

Analysis of the Impact of Communication and Job Satisfaction on Work Effectiveness at the Department of Cooperatives, Small and Medium Enterprises, Industry and Trade (DKUKMPP), Solok Regency

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Abstract

This study aims to investigate how communication and job satisfaction impact work effectiveness at the Solok Regency Small and Medium Enterprises Cooperatives, Industry and Trade (DKUKMPP) Service. A total of 67 respondents participated in the research, which utilised quantitative methods for analysis. The statistical analysis revealed that communication has a significant influence on work effectiveness, as evidenced by the t test results (tvalue 4.536 > ttable 1.998, significance level 0.000 < 0.05). This suggests that effective communication plays a crucial role in enhancing work effectiveness. Furthermore, the study concluded that job satisfaction also has a significant impact on work effectiveness, based on the statistical analysis findings. The t-test confirmed that the value of tvalue 4.018 is greater than ttable 1.998, indicating that Job Satisfaction has a significant impact on Work Effectiveness. Furthermore, it was found that both Communication and Job Satisfaction together have a significant effect on Work Effectiveness within the Solok Regency Small and Medium Enterprises Cooperatives, Industry and Trade (DKUKMPP) Service. This was demonstrated through the use of the F test, where the fvalue of 76.332 exceeded the ftable value of 3.14, with a resulting significance value of 0.000, which is lower than the threshold of 0.05. The R Square value of 0.705, representing 70.5%, suggests that Job Satisfaction and Communication explain a significant portion of Work Effectiveness, with 29.5% of the influence coming from other variables not accounted for in the study.

Keywords: Organizational Communication, Job Satisfaction, Work Effectiveness, Public Sector Performance.

1. Introduction

The role of human resources within an organisation is crucial as it involves the human element in completing tasks to achieve objectives. Therefore, the presence of human resources is significant in any organisation. Human resources are actively engaged in organisational activities and contribute to enhancing the organisation or company's performance in reaching its goals (Emmywati et al., 2024). It is important to focus on enhancing the skills and standards of human resources to drive exceptional employee performance (Burhan et al., 2022).

Effectiveness is the successful accomplishment of goals and agreed-upon objectives in order to fulfil the aims of a collaborative project. The extent of the goals and objectives set indicates the level of effectiveness. The attainment of these goals and objectives depends on the level of commitment that has been made. Effectiveness is the standard or degree of accomplishment of a company in carrying out a task within a specific timeframe (Husain,



2024). Essentially, the concept of effectiveness represents the degree to which a goal has been reached through managerial efforts in terms of quality, quantity, and timing, with the goal being predefined (Febianti et al., 2020).

Communication plays a crucial role in enhancing employee productivity by allowing for oversight of company management efforts to align with organisational objectives (Silviani, 2020). The aim of the management control system is to ensure that the behaviour of managers in leading the organisation is accountable to stakeholders, enabling smoother and more efficient operations (Hilmawan & Yumhi, 2019).

Employee retention in an organisation is greatly influenced by the level of job satisfaction felt by its staff members (Subali, 2017). When employees are dissatisfied with their tasks, they are more likely to consider leaving the company. The impact of job satisfaction on employee performance cannot be ignored (Safari et al., 2019).

Based on the background described earlier, this study seeks to address the following key research questions: (1) Does communication significantly influence the work effectiveness of employees at the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade (DKUKMPP) in Solok Regency? (2) Does job satisfaction affect the work effectiveness of employees at the same institution? and (3) Do communication and job satisfaction jointly influence work effectiveness at the DKUKMPP in Solok Regency? In line with these questions, the objectives of this study are to analyze the influence of communication on employee work effectiveness, to examine the relationship between job satisfaction and work effectiveness, and to assess the combined impact of communication and job satisfaction on employee performance at the DKUKMPP in Solok Regency.

2. Literature Review

2.1. Work Effectiveness

Work effectiveness is the correspondence between the person who carries out and the intended target. Or a condition that contains the understanding of the occurrence of a desired effect or effect. If someone does an action with a certain intention that is desired, then that person is said to be effective if it causes the desired effect (Nova et al., 2023). Effectiveness can be understood as the measure of achieving goals set by management in terms of quality, quantity, and timeliness. These targets are predetermined and indicate the success of the management (Febianti et al., 2020).

2.2. Communication

Communication is like the blood of the organisation that connects separate parts of the organisation. So communication is a tool to unite different work groups in an organisation so that every activity carried out can go hand in hand and run in achieving organisational goals (Purnawati et al., 2021). Communication involves transmitting information from one party to another (Nurhayati et al., 2024).

2.3. Job Satisfaction

Job satisfaction involves employees' perceptions of the enjoyment they derive from their jobs (Hasibuan, 2014). It is distinct from the other components of employee attitudes. Satisfaction is a subjective evaluation of pleasure or displeasure, such as the statement 'I find a variety of tasks enjoyable,' contrasting with objective thoughts like 'my job is complex,' and behavioural intentions like 'I intend to leave my job in three months.' Managers can use these components to gauge employees' responses to their jobs and anticipate their future actions (Rahayu et al., 2019). A person's job satisfaction is determined by their emotions and opinions

regarding their job, particularly concerning the working environment and whether their job meets their expectations, requirements, and aspirations (Yeni, 2022).

3. Methods

The research in question utilised a descriptive research method (Ali et al., 2022). The focus was on all employees at the Solok Regency Small and Medium Enterprises Cooperative Office (DKUKMPP) on Jl. Raya Padang-Solok, Koto Baru, Kec. Kubung, Solok Regency, West Sumatra 27361. The population consisted of 67 employees, all of whom were included in the sample through total sampling method.

4. Results and Discussion

4.1. Research Results

4.1.1. Multiple Linear Regression Analysis

Involving more than one independent variable, multiple linear regression is a model that explains the connection between various quantitative variables. The equation for multiple regression is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

When conducting multiple linear analysis, the SPSS version 19 software was utilised to generate regression analysis outcomes.

Table 1. Multiple linear regression analysis results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,979	2,963		2,693	,009
	Communication	,449	,099	,474	4,536	,000
	Job Satisfaction	,399	,099	,420	4,018	,000

a. Dependent Variable: Work Effectiveness

Source: SPSS 19 data processing results

According to the information in the table provided, it is possible to infer that a linear equation can be defined by the following formula:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 7,979 + 0,449 X_1 + 0,399 X_2 + e$$

Where:

Y : Work Effectiveness

a : Constant

b₁b₂b₃: Coefficient of variable X₁, X₂

X₁ : Communication

X₂ : Job Satisfaction

e : error

The equation shown in the multiple linear regression can be examined in the following manner:

1. The Work Effectiveness of the Solok Regency Small and Medium Enterprises Cooperative Office (DKUKMPP) will always be 7.979 when Communication (X1), Job Satisfaction (X2), and Work Effectiveness (Y) have no change in values.
2. The coefficient of regression for the Communication variable (X1) is 0.449, indicating that there is a favourable correlation between Communication (X1) and Work Effectiveness (Y). If all other factors remain constant, a one unit increase in Communication will boost the Work Effectiveness of the Solok Regency Small and Medium Enterprises Industry and Trade Cooperative Office (DKUKMPP) by 0.449.
3. The positive regression coefficient of 0.399 for the Job Satisfaction variable (X2) indicates a direct correlation between Job Satisfaction (X2) and Work Effectiveness (Y). An increase in Job Satisfaction (X2) is associated with a 0.399 increase in Work Effectiveness for the Solok Regency Small and Medium Enterprises Cooperative Office (DKUKMPP), assuming all other variables remain constant.

4.1.2. Determination Test (R²)

The assessment known as the determination test (R²) is utilised to assess the impact of independent variables (Communication, Job Satisfaction) on the dependent variable (Work Effectiveness). The correlation between the dependent and independent variables can be determined by examining the R value. Below are the results of the coefficient of determination.

Table 2. Test Results of the Coefficient of Determination (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,839 ^a	,705	,695	3,735

a. Predictors: (Constant), Job Satisfaction, Communication
Source: SPSS 19 data processing results

According to the data provided in the table 2, it is evident that the R square value is 0.705, which can also be expressed as 70.5%. This indicates that communication (X1) and job satisfaction (X2) have a significant impact of 70.5% on work effectiveness (Y), leaving the remaining 29.5% to be influenced by other factors outside the scope of this study, such as leadership, service quality, and work performance.

4.1.3. Hypothesis Test

Hypothesis testing falls under the realm of Inferential Statistics, aiming to verify the validity of a statement through statistical analysis and decide whether to accept or dismiss it. The main goal of hypothesis testing is to provide a foundation for gathering data to assess the accuracy of the assumptions or statements under consideration, in order to make decisions on their acceptance or rejection.

1) Partial Test (t test)

The examination is utilised to assess the importance of the correlation between variables X and Y, determining whether the independent variable genuinely impacts the dependent variable on its own. The outcomes of the t test calculation are shown in table 3, revealing the following information:

Table 3. Results of the t-test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,979	2,963		2,693	,009
	Communication	,449	,099	,474	4,536	,000
	Job Satisfaction	,399	,099	,420	4,018	,000

a. Dependent Variable: Work Effectiveness

Source: SPSS 19 data processing results

According to the information in table 3, it is apparent that every t value indicates the importance of the independent variable, as explained below:

1. The relationship between Communication and Work Effectiveness was tested using the t test (X1) on Work Effectiveness (Y). This statistical analysis involves comparing the calculated t value to the critical t value from the table. If the calculated t value is greater than the critical t value or less than 0.05 level of significance, the hypothesis is accepted. The critical t value at a 0.05 significance level is 1.998. In the case of the Communication variable (X1), the calculated t value is 4.536, with a significance level of 0.000. Since 4.536 is greater than 1.998 and the significance level is less than 0.05, the alternative hypothesis (H1) is supported. This indicates that Communication significantly impacts Work Effectiveness at the Solok Regency Office of Small and Medium Enterprises Cooperatives Industry and Trade (DKUKMPP).
2. The comparison between Job Satisfaction (X2) and Work Effectiveness (Y) was analysed using a t-test. Acceptance of the hypothesis is determined by comparing the t value to the t table. The hypothesis is deemed valid if t value is greater than t table or less than a 0.05 significance level. The t table value at a 0.05 significance level is 1.998. With regards to the Job Satisfaction variable (X2), the t value was calculated to be 4.018 with a significance level of 0.000. As the t value of 4.018 exceeds the t table value of 1.998 and the significance level of 0.000 is less than 0.05, it can be inferred that H2 is accepted. This demonstrates the considerable impact of Job Satisfaction on Work Effectiveness at the DKUKMPP Office in the Solok Regency for Small and Medium Enterprises Cooperatives Industry and Trade.

2) Simultaneous Test (F Test)

The F test, which is employed in this study, helps establish the significance of the collective impact of the independent variables on the dependent variable (Listyarini et al., 2018). The main purpose of the F statistical test is to ascertain whether all the independent variables included in the model have a collective impact on the dependent variable. This is determined based on certain guidelines.

- a. If $f_{value} > f_{table}$ and the significant value < 0.05 means that there is a significant influence between X1, X2 simultaneously on Y.
- b. If the value of $f_{value} < f_{table}$ and the significant value > 0.05 means that there is no significant effect between X1, X2 simultaneously on Y (Listyarini et al., 2018)

Based on testing with SPSS, the ANOVA output is obtained in table 4 below:

Table 4. Results of the f Test ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2129,186	2	1064,593	76,332	,000 ^a
	Residual	892,605	64	13,947		
	Total	3021,791	66			

a. Predictors: (Constant), Job Satisfaction, Communication

b. Dependent Variable: Work Effectiveness

Source: SPSS 19 data processing results

Based on the data presented in the table, it is evident that the fvalue stands at 76.332, signifying a significant result of 0.000. The ANOVA analysis demonstrates that the fvalue of 76.332 exceeds the ftable value of 3.14 with a significance level of 0.000, which is less than 0.05. This suggests that Communication (X1) and Job Satisfaction (X2) collectively have a notable impact on the dependent variable, Work Effectiveness (Y). Therefore, it can be concluded that hypothesis 3 (H3) is supported.

4.2. Discussion

The results of this study demonstrate that both communication and job satisfaction significantly influence work effectiveness at the Department of Cooperatives, Small and Medium Enterprises, Industry and Trade (DKUKMPP) of Solok Regency. The statistical analysis, particularly the t-tests, confirms that each independent variable individually contributes to work effectiveness, as indicated by the t-values for communication (4.536) and job satisfaction (4.018), both of which exceed the critical value (1.998) at the 5% significance level.

The finding that communication significantly affects work effectiveness aligns with prior studies which highlight that clear, structured, and consistent communication can enhance employee engagement, reduce misunderstandings, and increase alignment with organizational goals (Purnawati et al., 2021; Hilmawan & Yumhi, 2019). At DKUKMPP, communication likely facilitates better coordination among departments and fosters an environment conducive to achieving institutional objectives.

Similarly, job satisfaction was found to have a substantial effect on employee effectiveness. This supports the argument that when employees experience satisfaction in their roles—due to factors such as recognition, supportive supervision, and meaningful work—they are more likely to demonstrate higher levels of commitment, productivity, and efficiency (Safari et al., 2019; Yeni, 2022).

Moreover, the simultaneous testing through the F-test further strengthens the conclusion that communication and job satisfaction, when considered together, exert a robust and significant influence on work effectiveness. The R² value of 0.705 signifies that 70.5% of the variation in work effectiveness can be attributed to the two predictors, indicating a high explanatory power of the model. The remaining 29.5% may be influenced by other factors such as leadership style, organizational culture, motivation, and resource availability, which were not captured in this study.

Finally, these findings provide empirical evidence supporting the theoretical framework that posits communication and job satisfaction as critical determinants of work effectiveness, especially within public service organizations such as DKUKMPP.

5. Conclusion

Based on the results of this study, it can be concluded that both communication and job satisfaction significantly influence work effectiveness at the Department of Cooperatives, Small and Medium Enterprises, Industry and Trade (DKUKMPP) in Solok Regency. The multiple linear regression model produced the equation $Y = 7.979 + 0.449X_1 + 0.399X_2 + e$, indicating that both independent variables positively contribute to the dependent variable. Specifically, an increase of one unit in communication leads to an increase of 0.449 in work effectiveness, while a one-unit increase in job satisfaction results in a 0.399 increase in work effectiveness, assuming all other variables remain constant.

The coefficient of determination (R^2) was found to be 0.705, which means that 70.5% of the variance in work effectiveness is explained by communication and job satisfaction. The remaining 29.5% is likely attributable to other factors not included in this study, such as leadership style, quality of supervision, or organizational culture. The t-test results showed that both communication ($t = 4.536, p < 0.05$) and job satisfaction ($t = 4.018, p < 0.05$) have significant partial effects on work effectiveness. Moreover, the F-test revealed that communication and job satisfaction have a significant simultaneous effect on work effectiveness ($F = 76.332, p < 0.05$). In summary, this study confirms that improving communication practices and enhancing job satisfaction among employees are critical strategies for increasing work effectiveness in the public sector, particularly within the DKUKMPP of Solok Regency.

In the future, researchers should consider broadening the study's focus by either increasing the sample size or incorporating more businesses to ensure a wider range of results. Incorporating other variables, such as Leadership, Service Quality, or Work Performance, could also provide a more comprehensive understanding of the factors influencing work effectiveness. Furthermore, employing more diverse research methods, such as qualitative or mixed-method approaches, could help explore aspects that were not deeply examined in this study. These efforts would enrich the findings and contribute significantly to the scientific literature on human resource management and organizational effectiveness.

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