted.
4. The restructuring variable's coefficient value on the employee performance variable is 0.338 with $p = 0.000 < 0.05$. These results indicate that the restructuring variable has a positive and significant effect

on employee performance variables. Thus the hypothesis which states that "it is suspected that the restructuring directly has a positive and significant effect on the performance of the Parepare City Government employees" is accepted.

5. The employee commitment variable's coefficient value to the employee performance variable is 0.133 with $p = 0.031 < 0.05$. These results indicate that the employee commitment variable has a positive and significant effect on employee performance variables. Thus the hypothesis which states that "it is suspected that employee commitment directly has a positive and significant effect on employee performance of the City Government of Parepare" is accepted.
6. The communication variable's coefficient value on the performance variable is 0.340 with $p = 0.000 < 0.05$. These results indicate that the communication variable has a positive and significant effect on employee performance variables. Thus the hypothesis which states that "it is suspected that direct communication has a positive and significant effect on the performance of the Parepare City Government employees" is accepted.
7. The job satisfaction variable's coefficient value on the employee performance variable is 0.064 with $p = 0.226 > 0.05$. These results indicate that the job satisfaction variable has a positive but insignificant effect on the employee performance variable. Thus the hypothesis which states that "it is suspected that employee job satisfaction has a positive and significant effect directly on employee performance of the City Government of Parepare" is rejected.
8. The coefficient value of the restructuring variable on the employee performance variable through the job satisfaction variable is 0.023 with $p = 0.223 > 0.05$. These results indicate that the restructuring variable has a positive but insignificant effect on the employee performance variable mediated by the employee job satisfaction variable. Thus the hypothesis which states that "it is suspected that restructuring indirectly has a positive and significant effect through job satisfaction on the performance of the Parepare City Government employees" is rejected.
9. The employee commitment variable's coefficient value to the employee performance variable through the job satisfaction variable is 0.020 with $p = 0.233 > 0.05$. These results indicate that the employee commitment variable has a positive but insignificant effect on the employee performance variable mediated by the employee job satisfaction variable. Thus the hypothesis which states that "it is suspected that employee commitment has a positive and significant effect through job satisfaction on the performance of the Parepare City Government employees" is rejected.
10. The coefficient value of the communication variable on the employee performance variable through the job satisfaction variable is 0.003 with $p = 0.686 > 0.05$. These results indicate that the communication variable has a positive but insignificant effect on the employee performance variable mediated by the employee job satisfaction variable. Thus the hypothesis which states that "it is suspected that communication indirectly has a positive and significant effect through job satisfaction on the performance of the Parepare City Government employees" is rejected.

Discussion

1. The Effect of Restructuring on Job Satisfaction

Restructuring of job satisfaction means positive and significant findings, it can be interpreted that optimal restructuring will encourage job satisfaction levels for government employees of Pare-Pare City, respondents' perceptions of departmentalization where the establishment of organizational structures in the restructuring process is based on grouping the division of authority is straightforward and does not

overlap, the data shows that it is in a suitable category. Moreover, on the sixth indicator with an average value (mean) of 3.62. These results indicate a strong relationship from the work environment providing personal comfort and security is in the excellent category. And in the 5th indicator (superior policy) with an average value (mean) in the range 3.1-4.0 (3.60).

This is supported by previous research which reveals similarities where restructuring has a positive and significant impact on job satisfaction carried out by researchers Sutrisno (2013) and Atty Tri Juniarti (2009) who have similarities in researching the effect of restructuring or organizational structure on improving employee performance. . Whereas based on the research results, it was found that there was a partially significant effect both directly and indirectly between these variables on job satisfaction and employee performance, which proves that the better understanding of objectives rather than restructuring or organizational structure will contribute to the increase in the company's total production. In addition, Wening (2005) states that the relationship between restructuring and job satisfaction is using it in managing employees, especially in increasing job satisfaction.

2. The Effect of Work Commitment on Job Satisfaction

Work commitment to job satisfaction, from this research, shows that partially or directly shows a positive and significant influence, it can be said that the high commitment made by government agencies in developing human resources will encourage an increase in employee satisfaction in carrying out work activities. . The high level of commitment that is built in an institution will also get high trust from each employee's assessment to meet their needs, in other words, increased satisfaction is due to the commitment given by government agencies in developing human resources in that agency. This study's findings are supported by research conducted by (Djamaludin, 2009), which states that commitment has a positive and significant effect in providing employee job satisfaction. This is also supported by the position of the relationship between the variable work commitment and job satisfaction between government agencies and business organizations are different things. Employees will commit if they are satisfied. Employees who feel satisfied in carrying out their assigned work will be committed to their organization. Another study submitted by Nurjannah and Rommy (2011) stated that organizational commitment has an effect on organizational performance.

The view of (Stajkovic & Luthans, 1998) Work commitment is a loyal attitude of employees to the organization. It is a process for organizational members to pay attention to the organization which will produce success for the organization. Commitment is a level or stage where employees can understand organizational goals and hope to remain part of the organization (Robbins, 1998). Work commitment can be a better indicator than using job satisfaction to measure the employee turnover rate in an organization. This is because employee dissatisfaction with their work does not necessarily indicate employee dissatisfaction with the organization. However, if the dissatisfaction extends to work, this can cause employees to decide to leave the job (Robbins, 1998). High work commitment to the organization will cause employees to work well for the organization because employees' attitudes and behavior will show how employees' attitudes and behavior towards their work and organization (Luthans, 1998).

3. The Effect of Communication on Job Satisfaction

The results of this study indicate that the critical ratio value is positive but the p-value shows > 0.05, so it can be said in this study that communication has a positive effect on job satisfaction but is not significant in contributing to employee satisfaction at work, it can be said that communication not optimal will provide job satisfaction that is not optimal as well in every employee's role in carrying out their work, so in this study the researcher draws the conclusion that employee communication within the scope of work is not optimal in supporting job satisfaction. This finding is different from previous research where in research conducted by (I Dewa Gede Kresna Wirawan, 2015) said in his research findings that the communication tested in his research as an independent variable had a positive and significant impact on

job satisfaction. This is also the same as said by (Paripurna Diatmika, 2013) that communication has a positive and significant effect on employee job satisfaction.

In Carl's view. I. Hovland (1960) says that in communication theory, communication is said to be a process that allows a person (communicator) to convey stimuli (usually verbal symbols) to change the behavior of others (communicates). Another view expressed by Forsdale (1981), an education expert, especially in communication science: He explains in a sentence that "communication is the process by which a system is established, maintained and altered by means of shared signals that operate according to rules". Communication is a process by which a system is formed, maintained, and changed with the aim that the signals sent and received are carried out according to the rules. Everett M. Rogers (1983) says communication is a process where an idea is transferred from a source to a recipient or more, with the intention of changing their behavior. Gerald R. Miller (1998) says communication occurs when a source delivers a message to a recipient with a conscious intention to influence the recipient's behavior. From the theoretical view above, the researcher draws a point of view in providing arguments for the results of the research by borrowing the theory from Forsdale (1981), where the efforts made by employees in achieving job satisfaction should lie in optimal communication that can be distributed and shaped and maintained in an effort. the continuation of what the government will run, in the City of Parepare this communication becomes insignificant due to the political role or political law in a government agency given because of the same support from the beginning of what was committed in the political process so that communication to the Parepare city government has not optimal in providing job satisfaction to employees.

4. The Effect of Restructuring on Employee Performance

Restructuring on employee performance, in this study was found to have a positive and significant impact, where it can be said that with the optimal restructuring in a development, it will have an impact on increasing performance, in other words the more optimal the restructuring is, the higher the performance generated by the employee in carrying out their activities. This is in line with research conducted by Vivin Rofiana (2015). Regional Apparatus Organizational Structural Reform (In PP No. 41 of 2007 on Regional Apparatus Organizations). This research uses descriptive analysis which describes and describes the structural reforms, implementation, and the impact of implementation on regional apparatus organizations with the issuance of Government Regulation no. 41. In 2007. The results of this study have a good impact with changes in the form of streamlining the bureaucracy by eliminating, merging, and forming new organizations, but considerations are needed in the form of regulatory policy making that not only pay attention to one aspect but must also pay attention to other aspects. other aspects, especially in the surrounding environmental conditions. Research by Maluegha, et.al., (2018) revealed in his research on the effectiveness of the organizational restructuring policy of the South West Siau District Government, Siau Tagulandang Biaro District. Meaningful about the performance of employees in carrying out their activities. This strengthening is supported by the theory developed by Bennis, Warren and Mische, Michael, (1995) who said that restructuring is a re-engineering, namely re-engineering a company or organization by challenging existing doctrines, practices and activities then innovatively redistributing capital and resources. human resources into cross-functional, in this view the researcher gets an idea that with the existence of an optimal restructuring will be able to provide a good performance of each employee performance, with a more innovative process using the foundation of human resources.

The findings of this study indicate that changes or restructuring within the scope of the city government of Pare-Pare in terms of political policies indicate that the government has made efforts to smoothen work so that the resulting ability to achieve performance can be in line with the wishes of leaders in government.

5. The Effect of Work Commitment on Employee Performance

The results of this study indicate that work commitment which is partially tested on performance shows a good critical ratio value and a significant level <0.05 , it can be said that work commitment has a positive and significant effect on employee performance in the City Government of Parepare, where the findings of this study explained that the work commitment given by each employee in carrying out their work will improve employee performance. In the sense that the findings of this study indicate that the existence of a strong commitment from the government work apparatus in the city of Pare-Pare will encourage increased performance.

The results of this study are supported by several studies, including research conducted by Rahmayani (2013) which states that work commitment has a positive and significant effect on employee performance, (Oktavia & Amar, 2012) said in their research findings that work commitment has a positive and significant effect on performance. employees, where the increased work commitment given by employees encourages increased employee performance. (Susanto & Sukoco, 2019) in the research findings also stated that work commitment has an influence on employee performance, this is indicated by efforts to develop performance with an optimal work commitment that will encourage optimal performance as well.

The above findings are also supported by several points of view from Robbins in Zakiul et al. (2017: 62), commitment is an attitude in which the willingness to uphold the vision, mission and willingness to exert all efforts in carrying out tasks. Employee commitment will not grow by itself, with a significant correlation between work culture and employee commitment.

6. The Effect of Communication on Employee Performance

Based on the statistical calculation of the communication variable on the performance variable, it shows that the regression coefficient is 0.340, with a p-value of 0.000 and a c.r value of positive sign of 5.426. Because the positive regression coefficient value is 0.340, while the p-value obtained is <0.05 and c.r is positive > 1.96 , it can be stated that the communication variable has a positive and significant effect on the performance variable. The results of this study indicate that the communication that occurs within the Parepare City Government Organization can provide an effect on good performance.

This research is in line with the results of research conducted by Pitasari (2015) at the UPT ITB Library. The results of this study found that the leadership style of communication, both formal and informal, which includes downward communication, upward communication and horizontal communication, has an effect on improving the performance of employees in UPT ITB Library. If communication activities (both formal and informal communication) increase in frequency, the employee's performance will increase. However, if communication activities (both formal and informal communication) are reduced in frequency, then the employee's performance will decrease.

Socially, communication is able to provide changes in others. Hovland (in Mulyana, 2010) explains that communication is a process that allows a person (communicator) to convey stimuli (usually verbal symbols) to change the behavior of others (communicates). Through effective communication, the message that will be conveyed to the recipient can affect their *pokir* pattern. Communication is a process where an idea is transferred from a source to a recipient or more, with the intention of changing their behavior (Rogers in Mulyana, 2010). In this fact, leaders in an organization can influence employee performance in an optimal direction through a form of communication that occurs in the organization. The messages conveyed by the leadership in a more focused and clear manner will optimally change the mindset of each subordinate. When the message is perfectly received by subordinates with various approaches taken by the leadership, then the subordinates can follow the contents of the message well. Messages containing information related to work will be followed up maximally by subordinates if the

message is received perfectly. The result is that subordinates will have good work results so that their performance increases when the communication received can adequately support the subordinates' work.

7. The Effect of Job Satisfaction on Employee Performance

Based on the statistical calculation of the job satisfaction variable on the performance variable, it shows that the regression coefficient is 0.064, with a p-value of 0.226 and a c.r value of 1.212. Because the positive regression coefficient value is 0.064, while the p-value obtained is > 0.05 and c.r is positive < 1.96 , it can be stated that the job satisfaction variable has a positive but not significant effect on the performance variable. The results of this study indicate that the job satisfaction of the Parepare City Government employees does not provide a significant contribution to the performance of the Parepare City Government employees.

Work is basically not just a relationship between work, work processes and the people who carry out the work, but it is broader than that. Work encompasses all elements related to the work itself, such as the interactions that occur between people who work and their co-workers, as well as interactions between people who work and their superiors as employers. It does not stop there, the job and the people who carry out the work also have a relationship with organizational rules and policies that must be followed in completing the work assigned to employees. Moreover, in the work environment where the employee works, it can contribute to determining the work process until it is finished. Employees can feel their own satisfaction from the work process they do, but that does not mean that satisfaction can have a big influence on their work results. Sometimes employees are satisfied with their work because they think that the work they are doing is commensurate with the returns they receive. This job satisfaction only stops at the point of completion of the work, but does not go deeper into the added value of the work itself.

Not many employees are quick to feel satisfied with the work they have done, and feel comfortable with the situation they are currently in. The level of satisfaction in carrying out a job reflects a person's feelings about his job and is an important role in creating optimal performance. The satisfaction felt by employees on the one hand can provide an increase in their performance. When a person gets satisfaction at work, he will make every effort with his ability to complete his job, so that employee productivity and performance will increase optimally. But on the other hand, when an employee has reached a certain level of satisfaction and feels comfortable in that situation, it is not impossible that their expectations of performance will not increase.

8. The Effect of Restructuring on Employee Performance through Employee Job Satisfaction

Based on the results of the Sobel test and the coefficient value for the effect of the restructuring variable on the performance variable through the job satisfaction variable, the total effect value is 0.361 with a p-value = $(0.223) > 0.05$. From the results of this analysis, it can be concluded that the role of the job satisfaction variable as an intervening variable is not significant in mediating the indirect effect of the restructuring variable on the employee performance variable. The results of this study indicate that the job satisfaction variable does not have a significant role in mediating the relationship between restructuring and employee performance.

A good organization is a dynamic organization that develops over time in accordance with the changes that occur. Both for-profit (private) and non-profit (government) organizations include structure formation and integration. Namely so that humans can work in interdependent relationships (Silalahi, 1997). Structural changes are changes made to part or all of the organizational structure in order to find a form that is more in line with the needs and capabilities of the organization. Organizational development is an answer to changes that occur in the organizational environment which are intended to change beliefs, attitudes, values, and organizational structures, so as to improve performance (Stuarto, 1991).

9. The Effect of Commitment on Employee Performance through Employee Job Satisfaction

Based on the results of the sobel test and the coefficient value for the influence of the commitment variable on the performance variable through the job satisfaction variable, the total effect value is 0.153 with a p-value = $(0.233) > 0.05$. From the results of this analysis, it can be concluded that the role of the job satisfaction variable as an intervening variable is not significant in mediating the indirect effect between the commitment variable on the employee performance variable. The results of this study indicate that commitment does not have a significant effect on employee performance through employee job satisfaction variables.

Commitment is basically an individual, which is an attitude or behavior and is owned by each employee. With the commitment that employees have to the organization they work for, it will have an impact on their performance. Commitment is a pledge of loyalty, obedience, and devotion in carrying out its duties and functions in the context of realizing progress, principles of compliance, goals, sustainability and organizational achievements. A commitment will appear in employees not because of passive loyalty, but because there is an active relationship involvement with work organizations. Commitment that is present in employees, as a strong bond between them and the organization will form a seriousness within them to advance the organization.

In operation, employee commitment is their behavior in carrying out their main tasks and functions according to the regulations that apply in the organization. This commitment includes commitment to advancing the organization (affective commitment). Organizations will progress with the presence of employees who have this commitment because their goal is to work totally to advance the organization optimally. From this study, the employees of the City Government of Parepare have affective commitment with a good category based on their answers which are classified as answers with an average (mean) of 3.60. Meanwhile, commitment in different dimensions such as normative commitment, continuum and perspective are also good categories. It can be said that the employees of the City Government of Parepare have a good and adequate dimension of commitment so that their performance can be optimal as part of the maximum implementation of their duties and responsibilities.

10. The Effect of Communication on Employee Performance through Employee Job Satisfaction

Based on the results of the sobel test and the coefficient value for the influence of the communication variable on the performance variable through the job satisfaction variable, the total effect value was 0.343 with a p-value = $(0.686) > 0.05$. From the results of this analysis, it can be concluded that the role of the job satisfaction variable as an intervening variable is not significant in mediating the indirect effect between communication variables on employee performance variables. The results of this study indicate that communication does not have a significant effect on employee performance through employee job satisfaction variables.

The results of this study are not in line with the research conducted by Gray & Laidlaw (2002) entitled *Part-Time Employment and Communication Satisfaction In An Australian Retail Organization*. From the results of these studies indicate that job satisfaction is able to mediate the effect of communication on employee performance. Similar research has also been carried out by (Hermawan & Suwandana, 2019) with the research title *The Role of Job Satisfaction Mediating Communication on Employee Performance*. This research was conducted at private companies with a total sample of 78 respondents. From these studies it is found that job satisfaction is proven positively and significantly mediates the influence of communication on employee performance.

The results of this study intend to explain the relationship between communication variables (X3) on employee performance (Y2) through intervening variables, namely job satisfaction (Y1). From these results indicate that the role of the job satisfaction variable as an intervening variable is not significant in

mediating the indirect effect between communication variables and employee performance variables. This means that the job satisfaction of the Parepare City Government employees does not have a significant effect as a mediating variable to link the communication within the organization with the performance of employees at the Parepare City Government. Even though the job satisfaction experienced by employees at the City Government of Parepare is at a high level, this situation cannot have a significant impact if it is related to communication and the performance of government employees.

Conclusion

This study resulted in several conclusions drawn from the research results that have been described above, including the following: Restructuring has a positive and significant impact on Parepare City Government Employees' job satisfaction. With the amount of critical ratio and p-value obtained in this study, it is concluded that optimal restructuring will result in reasonable job satisfaction. Work commitment has a positive and significant effect on the Parapare City Government Employees' job satisfaction, where this study can be said that an exemplary work commitment will result in employee job satisfaction in carrying out their work. Communication has a positive but insignificant effect on job satisfaction; this shows that communication is not optimal in the work process, so satisfaction is not optimal either because it has not become a significant part of encouraging employee job satisfaction. Restructuring has a positive and significant effect on employee performance. It can be said that restructuring the ASN apparatus at the OPD level optimally can improve employee performance. Work commitment has a positive and significant impact on employee performance. It can be said that the work commitment of employees in achieving the goals of the institution is indicated by a positive and significant increase in performance. Communication has a positive and significant impact on employee performance; it can be said that good communication can produce good employee performance. Job satisfaction has a positive but insignificant impact on employee performance. It can be said that employees' job satisfaction is not optimal at the point of satisfaction, so that employee performance is not significant. Restructuring of performance through job satisfaction shows that the Sobel test results have a positive but insignificant effect. This illustrates that job satisfaction has not been optimal as a mediating variable for restructuring performance. Work commitment to performance through job satisfaction shows that the positive effect remains insignificant. It can be said that job satisfaction has not been optimal in mediating work commitment to performance. Communication to performance through job satisfaction shows that the Sobel test result data has a positive but insignificant effect. It can be concluded that job satisfaction has not been optimal in mediating communication on performance.

In research, of course, some parts or limitations are obtained so that it needs to be conveyed so that it can be a part of future awareness of research that has the same substance. There are limitations to the research that researchers get during this research process, including the lack of responsiveness from respondents in providing an overview of some of the questions given in research and interviews. It is assumed that the information obtained in research will support this research is still weak. Also, the sample size obtained in this study affects the analysis of the data used because the use of SEM-Amos assumes good data is in the range of 250 which is considered to have optimized processing so it is essential to do it in the future with the use of samples by providing limitations for the sample.

References

- Ayatse, F. A. 2005. *Management Information System: A Global Perspective*. Makurdi: Oracle.
- Band, D.C., dan Tustin, C.M. 1995. *Strategic Downsizing*. *Management Decision*. 33 (8): 36-41.

- Benerji, A, dan Dayal. 2005. A Study of Communication in Emergency Situations in Hospitals. *Journal of Organizational Culture, Communications and Conflict* 9 (2). Pp. 35-45.
- Dinarwati, 2017. Pengaruh Budaya Organisasi, Pendidikan Dan Pelatihan, Kompensasi terhadap Kepuasan Kerja Dan Kinerja Pegawai Negeri Sipil Pada Pemerintah Provinsi Sulawesi Barat. Program Pascasarjana UMI. Makassar.
- Djamaludin, Musa. 2008. Pengaruh Komitmen Organisasional, Pengembangan Karier, Motivasi Kerja dan Karakteristik Individual terhadap Kepuasan Kerja dan Kinerja Pegawai Pemerintah Kabupaten Halmahera Timur. Disertasi. Program Pascasarjana Untag. Surabaya.
- Funmilola, Eyebamiji Florence, Kareem Thompson Sola, Ayeni Gabriel Olusola. 2013. Impact of Job Satisfaction Dimensions on Job Performance in a Small and Medium Enterprise in Ibadan, South Western, Nigeria. *Interdisciplinary Journal of Contemporary Research in Business*. Vol. 4, No. 11. Pp. 509-521.
- Hamali, Arif Yusuf. 2016. Pemahaman Manajemen Sumber Daya Manusia, Strategi Mengelola Karyawan. Penerbit CAPS (Center for Academic Publishing Service), Yogyakarta.
- Hayes, B., Bonner A., Pryor J. 2010. Factors Contributing to Nurse Job Satisfaction in the Acute Hospital Setting: a Review of Recent Literature. *Journal of Nursing Management*. Vol. 18. Pp. 804-814.
- Hellriegel, D. dan Slocum, J. W. 1998. *Organizational Behavior*. Ohio: Thomson. South Western.
- Jabnoun, Naceur, 2008. *Islam And Management*. Penerbit International Islamic Publishing House, Riyadh.
- Januarti, Indira dan Bunyaanuddin. Ashari, 2006. Pengaruh Komitmen Organisasi Dan Keterlibatan Kerja Terhadap Hubungan Antara Etika Kerja Islam Dengan Sikap Terhadap Perubahan Organisasi. *JAAI Volume 10, No. 1*.
- L. Gaol, CHR Jimmy, 2014. *A to Z Human Capital, Manajemen Sumber Daya Manusia, Konsep, Teori, dan Pengembangan Dalam konteks Organisasi Publik dan Bisnis*. Penerbit PT Grasindo, Jakarta.
- Mathis, Robert L dan Jackson, Jhon, H, 2006. *Human Resource Management*. Penerbit Salemba Empat, Jakarta.
- Mulyana, Deddy. 2010. *Ilmu Komunikasi Suatu Pengantar*. Cet. XIV PT. Remaja Rosdakarya. Bandung.
- Moehariono, 2014. *Pengukuran Kinerja Berbasis Kompetensi*. Penerbit PT. RajaGrafindo Persada. Jakarta.
- Rahmayani. 2013. Pengaruh Kecerdasan Emosional, Komunikasi, Komitmen dan Kinerja Pegawai pada Badan Kepegawaian Daerah Propinsi Riau. Tesis. Pasca Sarjana Universitas Riau. Pekanbaru.
- Robbins, S.P. 1994. *Teori Organisasi: Struktur, Desain dan Aplikasi*. Alih Bahasa: Yusuf. Arcan. Udaya. Jakarta.
- _____. 2001. *Perilaku Organisasi*. Cetakan Pertama. Andi Offset. Yogyakarta.
- Rofiana, Vifin, 2015. Reformasi Struktural Organisasi Perangkat Daerah, Dalam Perspektif PP No. 41 Tahun 2007 Tentang Organisasi Perangkat Daerah.

- Saleh, Fatmawati, 2017. Pengaruh Kepemimpinan Transaksional, Budaya Organisasi, Komitmen Kerja Dan Kompensasi Terhadap Kepuasan Kerja Dan Kinerja Pegawai Karantina Pertanian Wilayah Sulawesi Selatan. Program Pascasarjana UMI, Makassar.
- Sedarmayanti, 2017. Perencanaan Dan Pengembangan Sumber Daya Manusia, Untuk Meningkatkan Kompetensi, Kinerja, Dan Produktifitas Kerja. Penerbit PT. Refika Aditama, Bandung.
- Siagian, Sondang P. 1995. Teknik Menumbuhkan dan Menekan Perilaku Organisasi. CV. Haji Masagung. Jakarta.
- Susanto, Eko Harry. 2010. Komunikasi Manusia Esensi dan Aplikasi dalam Dinamika Sosial Ekonomi Politik. Edisi. I. Mitra Wacana Media. Jakarta.
- Sutrisno, 2013. Kajian Pengaruh Struktur Organisasi, Komitmen Karyawan, Dan Pemahaman Tujuan Operasi Terhadap Penerapan Total Production Maintenance (TPM) Serta Implikasinya Pada Kinerja Karyawan. Kontigensi Volume 1, No. 1, ISSN 2088-4877.
- Stanley J. Baran. 2009. Introduction to Mass Communication Media Literacy and Culture. Edition. 5. McGraw-Hill. New York.
- Tri Juniarti, Atty, 2009. Pengaruh Struktur Organisasi Dan Kepemimpinan Pada Kinerja Pegawai PT Bumitama Gunajaya Agro. Trikonomika, Vol 8, No. 2. ISSN 1411-514X.
- Wening, Nur, 2005. Pengaruh Ketidak Amanan Kerja (Job Insecurity) Sebagai Dampak Restrukturisasi Terhadap Kepuasan Kerja, Komitmen Organisasi Dan Intensi keluar Survivor. Kinerja, Volume 9, No. 2.
- Wibowo, 2016. Manajemen Kinerja. Penerbit PT. RajaGrafindo Persada, Jakarta.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).