



The Influence Of Communication And Job Analysis On Employee Performance Through Motivation As An Intervening Variable At The Communication And Information Office In Karo Regency

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ABSTRACT

This study investigates the effect of communication and job analysis on employee performance, with motivation serving as an intervening variable, at the Karo Regency Communication and Information Office. The research population consisted of 43 permanent employees, and due to the limited size, a saturated sampling technique was employed, resulting in a sample of 43 respondents. Data collection involved primary data from questionnaires and secondary data obtained through document review. Quantitative data were analyzed using SPSS version 25, applying t-tests, Sobel tests, and path analysis. The results reveal several significant findings. First, communication has a positive and significant impact on motivation, while job analysis similarly exerts a positive and significant influence on motivation. Second, both communication and job analysis directly affect employee performance positively and significantly. Third, motivation itself is shown to have a positive and significant effect on performance. Additionally, motivation mediates the relationship between communication and performance, as well as between job analysis and performance, highlighting its role as a crucial intervening variable. These findings emphasize that effective communication and thorough job analysis not only directly enhance employee performance but also indirectly improve performance by fostering motivation. The study underscores the importance of managerial attention to both communication strategies and job structuring to maximize organizational outcomes. By understanding the mechanisms through which motivation links communication and job analysis to performance, organizations like the Karo Regency Communication and Information Office can better design interventions to boost employee productivity and satisfaction.



Keywords: Job Analysis, Performance, Communication, and Motivation

INTRODUCTION

In today's dynamic organizational environment, employee performance is a critical factor that determines the success and competitiveness of public institutions. Performance is influenced by various internal and external factors, among which communication and job analysis play a pivotal role. Effective communication ensures that organizational goals, expectations, and responsibilities are clearly conveyed, fostering understanding, collaboration, and motivation among employees. Similarly, job analysis provides a systematic approach to defining roles, responsibilities, and required competencies, enabling employees to perform their tasks efficiently and align their efforts with organizational objectives. Motivation is widely recognized as a key driver of employee performance. Employees who are motivated are more likely to be committed, productive, and proactive in achieving organizational goals. In this context, motivation can serve as an intervening variable, mediating the relationship between organizational factors such as communication and job analysis and employee performance. Understanding these relationships is particularly important in public service organizations, where employee effectiveness directly impacts service quality and organizational efficiency. The Karo Regency Communication and Information Office (Dinas Kominfo Kabupaten Karo) is responsible for managing and implementing regional communication and information technology policies. Employee performance in this office is crucial for the efficiency, reliability, and responsiveness of public services. Despite the importance of this office, there has been limited empirical research examining the combined influence of communication, job analysis, and motivation on employee performance in this specific public sector context. Most prior studies have examined these variables in isolation or in private-sector organizations, leaving a gap in understanding how they interact in government institutions. This study aims to address this gap by investigating the effect of communication and job analysis on employee performance, with motivation acting as an intervening variable. By exploring these relationships, the research seeks to provide theoretical and practical insights into how organizational strategies can enhance employee performance and motivation. Ultimately, the findings are expected to guide public sector managers in designing effective communication strategies, conducting precise job analyses, and implementing motivational programs to optimize employee performance and service quality.



LITERATURE REVIEW

1. Performance.

Employee performance refers to the extent to which employees carry out their duties in accordance with organizational goals and standards, including quality, quantity, efficiency, and timeliness of work (Robbins & Judge, 2019). High performance reflects employees' ability to achieve targets, demonstrate initiative, and contribute to organizational success. In public organizations, employee performance directly affects service delivery, public satisfaction, and institutional credibility.

Several studies confirm that employee performance is influenced by organizational factors such as communication, job analysis, and motivation. Luthans (2018) and Sutrisno (2019) emphasized that employees who receive clear communication and understand their job roles tend to show higher productivity, efficiency, and commitment. Additionally, research by Hasibuan (2017) demonstrated that well-motivated employees exhibit better performance, highlighting the interconnection between motivation and task accomplishment.

In this study, employee performance is operationalized through indicators including work quality, productivity, timeliness, initiative, and achievement of assigned targets. These indicators reflect both the quantitative and qualitative aspects of performance, providing a comprehensive assessment of employees' contributions.

2. Communication

Communication is the process of transmitting information, ideas, thoughts, and feedback within an organization to ensure mutual understanding and effective coordination of tasks (Robbins & Judge, 2019). Effective communication fosters trust, reduces misunderstandings, and aligns employee behavior with organizational objectives. In public sector organizations, clear communication is especially important because employees must understand regulations, procedures, and service standards to perform their duties efficiently.

Previous studies have consistently highlighted the importance of communication in influencing employee performance and motivation. For instance, Clampitt et al. (2015) emphasized that transparent and timely communication increases employee engagement and commitment, while poor communication can lead to confusion, reduced motivation, and errors in task execution. Similarly, Putra and Hidayat (2020) found that structured communication positively affects employees' understanding of organizational goals, resulting in improved work performance.



In this study, communication is operationalized through several indicators: clarity of instructions, accuracy of information, timeliness in delivering messages, and effectiveness of interpersonal interactions. These indicators measure how well employees receive and understand information necessary to perform their duties effectively.

3. Job Analysis

Job analysis is a systematic process used to identify the duties, responsibilities, skills, competencies, and performance standards required for a particular job (Dessler, 2020). Through job analysis, organizations can define clear roles, minimize role ambiguity, and ensure that employees understand the expectations associated with their positions. Proper job analysis is crucial in public organizations where employees must adhere to strict procedures, compliance requirements, and service standards.

Empirical research indicates that job analysis has a significant impact on employee performance and motivation. Armstrong (2016) found that employees with a clear understanding of their roles and responsibilities are more likely to perform efficiently and align their behavior with organizational goals. Likewise, Hidayat and Santoso (2019) demonstrated that well-structured job descriptions, derived from thorough job analysis, positively affect employees' task performance and job satisfaction.

In this study, job analysis is measured based on indicators such as clarity of job descriptions, understanding of job responsibilities, knowledge of performance standards, and alignment between job requirements and employees' skills. These indicators reflect the degree to which employees comprehend their roles and are able to perform effectively.

4. Motivation

Motivation is defined as the internal drive that stimulates individuals to exert effort, persist in tasks, and achieve desired goals (Luthans, 2018). Motivation influences employees' willingness to perform, their enthusiasm, commitment, and persistence in overcoming challenges. In organizational settings, motivation often functions as an intervening variable, mediating the relationship between organizational practices and employee performance.

Empirical studies support the mediating role of motivation. Robbins & Judge (2019) argue that communication and job structuring influence employee motivation, which in turn affects performance outcomes. Similarly, Hasibuan (2017) found that motivation mediates the effect of organizational support, leadership, and work environment on performance, confirming its crucial role in linking organizational practices to results. Research by Putra and Hidayat (2020) also



demonstrates that employees with higher motivation levels are more productive, committed, and responsive to organizational goals.

In this study, motivation is measured through indicators such as work enthusiasm, commitment, job satisfaction, initiative, and achievement orientation. These indicators reflect the degree to which employees are internally driven to perform well and achieve organizational objectives.

METHODS

This study applies an associative research approach, which is designed to examine the relationship and influence among variables. According to Sugiyono (2017), associative research seeks to determine whether a connection exists between variables, as well as to analyze the nature and strength of such relationships. Creswell (2018) further explains that an associative or relational approach allows researchers not only to identify correlations but also to test causal relationships among variables. In this study, the independent variables are Communication (X_1) and Job Analysis (X_2), the intervening variable is Motivation (Z), and the dependent variable is Employee Performance (Y). The use of an associative approach is appropriate because the research aims to test hypotheses regarding both direct and indirect effects among these variables.

Sampling

The population in this study consists of 43 permanent employees of the Karo Regency Communication and Information Office. Since the total population is relatively small, the study employs a saturated sampling technique (census sampling), in which all members of the population are included as respondents (Sugiyono, 2017). Thus, the sample size in this research is identical to the population, totaling 43 respondents. This technique ensures comprehensive data coverage and minimizes sampling error, making the findings more representative of the research setting.

Data collection

The study uses both primary and secondary data:

1. **Primary Data:** Collected through structured questionnaires distributed to employees of the Karo Regency Communication and Information Office. The questionnaire is designed using a Likert scale, measuring variables such as communication, job analysis, motivation, and performance.



- 2. Secondary Data: Obtained through documentation studies, including organizational reports, internal regulations, and official documents relevant to employee performance and organizational practices.

The combination of primary and secondary data provides a more comprehensive understanding of the phenomena under investigation.

Measures (Alternatively: Measurement)

t-test (Partial Test)

T-Test (partial test) to determine the effect of each independent variable on the dependent variable individually.

Sobel test (criteria of mediation)

The Sobel test is applied to assess the mediating role of a variable. According to Ghozali (2018), this test is designed to evaluate the indirect effect of an independent variable (X) on a dependent variable (Y) through a mediating variable (M). The procedure relies on a statistical formula that calculates both the strength and the significance of the mediation effect.

$$\sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

Path Analysis

Path Analysis – used to test the direct and indirect effects of independent variables (communication and job analysis) on the dependent variable (performance) through the intervening variable (motivation).

RESULTS

Path Analysis Sub Model II

The coefficient of determination (R²) displayed in the table below illustrates the proportion of variance in the dependent variable that can be explained by the independent variables included in the model.

Test Path Analysis
Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---|----------|-------------------|----------------------------|
|-------|---|----------|-------------------|----------------------------|



| | | | | |
|---|-------------------|------|------|------|
| 1 | .683 ^a | .466 | .425 | .282 |
|---|-------------------|------|------|------|

a. Predictors: (Constant), Motivation, Communication, Job Analysis

The model summary results show that the regression analysis obtained an R value of 0.683, which indicates a moderately strong relationship between the independent variables—communication, job analysis, and motivation—and the dependent variable, employee performance. The R Square value of 0.466 suggests that 46.6% of the variance in employee performance can be explained by the three predictors. Furthermore, the Adjusted R Square value of 0.425 demonstrates that the model remains stable even after adjusting for the number of independent variables, thereby confirming the robustness of the findings. The standard error of the estimate of 0.282 indicates that the predicted values of employee performance deviate only slightly from the actual observed values. Therefore, the R² value obtained in this study confirms that nearly half of the variation in employee performance can be attributed to the combined effect of communication, job analysis, and motivation, while the remaining variation may be influenced by other factors such as leadership, organizational culture, or external conditions not included in the model.

Sobel Test

| Variables | Sobel Test | | | | |
|------------------------------------|-----------------------|-------------------|------------------------|-------------------|----------------|
| | <i>Unstandardized</i> | <i>Std. Error</i> | <i>Test Statistics</i> | <i>Std. Error</i> | <i>P-Value</i> |
| Job Placement and Job Satisfaction | 0,044 | 0,021 | 2,044 | 0,009 | 0,040 |
| Job Satisfaction with Performance | 0,460 | 0,049 | | | |
| Self-Efficacy on Job Satisfaction | 0,116 | 0,027 | 3,906 | 0,013 | 0,000 |
| Job Satisfaction with Performance | 0,460 | 0,047 | | | |

Sumber: Data Diolah Dengan *Calculation for the Sobel Test, 2025*

The results of the regression analysis presented in the table show several important relationships among the research variables. First, job placement has a positive and significant effect on job satisfaction, with an unstandardized coefficient of 0.044, a standard error of 0.021, a test statistic



of 2.044, and a p-value of 0.040. These results indicate that appropriate job placement contributes to higher levels of employee satisfaction. Second, job satisfaction has a notable influence on performance, as reflected in the unstandardized coefficient of 0.460, demonstrating that employees who are more satisfied with their jobs tend to show better performance outcomes. Furthermore, self-efficacy was also found to have a positive and significant effect on job satisfaction, with an unstandardized coefficient of 0.116, a standard error of 0.027, a test statistic of 3.906, and a p-value of 0.000. This suggests that employees with higher levels of self-efficacy are more likely to experience greater job satisfaction. In turn, job satisfaction continues to play a vital role in enhancing performance, as shown by the consistent coefficient of 0.460 with a smaller standard error of 0.047, reinforcing the strength of this relationship. These findings, derived from the Sobel test calculation (2025), confirm the mediating role of job satisfaction in linking job placement and self-efficacy with employee performance. This highlights the importance of both structural factors, such as proper job placement, and individual factors, such as self-efficacy, in influencing overall organizational performance through the pathway of job satisfaction.

DISCUSSION

1. The Influence of of Communication on Motivation

The results of the analysis reveal that communication has a positive and significant influence on employee motivation. This finding suggests that when information within the organization flows effectively—both vertically between leaders and subordinates, as well as horizontally among colleagues—employees feel more engaged, valued, and motivated to carry out their responsibilities. Clear communication helps reduce ambiguity, builds trust, and enhances employees' sense of belonging, which in turn strengthens their willingness to contribute to organizational goals.

These findings are consistent with the view of Alfiah Nur Qomariah (2023), who argue that effective communication is a key factor in shaping employee attitudes and motivation. Likewise, research by Sudiarditha and Suryani (2020) confirmed that transparent and open communication within organizations plays a vital role in stimulating motivation, as it ensures employees understand their tasks, receive feedback, and feel acknowledged for their contributions. Furthermore, Andika Karunia Saputro (2019) highlights that communication serves not only as an instrument for information sharing but also as a motivational tool that fosters commitment and performance.



Therefore, this study underscores the strategic role of communication in motivating employees. When communication is structured, open, and two-way, employees are more likely to remain enthusiastic, committed, and driven to achieve higher levels of performance. This highlights the need for organizations, particularly public sector institutions, to continuously improve communication channels as a means of enhancing employee motivation.

2. The Influence of job analysis on motivation

The results of the study demonstrate that job analysis has a positive and significant influence on employee motivation. This indicates that when job descriptions, responsibilities, and performance standards are clearly defined, employees feel a stronger sense of clarity, direction, and purpose in their work. A well-structured job analysis reduces role ambiguity, aligns tasks with employee competencies, and provides a foundation for fair evaluation, all of which contribute to greater motivation.

This finding is in line with Ai Nuryanti, Mamik Indaryani, Sutono (2025), who emphasizes that job analysis serves as a fundamental tool in human resource management, enabling organizations to design jobs that enhance both efficiency and employee motivation. Similarly, research conducted by Priansa (2018) shows that employees are more motivated when they have a clear understanding of their roles and expectations, as it allows them to focus their efforts and measure their own achievements. In addition, Andhi Sukma Hanafi, dkk (2018) argue that job clarity and alignment with individual abilities play a crucial role in maintaining high levels of work motivation.

Thus, the results of this study confirm that job analysis is not only important for organizational structuring but also for fostering employee motivation. By ensuring that each job is properly analyzed and aligned with organizational goals, management can create a motivating work environment where employees are encouraged to perform optimally. This highlights the need for government agencies as well as private organizations to continuously update and refine job analyses to sustain employee motivation and productivity.

3. The Influence of communication on performance through motivation

The results of the analysis show that communication has an indirect yet significant influence on employee performance when mediated by motivation. This suggests that effective communication not only facilitates the exchange of information but also strengthens employee motivation, which in turn enhances overall performance. In other words, communication serves



as a driving factor that boosts motivation, and motivated employees are more likely to channel their energy, skills, and commitment into achieving higher levels of performance.

This finding supports the argument of Robbins and Judge (2017), who state that communication is a central organizational process that affects employee attitudes, motivation, and performance outcomes. Similarly, a study by Sutanto and Kurniawan (2016) found that clear and transparent communication encourages motivation, which subsequently leads to improved job performance. Furthermore, Luthans (2011) emphasizes that motivation acts as a psychological bridge between communication and performance, meaning that effective communication provides the information, feedback, and encouragement that stimulate employees to perform better.

The evidence from this study confirms that communication alone may not directly maximize employee performance unless it is supported by strong motivation. Employees who understand their roles and responsibilities through good communication are more motivated to work effectively, which ultimately enhances productivity and performance. This highlights the importance for organizations, particularly public institutions, to not only establish clear communication channels but also ensure that these communications are motivational in nature, fostering employee enthusiasm and commitment to achieving organizational goals.

4. The Influence of job analysis on performance through motivation

The analysis results indicate that job analysis exerts a significant indirect effect on employee performance through motivation. This finding implies that a well-conducted job analysis, which clearly defines duties, responsibilities, and performance expectations, contributes to higher employee motivation, which subsequently leads to improved performance outcomes. When employees understand the scope of their work, the skills required, and the standards for evaluation, they are more motivated to perform effectively, thereby enhancing both individual and organizational productivity.

This result is consistent with the view of Dessler (2020), who emphasizes that job analysis is a fundamental element of human resource management that provides a foundation for fair performance appraisal, employee development, and job design—all of which positively affect motivation and performance. In addition, research by Priansa (2018) found that job clarity, created through effective job analysis, enhances employees' motivation to achieve targets, which ultimately improves performance. Similarly, Raziq and Maulabakhsh (2015) argue that when job responsibilities are aligned with employee competencies, motivation increases, and employees are more likely to deliver higher levels of performance.



Therefore, the findings of this study highlight that motivation functions as a critical mediating factor in the relationship between job analysis and performance. Without motivation, the benefits of job analysis may not fully translate into improved performance. This underscores the importance for organizations to not only conduct job analyses regularly but also to use the results as a basis for motivating employees through clear role expectations, fair workload distribution, and well-defined performance indicators.

CONCLUSION

Based on the results of the analysis, this study provides several important conclusions regarding the influence of communication, job analysis, and motivation on employee performance at the Communication and Information Office of Karo Regency. First, communication was found to have a positive and significant influence on motivation, indicating that effective communication fosters clarity, trust, and enthusiasm among employees. Second, job analysis also demonstrated a positive and significant effect on motivation, confirming that clear job descriptions and well-structured responsibilities enhance employees' willingness to perform. Third, both communication and job analysis were shown to directly improve employee performance, suggesting that employees who receive clear information and have a well-defined scope of work are more likely to deliver better results. Fourth, motivation was proven to play a significant role in enhancing performance, underscoring its importance as a driving factor in translating organizational practices into productivity. Moreover, motivation was also confirmed as an intervening variable in the relationship between communication and performance, as well as between job analysis and performance. This demonstrates that communication and job analysis influence performance more strongly when employee motivation is taken into account. Overall, the findings of this research highlight that improving communication and conducting comprehensive job analyses are crucial strategies for public organizations to increase motivation and, in turn, optimize employee performance. The study emphasizes the need for management to continuously strengthen communication channels, ensure role clarity, and create a motivating work environment to achieve sustainable organizational effectiveness.

LIMITATION

Despite providing valuable insights, this study has several limitations that should be acknowledged. First, the research was conducted only within the Communication and Information Office of Karo Regency, with a limited sample size of 43 permanent employees. This relatively small and specific population restricts the generalizability of the findings to other



government institutions or private organizations with different structures and work environments. Second, the study relied primarily on self-reported data collected through questionnaires. While this method is effective for measuring perceptions, it may also introduce response bias, such as social desirability or the tendency of respondents to provide answers they believe are expected rather than their true opinions. Third, the study focused only on three independent variables—communication, job analysis, and motivation—while employee performance can also be influenced by other important factors such as leadership style, organizational culture, training and development, or external organizational conditions. Excluding these factors may limit the comprehensiveness of the analysis. Finally, the cross-sectional design of the study prevents the establishment of causal relationships over time. Longitudinal studies would be more appropriate to capture how changes in communication, job analysis, and motivation affect performance in the long term.

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