



## The influence of organizational culture and communication on work satisfaction through organizational commitment to population and civil registration service Labuhanbatu regency

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### Abstract

Job satisfaction is a very important issue in organizations and is an expectation that exists in oneself whose tendency is not visible in real terms, but can realize a work result. For this reason, organizations need to increase employee job satisfaction so that they want to improve work results so that organizational goals can be achieved optimally. This study aims to determine whether organizational culture and communication affect employee job satisfaction through organizational commitment as an intervening variable in the Labuhanbatu Regency Disdukcapil. The study was conducted on 36 employees using saturated sampling techniques. The data collection techniques used are primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely t test, sobel test and path analysis. The results obtained in this study show that 1) there is a significant influence between organizational culture on organizational commitment, 2) there is a significant influence between communication variables on organizational commitment, 3) there is a significant influence between organizational culture variables on job satisfaction, 4) there is a significant influence between communication variables on job satisfaction, 5) there is a significant influence between organizational commitment variables on job satisfaction, 6) organizational commitment variables can affect organizational culture variables on job satisfaction, 7) organizational commitment variables cannot affect communication variables on job satisfaction.

**Keywords:** organizational culture, communication, organizational commitment, job satisfaction

### Introduction

Manpower or employees as human resources are the most important part needed by agencies in order to work optimally to achieve goals. Job satisfaction is a very important issue in organizations and is an expectation that exists in oneself whose tendency is not visible in real terms, but can realize a work result. The Labuhanbatu Regency Population and Civil Registration Service is a local government agency of Labuhanbatu Regency engaged in population and civil registration. The services carried out are related to resident registration documents such as electronic ID cards, family cards, and moving letters, KIA (Child Identity Cards) as well as civil registration documents such as Birth Certificate, Marriage Certificate, Death Certificate and others. The phenomenon that occurs in the Population and Civil Registration Service of Labuhanbatu Regency is the lack of job satisfaction such as employees who are not on time in completing their duties and the presence of employees who are lazy during working hours. If employees feel comfortable working, then employees will have commitment and satisfaction in carrying out their work. Commitment to the organization indicates a situation where an employee has the same values and goals as the organization. Job satisfaction is one of the important factors in every job. Job satisfaction is the affective or emotional side. As stated by Martoyo (2000), job satisfaction is the emotional state of employees that occurs or does not occur at a meeting point, between the value of employee and organizational work retribution and the level of repayment value that is desired by the employee concerned. To develop a good quality of human resources in the organization, a commitment to the organization is also needed. If employees feel that their needs and expectations

are met, they will certainly try to maintain their membership, identify and devote themselves fully to the goals and objectives of the school organization so that commitment to the organization will be created by itself. Organizational commitment is an attitude that reflects the feelings of liking or dislike of employees towards the organization. To achieve this, the efforts of the Population and Civil Registration Service of Labuhanbatu Regency need to be supported by a commitment to the organization of employees so that they can improve the quality of employee work in achieving the goals of an organization. Every organization must also have a culture that between one organization and another has its own unique side. Culture represents agreed moral values and is used as a guide by each member of the organization to behave. Organization culture is a behavior and social symptom that indicates the identity and image of an organizational culture as a field of study aimed at understanding, explaining, and finally improving the attitudes and behaviors of individuals and groups in organizations (Colquitt *et al*, 2009). Culture is an important thing that every organization must have, especially in the Labuhanbatu Regency Population and Civil Registration Service as a tool in realizing predetermined goals and targets. The communication factor is also an important role in maintaining employee job satisfaction." Management often has problems with ineffective communication" (Handoko, 1992:271). Basically effective communication is very important for managers. There are two reasons first, communication is the process by which the management functions of planning, organizing, directing, and supervising can be achieved. Both communication is an activity for managers to devote part of their time. The established communication process will

bring very meaningful results to the organization because communication has two important functions in the organization, namely; (1) communication is the exchange of information (2) communication helps a group of members in an organization that is separate from other members (Purwanto, 1996:20).

## Literature review

### Job Satisfaction

In general, job satisfaction is a psychological condition that is pleasant and felt by employees or employees in a work environment or others for the role they perform and the fulfillment of needs properly. Thus, employees feel present in the company's performance.

#### Factors Affecting Job Satisfaction

There are five factors that can affect job satisfaction according to Kreitner and Kinicki (2016), namely as follows:

#### 1. Need fulfillment

Satisfaction determined by the degree of characteristic of the work gives the individual the opportunity to meet his needs.

#### 2. Differences (Discrepancies)

Satisfaction is an outcome of meeting expectations. The fulfillment of expectations reflects the difference between what is expected and what the individual earns from his work. When expectations are greater than what is received, people will be dissatisfied. On the contrary, individuals will be satisfied if they receive benefits above expectations.

#### 3. Value attainment

Satisfaction is the result of the perception of work providing the fulfillment of important individual work values.

#### 4. Equity

Satisfaction is a function of how fairly individuals are treated in the workplace.

#### 5. Genetic components

Job satisfaction is a function of personal traits and genetic factors. This implies that differences in individual traits have an important meaning to explain job satisfaction in addition to the characteristics of the work environment.

### Organizational Commitment

According to Robert and Kinicki (in Robert Kreitner, 2016) that organizational commitment is a reflection where an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who have a commitment are expected to show their willingness to work harder to achieve organizational goals and have a greater desire to continue working in a company.

#### Factors Affecting Organizational Commitment

Commitment in organizations doesn't just happen so easily and quickly. Instead, it undergoes a gradual and fairly long process. According to Steers (in Sopiah, 2018) states three factors that affect an employee's commitment, namely

1. Personal characteristics, the worker including his position in the organization, and the different variations of needs and desires of each employee.
2. Job traits, such as task identity and opportunities to interact with colleagues.
3. Work experience, such as the reliability of past organizations and the way other workers express and talk about their feelings about the organization.

### Organizational Culture

Culture has been an important concept in understanding human societies and groups for a long time. Culture in the sense of anthropology and history is at the core of different groups and societies regarding the way their members interact with outsiders and how they solve what they do (Rivai, 2016).

#### Functions of Organizational Culture

Culture performs a number of functions within an organization, which include (Rivai, 2016):

1. Culture has a role in setting boundaries, meaning that culture creates a clear distinction between one organization and another.
2. Culture provides identity for members of the organization. This means that each member of the organization has their own attitude and personality and disposition according to the scope of their respective organizations.
3. Culture makes it easier to make broader commitments and to individual interests. This means that with organizational culture individuals have the opportunity to optimize their capacities and thoughts for organizational goals.
4. Culture increases the stability of the social system. This means that a social system will be strongly influenced by the prevailing culture.
5. Culture as a mechanism for making meaning and control that guides and shapes employee attitudes and behaviors. This means that the behavior of an employee is strongly influenced by the culture of the organization in which he is located.

### Communication

Organizational communication generally discusses the structure and function of the organization of human relations, communication and organizing processes and organizational culture. Organizational communication is restricted as message flows in a network whose interdependent nature of relationships with each other includes vertical and horizontal communication flows. In this study, the focus is a form of interpersonal communication between employees. How is the form of communication that occurs in it so that it can affect the performance of each individual.

#### Factors Affecting the Organizational Communication Climate

According to Higgin (2015) there are four principles of factors that affect the climate of orgniasai, namely:

#### 1. Leadership Manager

Basically every action taken by the leadership or manager affects the climate in some way, such as the rules of rules, policy policies, and procedures - organizational procedures especially issues related to personnel issues.

#### 2. Employee Behavior

The behavior of employees affects the climate through their personality especially their needs and the actions they take to satisfy those needs.

#### 3. Behavior of the working group

There is a certain need in most people when it comes to friendly relationships, a need that is often satisfied by groups within the organization.

**4. Organizational ekesternal factors**

A number of external factors of the organization affect the climate in such organizations. The state of the economy is the main factor affecting the climate. For example, in an economy with high inflation, organizations are under pressure to provide increased profits at least equal to the inflation rate.

**Research Location**

The research was conducted at the Population and Civil Registration Service of Labuhanbatu Regency which is located at Jalan Meranti Number 1 Rantauprapat, Padang Matinggi Village, North Rantau District, Labuhanbatu Regency.

**Population**

The population in this study is all permanent employees (PNS) at the Labuhanbatu Regency Population and Civil Registration Service, which was recorded in December 2022 which amounted to 36 people.

**Sample**

According to Sugiyono, (2018) Samples are part of the number and characteristics possessed by the population.

Because the number of populations is small, the sampling technique in this study is saturated samples, which means that the number of samples uses the entire population.

**Research Design**

This research is included in associative research with a quantitative approach. This study examined the relationship of the Oragnization Culture (X1) and Communication (X2) variables to the Job Satisfaction (Y) variable with Organizational Commitment (Z) as the intervening variable. In this study, the approach used is a quantitative approach because the data used to analyze the influence between variables is expressed by numerical numbers or scales (Kuncoro, 2011, in Wulandari, 2015).

**Data Collection Techniques**

The data collection techniques used are:

1. Questionnaire, by making a list of questions in the form of a questionnaire addressed to employees.
2. Documentation studies, by collecting company / agency data related to research needs.

**Result and Discussion**

**Table 1:** Sub Model I t Test Results

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	38,399	17,958		2,138	,040
	Culture Organization	,190	,326	,149	2,276	,004
	Communication	,165	,218	,133	2,754	,006

a. Dependent Variable: Organizational Commitment  
Source: Primary Data Processed, 2023

In the table, a statistical test t is obtained, as follows

1. Organizational Culture Variable (X1) with a probability level of 0.004. Thus it can be concluded  $P = 0.004 < \alpha = 0.05$ , accept the hypothesis that states organizational culture has a significant effect on the variable of organizational commitment.
2. Communication Variable (X2) with a probability level of 0.006. Thus it can be concluded  $P = 0.006 < \alpha = 0.05$ , then accept the hypothesis that states communication variables have a significant effect on organizational commitment variables. Thus can be compiled the path analysis equation as follows:  
 $Z = 0.149 X1 + 0.133 X2$

The analysis equation model means

1. Organizational Culture Variable (X1) = 0.149 An organizational culture variable that is positively marked means that it has a unidirectional influence, which means that any addition or increase in the value of one unit score of the organizational culture variable will add to the value of the organizational commitment variable by 0.149 per one unit score.
2. Communication Variable (X2)= 0.133. A communication variable that is positively marked

3. means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the communication variable will add to the value of the organizational commitment variable by 0.133 per one unit score.

**Sub Model I Path Analysis**

Referring to the regression output of Sub Model I, it can be seen that the significance values of the two variables are Organizational Culture (X1) = 0.004 and Communication (X2) = 0.006. These results provide conclusions that the regression of Sub Model I, namely the Organizational Culture variable (X1) has a significant effect on Organizational Commitment (Z), and the Communication variable (X2) has a significant effect on Organizational Commitment (Z). The amount of R2 or R Square value in the Model Summary table is 0.271. This shows that the contribution or contribution of the influence of the variables Organizational Culture (X1) and Communication (X2) on the Organizational Commitment variable (Z) is 80%, while the remaining 20% is the contribution of other variables that were not included in the study. Meanwhile, the value of  $\hat{\epsilon}1$  can be searched by the formula  $\hat{\epsilon}1 = \sqrt{1-0.271} = 0.853$ .

**Table 2:** Sub Model II t Test Result

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	38,577	15,360		2,512	,017
	Culture Organization	,017	,261	,012	,064	,049
	Communication	,141	,177	,144	,797	,031
	Organization Commitment	,052	,140	,065	,370	,014

Dependent Variable: Job Satisfaction  
 Source: Primary Data Processed, 2023

On the table, a statistical test t is obtained, as follows

1. Organizational Commitment Variable (Z), with a probability level of 0.714 Thus it can be concluded  $P = 0.014 < \alpha = 0.05$ , then accept the hypothesis that states the organizational commitment variable has a significant effect on job satisfaction.
2. Organizational Culture Variable (X1), with a probability level of 0.949 Thus it can be concluded  $P = 0.049 < \alpha = 0.05$ , then accept the hypothesis that states the organizational culture variable has a significant effect on job satisfaction.
3. Communication Variable (X2), with a probability level of 0.431. Thus it can be concluded  $P = 0.031 < \alpha = 0.05$ , then accept the hypothesis that states communication variables have a significant effect on job satisfaction. Thus can be compiled the path analysis equation as follows:

$$Y = 0.012 X1 + 0.144 X2 + 0.065 Z$$

The analysis equation model means

1. Organizational Culture Variable (X1) = 0.012. An organizational culture variable that is positively marked means that it has a unidirectional influence, which means that every addition or increase in the value of one unit score of the organizational culture variable will add a variable value of job satisfaction of 0.012 per one unit score.
2. Communication Variable (X2) = 0.144. A communication variable that is positively marked means that it has a unidirectional influence, which means that every addition or increase in the value of one unit score of the communication variable will add a variable value of job satisfaction of 0.144 per one unit score.
3. Organizational Commitment Variable (Z) = 0.065. An organizational commitment variable that is positively marked means that it has a unidirectional influence, which means that every addition or increase in the value of one unit score of the organizational commitment variable will add a variable value of job satisfaction of 0.065 per one unit score.

**Sobel Test**

Mediation hypothesis testing can also be done with a procedure developed by Sobel and known as the sobel test. The Sobel test is carried out by testing the strength of indirect influence X to Y through Z, as follows:

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2 + a^2 SE_b^2)}}$$

Where

- a = regression coefficient of an independent variable to the mediation variable
  - b = regression coefficient of the mediation variable to the dependent variable
  - SEa = standard error of estimation of the influence of independent variables on mediation variables
  - SEb = standard error of estimation of the influence of mediation variables on dependent variables
- The following are the results of the sobel test with organizational culture variables on job satisfaction through organizational commitment.

$$t = \frac{0.149 \times 0.065}{\sqrt{(0.065^2 \times 0.326^2) + (0.149^2 \times 0.140^2)}}$$

$$t = \frac{0.149 \times 0.065}{\sqrt{0.0004490161 + 0.0004351396}}$$

$$t = \frac{0.009685}{0.0008841557}$$

$$t = 10.953$$

From the results of the calculation of the sobel test above, it gets a t value of 10,953, so that a calculated t value of  $10,953 > t$  table 3,209 is obtained, it can be concluded that the organizational commitment variable is able to mediate the relationship of the influence of organizational culture on job satisfaction.

The following are the results of the sobel test with communication variables on job satisfaction through organizational commitment.

$$t = \frac{0.133 \times 0.065}{\sqrt{(0.065^2 \times 0.218^2) + (0.133^2 \times 0.140^2)}}$$

$$t = \frac{0.133 \times 0.065}{\sqrt{0.0002007889 + 0.0003467044}}$$

$$t = \frac{0.008645}{0.0005474933}$$

$$t = 15.790$$

From the results of the calculation of the sobel test above, it gets a t value of 15,790, so that a calculated t value of  $15,790 > t$  table 3,209 is obtained, it can be concluded that the organizational commitment variable is able to mediate the relationship of the influence of communication on job satisfaction.

### Sub Model II Path Analysis

Referring to the Model II regression output in the table, it can be seen that the significance values of the three variables are: Organizational Culture (X1) = 0.949, Communication (X2) = 0.431, Organizational Commitment (Z) = 0.714. These results provide the conclusion that the regression of Sub Model II, namely the variables Organizational Culture (X1) and Organizational Commitment (Z) did not have a significant effect on Job Satisfaction (Y). But the Communication variable (X2) has a significant effect on Job satisfaction (Y). The amount of R<sup>2</sup> or R Square value contained in the Model Summary table is 0.272, this shows that the contribution or contribution of the influence of Organizational Culture (X1), Communication (X2) and Organizational Commitment (Z) to Job Satisfaction (Y) is 58%, while the remaining 42% is a contribution from other variables that were not included in the study. Meanwhile, for the value of e<sup>2</sup> can be searched by the formula  $e^2 = \bar{a} (1 - 0.272) = 0.853$ .

### Discussion

#### Influence of Organizational Culture on Organizational Commitment

Organizational culture variables have a positive and significant effect on organizational commitment in Labuhanbatu Regency Disdukcapil. The organizational culture variable has a regression coefficient value of 0.149 has a unidirectional influence, which means that every addition or increase in the value of one unit score of the organizational culture variable will add to the organizational commitment value of the employees of the Labuhanbatu Regency Disdukcapil by 0.149 per one unit score.

#### The Effect of Communication on Organizational Commitment

Communication Variables have a positive and significant effect on organizational commitment in the Labuhanbatu Regency Disdukcapil. The communication variable has a regression coefficient value of 0.133 has a unidirectional effect, which means that every addition or increase in the value of one unit score of the communication variable will add to the organizational commitment value of labuhanbatu district disdukcapil employees by 0.133 per one unit score.

#### The Influence of Organizational Culture on Job Satisfaction

Organizational culture variables have a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. The organizational culture variable has a regression coefficient value of 0.012 has a unidirectional influence, which means that every addition or increase in the value of one unit score of the organizational culture variable will add to the job satisfaction value of labuhanbatu district disdukcapil employees by 0.012 per one unit score.

#### The Effect of Communication on Job Satisfaction

Communication variables have a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. The communication variable has a regression coefficient value of 0.144 has a unidirectional effect, which means that every addition or increase in the value of one unit score of the communication variable will add to the job satisfaction value of the Labuhanbatu Regency Disdukcapil by 0.144 per one unit score.

### The Effect of Organizational Commitment on Job Satisfaction

The variable of organizational commitment has a positive and significant effect on employee job satisfaction in the Labuhanbatu Regency Disdukcapil. The organizational culture variable has a regression coefficient value of 0.065 has a unidirectional influence which means that every addition or increase in the value of one unit score of the organizational commitment variable will add to the job satisfaction value of Labuhanbatu Regency Disdukcapil employees by 0.065 per one unit score.

#### The influence of organizational culture on job satisfaction through organizational commitment

Based on the results of the sobel test calculation, it is known that the t value is 10,953, so that the calculated t value of 10,953 > t table 3,209 is obtained, it can be concluded that the organization commitment variable is able to mediate the relationship of the influence of organizational culture on job satisfaction. And based on the track analysis, it is known that the magnitude of the influence of organizational culture (X1) on job satisfaction (Y) of Labuhanbatu Regency Disdukcapil employees is 1.3%, which consists of a direct influence of 1.2% and an indirect influence of organizational culture (X1) on job satisfaction (Y) through organizational commitment (Z) of 1.7%. The results of this calculation show that the direct influence of organizational culture (X1) on job satisfaction (Y) is smaller than its indirect influence. Thus, it can be said that organizational culture is effective in improving performance through organizational commitment, in other words, it can be affirmed that organizational culture (X1) has an influence if there is an increase in employee job satisfaction in carrying out duties.

#### The effect of communication on job satisfaction through organizational commitment

Based on the results of the sobel test calculation, it is known that the t value is 15,790, so that the calculated t value of 15,790 > t table 3,209 is obtained, it can be concluded that the organizational commitment variable is able to mediate the relationship of the influence of communication on job satisfaction. And based on the path analysis, it is known that the magnitude of the influence of communication (X2) on job satisfaction (Y) of Labuhanbatu Regency Disdukcapil employees is 15%, which consists of a direct influence of 14.4% and an indirect influence of communication (X2) on job satisfaction (Y) through organizational commitment (Z) of 0.8%. The results of this calculation show that the direct influence of communication (X2) on job satisfaction (Y) is greater than the indirect influence. Thus it can be said that the influence of communication (X2) will be smaller to increase job satisfaction (Y) if it is carried out through organizational commitment (Z).

### Discussion

#### Influence of Organizational Culture on Organizational Commitment

Organizational culture variables have a positive and significant effect on organizational commitment in Labuhanbatu Regency Disdukcapil. The organizational culture variable has a regression coefficient value of 0.149 has a unidirectional influence, which means that every addition or increase in the value of one unit score of the organizational culture variable will add to the organizational commitment value of the employees of the Labuhanbatu Regency Disdukcapil by 0.149 per one unit score.

### **The effect of communication on organizational commitment**

Communication Variables have a positive and significant effect on organizational commitment in the Labuhanbatu Regency Disdukcapil. The communication variable has a regression coefficient value of 0.133 has a unidirectional effect, which means that every addition or increase in the value of one unit score of the communication variable will add to the organizational commitment value of labuhanbatu district disdukcapil employees by 0.133 per one unit score.

### **The influence of organizational culture on job satisfaction**

Organizational culture variables have a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. The organizational culture variable has a regression coefficient value of 0.012 has a unidirectional influence, which means that every addition or increase in the value of one unit score of the organizational culture variable will add to the job satisfaction value of labuhanbatu district disdukcapil employees by 0.012 per one unit score.

### **The Effect of Communication on Job Satisfaction**

Communication variables have a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. The communication variable has a regression coefficient value of 0.144 has a unidirectional effect, which means that every addition or increase in the value of one unit score of the communication variable will add to the job satisfaction value of the Labuhanbatu Regency Disdukcapil by 0.144 per one unit score.

### **The Effect of Organizational Commitment on Job Satisfaction**

The variable of organizational commitment has a positive and significant effect on employee job satisfaction in the Labuhanbatu Regency Disdukcapil. The organizational culture variable has a regression coefficient value of 0.065 has a unidirectional influence which means that every addition or increase in the value of one unit score of the organizational commitment variable will add to the job satisfaction value of Labuhanbatu Regency Disdukcapil employees by 0.065 per one unit score.

### **The Influence of Organizational Culture on Job Satisfaction through Organizational Commitment**

Based on the results of the sobel test calculation, it is known that the t value is 10,953, so that the calculated t value of  $10,953 > t$  table 3,209 is obtained, it can be concluded that the organization commitment variable is able to mediate the relationship of the influence of organizational culture on job satisfaction. And based on the track analysis, it is known that the magnitude of the influence of organizational culture (X1) on job satisfaction (Y) of Labuhanbatu Regency Disdukcapil employees is 1.3%, which consists of a direct influence of 1.2% and an indirect influence of organizational culture (X1) on job satisfaction (Y) through organizational commitment (Z) of 1.7%. The results of this calculation show that the direct influence of organizational culture (X1) on job satisfaction (Y) is smaller than its indirect influence. Thus, it can be said that organizational culture is effective in improving performance through organizational commitment, in other words, it can be affirmed that organizational culture (X1) has an influence if there is an increase in employee job satisfaction in carrying out duties.

### **The Effect of Communication on Job Satisfaction through Organizational Commitment**

Based on the results of the sobel test calculation, it is known that the t value is 15,790, so that the calculated t value of  $15,790 > t$  table 3,209 is obtained, it can be concluded that the organizational commitment variable is able to mediate the relationship of the influence of communication on job satisfaction. And based on the path analysis, it is known that the magnitude of the influence of communication (X2) on job satisfaction (Y) of Labuhanbatu Regency Disdukcapil employees is 15%, which consists of a direct influence of 14.4% and an indirect influence of communication (X2) on job satisfaction (Y) through organizational commitment (Z) of 0.8%. The results of this calculation show that the direct influence of communication (X2) on job satisfaction (Y) is greater than the indirect influence. Thus it can be said that the influence of communication (X2) will be smaller to increase job satisfaction (Y) if it is carried out through organizational commitment (Z).

### **Conclusion**

- a. Organizational culture has a positive and significant effect on the organization's commitment to the Labuhanbatu Regency Disdukcapil. This means that this condition proves that organizational culture can influence organizational commitment.
- b. Communication has a positive and significant effect on the organization's commitment to the Labuhanbatu Regency Disdukcapil. This means that this condition proves that employee communication can affect organizational commitment.
- c. Organizational culture has a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that organizational culture can increase job satisfaction.
- d. Communication has a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that employee communication can increase employee job satisfaction.
- e. Organizational commitment has a positive and significant effect on job satisfaction in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that organizational commitment can increase job satisfaction.
- f. The influence of organizational culture on the performance of employees of the Labuhanbatu Regency Disdukcapil will be greater if it is carried out through organizational commitment. The direct influence of organizational culture on employee job satisfaction is smaller than the indirect influence of organizational culture on job satisfaction. It can be concluded that the organization's commitment is able to mediate the influence of organizational culture on job satisfaction.
- g. The effect of communication on job satisfaction of employees of the Labuhanbatu Regency Disdukcapil will be smaller if it is carried out through organizational commitment.
- h. The direct influence of communication on job satisfaction is greater than the indirect influence of communication on job satisfaction. It can be concluded

that organizational commitment is not able to mediate the effect of communication on job satisfaction.

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