

THE INFLUENCE OF EFFECTIVE COMMUNICATION AND THE UTILIZATION OF INFORMATION TECHNOLOGY ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN MEDAN MAYOR OFFICE

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Abstract

Human resources are an important aspect of an organization because the productivity achieved by employees can have a direct impact on the organization. Factors that can improve employee performance are effective communication and the use of information technology. In addition, job satisfaction is also a causal aspect that improves employee performance. The purpose of this research is to analyze the effect of effective communication and the use of information technology on employee performance through job satisfaction. The population and sample in this study were 131 employees of the Kantor Walikota Medan. Data were analyzed using descriptive analysis and SEM (Structural Equation Model) analysis. The results of the study show that effective communication directly has a positive and significant effect on job satisfaction, the use of information technology has a positive and significant effect on job satisfaction, effective communication has a positive and significant effect on employee performance, the use of information technology has a positive and significant effect on employee performance, and satisfaction work has a positive and significant effect on employee performance. Indirectly, effective communication has a positive and significant effect on employee performance through job satisfaction and the use of information technology has a positive and significant effect on employee performance through job satisfaction.

Keywords: *Effective communication, utilization of information technology, job satisfaction, employee performance*

1. INTRODUCTION

Medan City, an integral part of the Unitary State of the Republic of Indonesia, is an autonomous region that organises governance in a climate of regional autonomy in a broad, real, and responsible manner guided by the national development plan, regional development involving community participation, and other stakeholders to increase the dignity, prosperity, and welfare of society, taking into account changes and developments in the strategic environment. Since Medan is often used as a barometer for local government development and implementation in North Sumatra and other provinces with the vision "The Realisation of a Blessed Medan City Community, Forward and Conducive," the Medan Mayor's Office must work hard to achieve this. Superior human resource management is crucial to the Medan Mayor's Office's vision of good and accountable governance. Superior human resources are essential for this, with the goal of achieving optimal performance in developing and applying an appropriate, clear, and measurable accountability system to make government administration and development efficient, effective, clean, responsible, and independent. from KKN. Chairani (2020) says improving employee performance will help government agencies. Therefore, improving employee performance is the biggest management challenge because goal achievement and government agency survival depend on it. The clearer an organization's role of employee performance, the more strategic it must be to improve it.

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Siti Kemala Sari Tambunan, Yeni Absah, Elisabet Siahaan

Employee performance includes both a person's work and how they do it. Employee performance is important because it can be used to determine if government employees can perform their duties. Organisations become unproductive if employees perform poorly. The Medan Mayor's Office measures employee performance to determine if goals and objectives were met.

Table 1 Realization of Implementation of Programs and Activities of the Medan Mayor's Office in 2021.

Target	Program Description	Target	Realization
Governance	Governance Program and People's Welfare	100%	75.56%
People's Welfare	Government Program and People's Welfare	100%	53.06%
Law	Government Program and People's Welfare	100%	96.67%
Cooperation	Government Program and People's Welfare	100%	108%
Economy	Economy and Development Program	100%	100%
Development Administration	Economy and Development Program	100%	100%
Procurement of Goods and Services	Regency/City Regional Government Affairs Support Program	100%	77,39%
Natural Resources	Economy and Development Program	100%	77,31%
Organization	Support program for local government affairs	100%	133%
Protocol and Communication of Leaders	Supporting Programs for Regency / City Government Affairs	100%	100%
General	District/City Regional Government Affairs Support Program	100%	59,22%
Planning and Finance Section	Regional Government Affairs Support Program	100%	99,87%

Source: LKjIP (2021)

According to Table 1.1, the Medan Mayor's Office's percentage of achieving work targets in 2021 is 53.06% for people's welfare, 77.39% for procurement, 77.31% for natural resources, and 59.22% for the general public. Employee performance includes both a person's work and how they do it. Employee performance is important because it can be used to determine if government employees can perform their duties. Everyone displays employee performance as work performance according to their role in the organisation. Thus, low employee performance makes the organisation unproductive. Job satisfaction can affect employee performance. Job satisfaction comes from work, outside work, and both. Employee performance will drop if job satisfaction is low, disrupting organisational performance. Everyone feels job satisfaction. Yanti (2019) states that job satisfaction motivates civil servants to perform their duties well.

Meeting expectations makes Munandar (2018) happy. Expectation fulfilment compares work outcomes to expectations. More personal and social relationships with coworkers lead to job satisfaction. Job satisfaction makes workers more comfortable at work. This will focus employees on their tasks. Dissatisfied workers are less calm. This causes employees to make intentional or unintentional mistakes, break rules, and perform poorly. Saputra (2018) found that satisfied workers are more likely to promote the company, help others, and perform well. Sari (2018) found that job satisfaction boosts employee performance. This implies that company satisfaction improves employee performance and results. In contrast, Kristine's (2017) research found that job satisfaction has a negative and significant effect on employee performance, and employees are dissatisfied with companies that increase workload to maximise performance. This study suggests that organisations must increase employee job satisfaction in task completion and avoid internal conflicts to progress/retreat towards their vision, mission, and goals.

Organisations must consider effective communication and job satisfaction to boost employee performance. According to Hardiansyah (2018), government employee performance includes communication. All services require communication, and communication determines

service success or failure. Government communication facilitates mutual understanding, coordination, trust, group work, division of labour, and strategy (Rohayatin 2017). Language-based communication seeks unity. Good communication works. Effective communication is a two-way flow of information that can be understood. Thus, communication is successful if the recipient comprehends and responds (Tewal 2017). The Medan Mayor's office's communication and departmental coordination still need improvement, resulting in an uneven understanding of tasks. Thus, most Medan Mayor's Office staff are overworked. Discriminatory messages, where the leader only tells one employee and then tells others, can also cause communication issues. This disrupts coworker relations. Disharmony leads to underestimating employee communication, which lowers performance. Lustono and Hasnaeni (2019) found that effective communication improves the performance of Puri Saron Hotel, Seminyak employees. Communication improves employee performance. Silaban (2021) found that communication hurts employee performance. This study should improve employee-leader communication. Leadership and employees communicate when employees ask for help. Good communication between colleagues is also needed to share work-related information and solve problems together.

Technology affects employee performance beyond communication (Riskayanti 2019). Government uses this information technology, especially during pandemics. Since the COVID-19 pandemic in March 2020, public services cannot be directly accessed, problem solving is more complicated, and there are fewer people to contact to determine if the problem can be solved. The government and service implementers limit working hours and work from home (Worth From Home), so the service process must change (Ombudsman 2020). Information technology is any technology that generates, manipulates, stores, communicates, and conveys information (Dalle, 2020). The Medan Mayor's Office in the Services Department and all other agencies use information technology. The Mayor of Medan stated at the 2021 Indo Smart City Forum & Expo (ISCFE) Event held by the Association of Indonesian City Governments (APEKSI) in Yogyakarta that Pemko Medan must maximise the use of technology to run government so that it is more effective and efficient and can generate community participation in accelerating development in the capital city of North Sumatra (Nazrah, 2021). Workplace information technology must be applied and developed (Budiawan 2021). Information technology simplifies work, communication, and information access.

Oematan (2018) found that government IT use is hindered by factors. The lack of adequate human resources in the community hinders the use of information systems, the performance of information systems has not been maximised, the quality of human resources (HR) participants is low, and the community as the target of information system policies is not fully prepared. ASN are not socially active, so some people cannot use the technology system in the global era to take advantage of this policy as a service innovation that is fast, precise, and cost-effective in service and processing existing resources. This increases ASN workload. Based on this background, the researcher wants to study 'The Influence of Effective Communication and Utilisation of Information Technology on Employee Performance with Job Satisfaction as a Mediation Variable at the Mayor's Office of Medan'.

LITERATUR REVIEW

Employee Performance

Mangkunegara (2019) defines employee performance as the quality and quantity of work an employee does in accordance with his responsibilities. Performance is a condition that must be known and informed to certain parties to determine the level of achievement of an agency's results related to an organization's vision and to know the positive and negative impacts of main activities, main tasks, materials for planning, the agency's success to decide an action, and others. Sinambela (2018) defines performance as a person or group's willingness to complete a task and achieve the desired results. Performance as a noun. Abdullah (2018) defines performance as work that supports the organization's strategic goals, customer satisfaction, and the economy. Sedarmayanti (2018) also defines performance as an employee's, management process's, or organization's work that can

THE INFLUENCE OF EFFECTIVE COMMUNICATION AND THE UTILIZATION OF INFORMATION TECHNOLOGY ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN MEDAN MAYOR OFFICE

Siti Kemala Sari Tambunan, Yeni Absah, Elisabet Siahaan

be quantified and compared to predetermined standards. Performance is based on skills, experience, sincerity, and time, according to Hasibuan (2019).

Job Satisfaction

Nawawi (2016) defines job satisfaction as a person's emotional response to aspects of or the whole job. Job satisfaction is important for everyone and is used to increase the intensity of better work in the company to meet high work expectations (Bagirova and Vavilova, 2015). If an agency employee wants something, he has an ambition and hope that can motivate him to take a step towards achieving it. If he succeeds, he will feel satisfied the agency. In addition, job satisfaction arises when everyone who works in an agency likes their job, but dissatisfaction with other employees can cause job dissatisfaction. This is a reaction and emotional attitude of an individual when faced with a job and simultaneously with a social and physical situation in the agency or organisation. If an individual is too stressed at work, dissatisfaction will usually arise, resulting in poor performance (Mangkunegara, 2019). According to Wijono (2018), job satisfaction is a unique set of attitudes that motivate employees to work. Job satisfaction usually leads to a positive outlook on work and all its challenges. Job dissatisfaction can hurt the company. Laziness, absenteeism, strikes, labour turnover, and other problems can result.

Effective Communication

Lexicographers (linguist dictionary experts) say communication is sharing to achieve togetherness. Two people communicating want the same understanding (Mas and Haris 2020). Communication involves senders, receivers, media, and feedback. Communication is impossible without one component. Organisational communication is usually two-way, between leaders, employees, or employees. Leadership can give employees orders, directions, or advice; employees can give management reports, problems, or suggestions; and employees can give each other problems or thoughts. Management must communicate what employees need to avoid information gaps. Written media includes job descriptions, bulletins, and memos; oral media includes meetings; and electronic media includes email and phone (Tewal 2017). Good communication works. Effective communication is a two-way flow of information that can be understood. Thus, communication is successful if the recipient comprehends and responds. Griffith in Pasaribu (2021) states that communication effectiveness will greatly impact organisational success in the short and long term, and Nebo's research found that effective communication improves employee management performance (Tewal 2017). Thus, effective communication is exchanging information, ideas, feelings, and attitudes between two people or groups that produces expected results and changes in attitudes.

Information Technology

Information technology is any technology that generates, manipulates, stores, communicates, and conveys information. Communication technology uses computer hardware and software to process, store, and transmit data. IT definitions: 1. Haag and Keen define information technology as tools for working with and processing information. 2. Martin defines information technology as computer and communication technology used to process and store information. 3. Information technology combines computers with high-speed communication lines that carry data, voice, and video, according to Williams and Sawyer. 4. Wibowo and Sanjaya define information technology as the result of an engineering process carried out by humans to send information from the sender to the receiver, making it more widely distributed, longer stored, and faster delivered. These definitions show that information technology includes computer and telecommunications technology. Information technology is computer and telecommunications technology (Kadir and Triwahyuni 2013).



2. IMPLEMENTATION METHOD

This type of research is using a quantitative approach. According to Sugiyono (2019) the quantitative method is a method based on the philosophy of positivism which aims to describe and test the hypotheses made by researchers. This research was conducted at the Medan Mayor's Office on Jalan Captain Maulana Lubis, Kec. Medan Petisah, Medan City, North Sumatra 20231. This study has 131 participants. According to (Abdillah and Jogiyanto, 2019; Ghozali, 2018) to test the validity and suitability of the model, Loading Factor, Average Variance Extracted (AVE) and Composite Reliability are used. Data analysis techniques used the Structural Equation Modeling (SEM) method to test the hypotheses in this study..

3. RESULTS AND DISCUSSION

4.1.Outer Model

Based on the validity and reliability test, the following results were obtained:

Table 2. Outer Model.

	Composite reliability	AVE
Job satisfaction	0.978	0.834
Employee Performance	0.972	0.816
Effective Communication	0.969	0.820
Information Technology	0.959	0.825

Table 2 shows that the category is quite good for each construct that meets the criteria for assessing the reliability of the outer model with a composite reliability value of > 0.7 . Thus the outer model analysis is continued to the outer model validity stage. The outer model validity was carried out using convergent validity and discriminant validity. Assessment of convergent validity was carried out by looking at the average variance extracted (AVE) value in each construct, the AVE value of each dimension construct in the final model had reached a value of > 0.5 . Thus, the proposed structural equation model meets the convergent validity criteria. The assessment of discriminant validity was carried out using 2 methods, by using a comparison between the correlations of each construct to the square root of the average variance extracted based on the Fornell-Lacker criteria, or by comparing the loading factor with the cross loading of each indicator.

Table 3 Fornell-Larcker Criterion Discriminant Validity

	Job satisfaction	Employee Performance	Effective Communication	Information Technology
Job satisfaction	0.913			
Employee Performance	0.797	0.903		
Effective Communication	0.531	0.691	0.906	
Information Technology	0.624	0.741	0.467	0.908

From the results of table 3 it shows that the loading value of each indicator item on the construct is greater than the cross loading value. Thus it can be concluded that all constructs or latent variables already have good discriminant validity, where the construct indicator block is better than the other block indicators.

4.2.Inner Model

Table 4 presents the r-square value (coefficient of determination) for each endogenous variable.

Tabel 4 R-Square

	R-square	R-square adjusted
Job satisfaction	0.463	0.455
Employee Performance	0.799	0.794

Based on Table 4, the results of the R-square test show that:

THE INFLUENCE OF EFFECTIVE COMMUNICATION AND THE UTILIZATION OF INFORMATION TECHNOLOGY ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN MEDAN MAYOR OFFICE

Siti Kemala Sari Tambunan, Yeni Absah, Elisabet Siahaan

1. The R-square value for the job satisfaction variable is 0.463, this means that the percentage effect of effective communication and the use of information technology on job satisfaction is 46.3%, while the remaining 53.7% is explained by other variables not examined in this study.
2. The R-square value for the employee performance variable is 0.799, this means that the percentage effect of effective communication and information technology utilization on employee performance is 79.9% while the remaining 20.1% is explained by other variables not examined in this study.

4.3.Direct Effect & Indirect Effect

Hypothesis testing was carried out using the T-statistics test (t-test) with a significance level of 5%. It is said to be significant if the T-statistics value is > 1.96. If in this test a p-value <0.05 (α 5%) is obtained, it means that the test is significant, and vice versa if the p-value is > 0.05 (α 5%), it means that it is not significant. The results of the SmartPLS algorithm in assessing the path coefficient directly are given in Table 5 below:

Table 5. Direct Effect & Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Direct Effect					
Job Satisfaction > Employee Performance	0.239	0.243	0.081	2.934	0.003
Effective Communication > Job Satisfaction	0.397	0.395	0.070	5.682	0.000
Effective Communication > Employee Performance	0.287	0.288	0.093	3.094	0.002
Information Technology > Job Satisfaction	0.515	0.519	0.073	7.061	0.000
Information Technology > Employee Performance	0.435	0.430	0.097	4.502	0.000
Indirect Effect					
Information Technology > Job Satisfaction > Employee Performance	0.123	0.129	0.053	2.336	0.020
Effective Communication > Job Satisfaction > Employee Performance	0.095	0.094	0.030	3.167	0.002

In Table 5, the following results are obtained:

1. Based on Table 5 it explains that the effect of effective communication on job satisfaction ($p = 0.00 < 0.00$) then H_0 is rejected H_1 is accepted, meaning that there is a positive and significant influence between effective communication on job satisfaction.
2. Based on Table 5 it explains that the effect of effective communication on employee performance ($p = 0.002 < 0.05$) then H_0 is rejected H_1 is accepted, meaning that there is a positive and significant influence between effective communication on employee performance.
3. Based on Table 5 it explains that the influence of the use of information technology on job satisfaction ($p = 0.00 < 0.05$) then H_0 is rejected H_1 is accepted, meaning that there is a positive and significant influence between the use of information technology on job satisfaction.
4. Based on Table 5 it explains that the influence of the use of information technology on employee performance ($p = 0.00 < 0.05$) then H_0 is rejected H_1 is accepted, meaning that there is a positive and significant influence between competence on employee performance.

5. Based on Table 5 it explains that the effect of job satisfaction on employee performance ($p = 0.003 < 0.05$) then H_0 is rejected H_1 is accepted, meaning that there is a positive and significant influence between job satisfaction on employee performance.
6. In Table 5 it is known that effective communication on employee performance through job satisfaction is 0.095 with a pvalue of $0.002 < 0.05$. So it can be concluded that effective communication indirectly has a positive and significant effect on employee performance through job satisfaction.
7. In Table 5 it is known that the use of information technology on employee performance through job satisfaction is 0.123 with a pvalue of $0.020 < 0.05$. So it can be concluded that the use of information technology indirectly has a positive and significant effect on employee performance through job satisfaction.

4.4. Discussion

Effective Communication Has a Positive and Significant Influence on Job Satisfaction

Job satisfaction increases with effective communication, according to hypothesis testing. The Medan Mayor's Office's strong communication will boost employee job satisfaction and vice versa. Effective communication occurs when both parties understand the message. Effective communication requires mutual understanding. Asriadi (2020) defines communication as the transfer of information. If both parties understand each other, the communication is successful. Thus, the sender and receiver can agree on the information. Here, understanding is key. Effective communication occurred under these conditions. Griffith in Pasaribu (2021) states that organisational success depends on communication. Effective communication helps companies manage employee performance. According to observations, the Medan Mayor's office's communication and departmental coordination need improvement, resulting in an uneven understanding of tasks. Discriminatory messages, where the leader only tells one employee and then tells others, can also cause communication issues. This reduces job satisfaction and employee harmony.

Khulfatya's 2019 study, "The Influence of Organisational Communication on Employee Job Satisfaction at PT. Hadji Kalla Toyota Cab. Pare-Pare," found that organisational communication improves job satisfaction. Organisational communication is essential at PT. Hadji Kalla Toyota Cab. Pare-Pare. According to organisational communication data, top-down communication dominates because all work at PT. Hadji Kalla Toyota Cab. Pare-Pare is done on the basis of orders or directions from managers or leaders in accordance with their fields of work to complete the work on time. Communication is the process of conveying messages or intentions from one party to another, either directly or through the media. Hermawan and Suwandana's (2019) study, "The Role of Job Satisfaction in Mediating Communication on Employee Performance," found that communication has a positive and significant effect on job satisfaction. Communication between employees and managers improves job satisfaction in a company. This study found that communication affects job satisfaction.

Utilization of Information Technology Has a Positive and Significant Influence on Job Satisfaction

Hypothesis testing shows that information technology utilisation positively and significantly affects job satisfaction. The Medan Mayor's Office's strong use of information technology will boost employee job satisfaction and vice versa. Information technology is essential to employee tasks today. Information technology applications can help employees complete work faster and improve quality. Information technology reduces work limitations for employees. Employees will always face job satisfaction-related factors to maximise task satisfaction. Information technology must support all business operations. Information technology improves operational satisfaction. E-Purchasing, also known as E-Catalog, is used in the Medan Mayor's office. The Head of the Procurement of Goods and Services Section of the Medan City Regional Secretariat recommended E-Purchasing or E-Catalog to speed up road repairs. However, Electronic

THE INFLUENCE OF EFFECTIVE COMMUNICATION AND THE UTILIZATION OF INFORMATION TECHNOLOGY ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN MEDAN MAYOR OFFICE

Siti Kemala Sari Tambunan, Yeni Absah, Elisabet Siahaan

Catalogues and e-Purchasing, which should help stakeholders and improve performance, often have technical issues like maintenance, inaccessibility, and others, so services are still run manually by coming to the Mayor's office Medan. Employee dissatisfaction arises because they cannot work optimally. Siahaan (2022) states that satisfaction or dissatisfaction with various aspects of work depends on the discrepancy between what is obtained and what is desired. Minimum job characteristics are needed to meet needs. If desired and actual conditions match, someone is satisfied. Dissatisfaction increases with lack and desired importance.

Satisfied workers are more productive, creative, and innovative, trying new ways to do the same job faster and better. Satisfied employees like and are motivated to do their work, while dissatisfied employees don't and perform poorly. 'The Influence of Turnover Intention and Information Technology on Job Satisfaction During the COVID-19 Pandemic' by Santosa et al. (2019) found that IT use had a significant impact on performance. Information technology simplifies all difficult jobs for workers. This simple, effective method makes one happy with his work. PT. Kereta Api Indonesia (Persero) Regional Division III Palembang's job satisfaction increased during the COVID-19 pandemic, according to Lestari Research, et al. (2021). Information technology is a set of tools that make information processing easier and more satisfying.

Effective Communication Has a Positive and Significant Influence on Employee Performance

Hypothesis testing shows that effective communication improves employee performance. The Medan Mayor's Office's strong communication will boost employee performance and vice versa. Employees like their jobs because leaders communicate well. In this case, leadership's willingness to hear, understand, and acknowledge employees' opinions and achievements is crucial to optimal performance. Leaders must promote organisational communication. Because effective communication within the organisation increases job satisfaction, which improves performance, which increases production and reduces costs by improving employee attitude and behaviour. Lustono and Hasnaeni (2019) found that effective communication improves the performance of Puri Saron Hotel, Seminyak employees. Communication improves employee performance. Silaban (2021) found that communication hurts employee performance. This study should improve employee-leader communication. Leadership and employees communicate when employees ask for help. Good communication between colleagues is also needed to share work-related information and solve problems together. Wibowati (2020) found that effective communication improves employee performance at PT. Pegadaian (Persero) Lahat. Communication between bosses and subordinates and coworkers is crucial. Good and effective communication can improve employee performance because as human resources, they need something to motivate them to work more actively to boost their creativity and morale according to their abilities.

Utilization of Information Technology Has a Positive and Significant Influence on Employee Performance

Hypothesis testing shows that information technology utilisation has a positive and significant effect on employee performance. The Medan Mayor's Office's strong use of information technology will boost employee performance and vice versa. Febriansyah (2018) defines an information system as a way for humans to obtain, manipulate, compile, process, and store data to get clear information to help them work. 'The Influence of Using Information Technology and Interpersonal Communication Skills on Employee Performance at PT Sinar Alam Cahaya Mentari Ketapang' by Vandela and Sugiarto (2021) found that IT use improved employee performance. Information technology can help users complete their tasks and improve employee performance across the company. Use of appropriate information technology to help users complete tasks to improve company performance. Mansyur, et al. (2022) found that information technology had a positive and significant effect on employee performance. Research on employee performance variables shows that tech-savvy workers are reliable.



Job Satisfaction Has a Positive and Significant Influence on Employee Performance

Job satisfaction positively and significantly affects employee performance, according to hypothesis testing. Thus, high job satisfaction at the Medan Mayor's Office boosts employee performance and vice versa. A person's job satisfaction depends on his values. Due to individuality. Work satisfaction increases as one's personal preferences are met. Several studies found that job satisfaction is complex and requires synergy from various company aspects like effective communication and IT use (Lestari, et al., 2021; Hermawan and Suwandana, 2019). Thus, organisational management must be precise in making policies or decisions that affect employees and appropriate in determining company leaders from the centre to the regions because most factors that affect employee job satisfaction are external. Additionally, job satisfaction and company loyalty affect employee turnover (Stirpe et al., 2021). 'I feel satisfied at work because when there is a promotion, I am given better facilities than my previous position' had the lowest average score. Since promotions bring better facilities, Medan Mayor's Office employees are happy at work. Some respondents disagreed due to a lack of promotion opportunities, which reduced job satisfaction. The Medan Mayor's Office must fix this to maintain employee morale in all work activities. According to Tirtayas (2020), job satisfaction boosts productivity, so a company that boosts employee job satisfaction boosts productivity. 'Analysis of the Influence of Discipline, Work Motivation, and Job Satisfaction on the Performance of State Civil Apparatuses in the Regional Technical Implementation Unit at the Gunung Sitoli Alo'oa Health Centre District Health Centre, Gunung Sitoli City' by Harefa et al. (2021) found that job satisfaction positively impacted employee performance. Job satisfaction makes workers more comfortable at work. This will focus employees on their tasks. Dissatisfied workers are less calm. However, Kader et al. (2021) found that job satisfaction does not affect employee performance.

Effective Communication Has a Positive and Significant Influence on Employee Performance Through Job Satisfaction

Hypothesis testing shows that effective communication boosts employee performance through job satisfaction. This means that the Medan Mayor's Office's employees' job satisfaction and performance will increase with stronger communication and decrease with weaker communication. Hasibuan et al. (2022) found that indirect communication had a positive and significant effect on employee performance through job satisfaction at the Provincial DPRD Office North Sumatra. Effective communication boosts job satisfaction and performance. 'The Influence of Communication, Discipline and the Work Environment on Employee Performance Through Job Satisfaction as an Intervening Variable (A Study of Human Resource Management Literature Studies)' by Burhan et al. (2022) found that communication positively impacts employee performance through job satisfaction. Communication is the most crucial part of a performance measurement system. Good communication is top-down/bottom-up, horizontal, and organization-wide.

Use of Information Technology Has a Positive and Significant Influence on Employee Performance Through Job Satisfaction

Hypothesis testing shows that information technology improves employee performance through job satisfaction. The Medan Mayor's Office's employees' job satisfaction and performance increase with their use of information technology. Using information technology poorly reduces job satisfaction and performance. This research supports Detrie's 2020 study, "The Influence of the Use of Information Technology and Human Resource Competence on Employee Performance with Job Satisfaction as an Intervening Variable at Bank Syariah Mandiri Palembang," which found that job satisfaction mediates the effects of IT on employee performance. Information technology in a company requires competent supporting factors, such as employee performance in mastering information technology, which creates job satisfaction in completing tasks. It supports operational

THE INFLUENCE OF EFFECTIVE COMMUNICATION AND THE UTILIZATION OF INFORMATION TECHNOLOGY ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN MEDAN MAYOR OFFICE

Siti Kemala Sari Tambunan, Yeni Absah, Elisabet Siahaan

activities in an IT company. Technological equipment will help achieve maximum company results and faster human performance. Technology will satisfy workers.

4. CONCLUSION

Based on the analysis and discussion, several conclusions can be drawn and suggestions as follows:

1. Job satisfaction improves Medan Mayor's Office employee performance. High-quality communication improves job satisfaction and performance. Leaders at the Medan Mayor's Office should give more positive responses to employees when they have problems at work or want something in their work, and employees should pay close attention to leadership orders to improve communication. In addition, the leadership and employees should hold camping (intimate evenings) to exchange opinions in a comfortable and relaxed atmosphere, interact during break, be a good listener, communicate in a friendly manner, respect others' opinions, and so on to establish good communication within the institution.
2. Job satisfaction improves Medan Mayor's Office employee performance. High IT use improves employee performance and job satisfaction. The Medan Mayor's Office should prioritise things like fast wifi and internet, the latest programmes, and laptops, projectors, and other IT infrastructure. The Medan Mayor's Office leadership should also provide information technology education because, according to the research, some employees' expertise is far below the standard and they need a lot of training and education to support data processing and information technology skills. the.
3. Job satisfaction improves employee performance, proving that it influences and can bridge effective communication and information technology use. Some Medan Mayor's Office employees are still dissatisfied due to limited promotion and facility improvement opportunities. The low number of open positions compared to deserving employees limits promotion opportunities. In this case, the Medan Mayor's Office leadership and staffing department must analyse employee needs and create functional office space based on employee expertise

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THE INFLUENCE OF EFFECTIVE COMMUNICATION AND THE UTILIZATION OF INFORMATION TECHNOLOGY ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN MEDAN MAYOR OFFICE

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