

# The Effect of Organizational Commitment

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# The Effect of Organizational Commitment, Interpersonal Communication, and Motivation on Employee Satisfaction and Performance

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## ABSTRACT

The purpose of this study was to determine and analyze the effect of organizational commitment, interpersonal communication, and motivation on employee satisfaction and performance at the South Sulawesi Government Hospital. The population in this study were all employees at the South Sulawesi Government Hospital, totaling 1,912 people. Determination of the previous sample using the technique Stratified Random Sampling or also called stratified random sampling. Stratified Random Sampling of as many as 243 respondents. The analytical model used in this research is a quantitative and descriptive structural Equation Model (SEM) using the AMOS program. The results of this study are Organizational Commitment and Work Motivation have a positive and significant effect on job satisfaction, while Interpersonal Communication has a negative but significant effect on job satisfaction. Organizational Commitment has a positive but not significant effect on job satisfaction and Interpersonal Communication has a negative but significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Organizational Commitment has a positive and significant influence on Employee Performance through Job Satisfaction. Has a significant effect on performance through the mediation of organizational commitment. Interpersonal communication has a negative but significant effect on employee performance mediated by job satisfaction and motivation has a positive and significant effect on employee performance mediated by job satisfaction..

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## I. Introduction

Health is an effort to fulfill one of the people's basic rights; Health development must be seen as one of the investments to improve the quality of human resources, as measured by the Human Development Index (IPM) [1]–[3]. The development of health services in Indonesia has succeeded in increasing health services more evenly. To improve public health status apart from promotive and preventive efforts, curative and rehabilitative efforts are also needed. Curative and rehabilitative health efforts can be obtained through hospitals which also function as referral health service providers [4]. The South Sulawesi Provincial General Hospital is technically under the South Sulawesi Provincial Health Office, and operationally it is tactically under the responsibility of the Governor. Given that hospitals are no longer managed with simple management, to survive and develop in an environment with rapid changes, the current hospital management paradigm must be changed to be more effective, and efficient and can accommodate changes to be able to meet needs. the society that emerged as a result of these changes. Improving the quality of public health is one of South Sulawesi's development missions. Health is part of the population welfare indicators in terms of physical quality. Healthy residents tend to have good physical quality so that all activities can be carried out without being disturbed. As many as 24.78 percent of the population of South Sulawesi have experienced health complaints (BPS Province of South Sulawesi, 2015). Based on the observations made by the author at several South Sulawesi Provincial Government Hospitals, several negative work cultures still adorn the implementation of duties and obligations by employees that have the potential to hinder

organizational performance. Because the existence of this work culture can affect employee commitment to the organization where they work, which is related to strong trust and acceptance of organizational goals and values, related the willingness of employees to strive to achieve organizational interests, and related to the desire of employees to maintain their presence in the organization [5], [6].

Commitment is a psychological condition that characterizes the relationship between employees and the organization and has implications for individual decisions to remain or leave the organization [7]. However, the nature of the psychological conditions for each form of commitment is very different. Attempts to develop the concept of commitment have been successful with the popularity of the three-component commitment model developed by [8]. In addition, affective commitment is similar to that developed by [9], which maintains a three-component commitment approach in which normative and continuance commitments are part of attitude-related commitments [10]–[13].

Employee job satisfaction is related to aspects of fairness and eligibility for remuneration received by employees for their performance which is contributed to the organization. Job satisfaction reflects a person's feelings towards his work. Job satisfaction (job satisfaction) is a pleasant emotional state or not where employees view their work [14]. High satisfaction will lead to levels of turnover and low absenteeism because satisfied individuals are encouraged to work better because their important needs are satisfied. In motivation theory to Factor Frederick Herzberg suggests that two factors can give satisfaction in work, namely factors dissatisfiers (salary, organizational policies, status, interpersonal relations) and factors satisfy (achievement, award, promotion, work environment, work itself). Hertzberg also stated that the job satisfaction of employees classified as leaders and staff was different [15]. Staff employees who earn low income tend to be more easily satisfied with things that are of mature hygiene such as incentives and comfortable working conditions, while employees who are classified as leaders tend to be satisfied with things that are motivators that are directly related to work such as fostering good relationships with co-workers, prioritizing appreciation and self-actualization.

In addition to work commitment and motivation that can affect job satisfaction and service performance, there is still one variable that can affect job satisfaction and service performance, namely interpersonal communication. Humans in their lives must communicate, meaning they need other people and need groups or communities to interact with each other [16]. This is a fact that most human people are formed from the results of social integration with others. In life, humans are often met with one another in a forum, both formal and informal. Communication is a means to coordinate between the various subsystems in the office. According to Kohler, there are two communication models to improve performance and achieve the goals of this office. First, is coordinative communication, which is a communication process that functions to unite office subsystems. Second, interactive communication is a process of exchanging information that runs continuously, exchanging opinions and attitudes that are used as a basis for adjustments between sub-systems in offices, as well as between offices and work partners. The frequency and intensity of the communication carried out also influence the outcome of a communication process.

In terms of communication that occurs between employees, good communication competence will be able to obtain and develop the tasks it carries, so that the level of performance of an organization (office) is getting better. And conversely, if there is poor communication due to not having good relations, an authoritarian or indifferent attitude, prolonged differences of opinion or conflict, and so on, it can have an impact on work results that are not optimal. Improving the performance of individual employees will encourage the performance of human resources as a whole and provide feedback on appropriate responses to behavior change, which is reflected in increased productivity. Service performance that is not optimal can be caused by dissatisfaction at work, this will also cause patient and family dissatisfaction which has a major impact on the quality of nursing services, but not all hospitals can create job satisfaction for nurses [7]. Data from student residencies from November 2011 to February 2012 showed that, in the surgical installation, 56% of patients were dissatisfied with the actions given by the nursing staff, in the non-surgical installation, 53.3% of the patients were dissatisfied with the explanation of the actions taken by the nurse. in the Pediatric Installation, 57.2% of patients were dissatisfied with the services provided by the nurses and in the Morning Ambun Installation, 14.7% of patients were dissatisfied with nursing services in the room. This data is still less than the standard of the Ministry of Health which should be more than 90%.

The results of the study of residency students regarding the job satisfaction of implementing nurses in four inpatient installations obtained results, namely: in the Surgical Installation it was found (68%) that nurses did not understand the vision and mission in the room, 53% did not have opportunities for career development, 65% did not receive compensation by the workload and there is no standard supervision format in the room (Merdawati, 2011). The results of the study in the Non-Surgical Installation showed that 82.5% of nurses did not know the vision and mission of the room, 40.7% of nurses did not have the opportunity to develop a career, 42.5% of nurses said they did not get compensation according to workload and there was no description what is clear about supervision, there is no standard format and supervision has not been carried out according to schedule. The results of the assessment in the Children's Installation showed that 77.7% of nurses did not understand the vision and mission in the room, 80% of nurses did not know about the reward system, 40% of nurses did not have the opportunity for career development, 61.6% of nurses felt that teamwork was not yet effective and the implementation of supervision is still situational and does not yet have guidelines (Andriani, 2011). The results of the study at IRNA Ambun Pagi found that 32% of nurses did not know the vision and mission of the Ambun Pagi Installation, 62.5% of implementing nurses stated that they did not receive compensation according to workload, 35% of nurses had not received career development and there were no clear guidelines/descriptions regarding supervision [17]

The results of informal interviews with 10 nurses in the Non-Surgical Installation, 3 people said they were not satisfied with work because the workload was heavy while the staff was still lacking, this had been conveyed to the leadership but there had been no additional staff in the room, 3 people said they had not had the opportunity to promotions, and 4 people said they were not satisfied with the incentives given. Based on the interview, the South Sulawesi Provincial Government Hospital wants to improve its service performance. The designed work programs aim to promote and protect the health sector which is a very important state asset so that optimal performance is expected which can be realized through the role of effective communication so that it can fulfill its role and function as a government official who devotes himself to the nation and state [18].

Based on the background of the problems stated above, the formulation of the problem in this study is as follows: 1) Does organizational commitment affect employee job satisfaction at the South Sulawesi Provincial Government Hospital?; 2) Does interpersonal communication affect employee job satisfaction at the South Sulawesi Provincial Government Hospital?; 3) Does work motivation affect employee job satisfaction at the South Sulawesi Provincial Government Hospital?; 4) Does organizational commitment affect employee performance at the South Sulawesi Provincial Government Hospital?; 5) Does interpersonal communication affect employee performance at the South Sulawesi Provincial Government Hospital?; 6) Does work motivation affect employee performance at the South Sulawesi Provincial Government Hospital?; 7) Does job satisfaction affect employee performance at the South Sulawesi Provincial Government Hospital?; 8) Does organizational commitment have an indirect effect on performance through employee job satisfaction at the South Sulawesi Provincial Government Hospital?; 9) Does interpersonal communication have an indirect effect on performance through employee job satisfaction at the South Sulawesi Provincial Government Hospital?; 10) Does work motivation have an indirect effect on performance through employee job satisfaction at the South Sulawesi Provincial Government Hospital?.

## II. Methods

This research approach uses a quantitative approach. The quantitative approach is one of the scientific search efforts (scientific inquiry) which is based on logical positivism (logical positivism). This research was carried out over 3 (three) months and took research locations in several South Sulawesi Provincial Government Hospitals, namely Labuan Baji Hospital, Haji General Hospital, Sayang Rakyat Hospital, South Sulawesi Provincial Hospital, Fatimah Hospital, and Pertiwi Hospital, with the consideration that the employees not optimal in carrying out their duties as a public servant. Data collection methods used in this study are: Observation, Documentation, Interview, and Questionnaire (Likert scale). The population is all employees in several South Sulawesi Government Hospitals, totaling 1,912 people. Furthermore, determining the number of research samples using technical sampling techniques probability sampling namely by technique Stratified Random Sampling. The number of samples in the study was 243 with the determination of the sample based on the solving formula. The data analysis technique used in this study is the Structural Equation Model (Structural Equation Modelling = SEM).

### III. Result and Discussion

#### A. Characteristics of Respondents

Based on the research data obtained, an overview of the characteristics of the respondents was obtained, consisting of: 1) Position, 2) Age, 3) Gender, 4) years of service, and 5) Education level. In brief, the characteristics of the respondents can be seen in Table 1 as follows:

Table 1. Composition of Respondents based on Position, age, sex, years of service, and level of education

No	Characteristics	Group	Number of people)	Percentage (%)
1	Gender	Man	40	16,5
		woman	203	83,5
		Total	243	100
2	Age	21 – 30 years	36	14,8
		31 – 40 years	101	41,6
		41 – 50 years	71	29,2
		>51 years	35	14,4
		Total	243	100
3	Last education	Senior High school	3	1,2
		D1	3	1,2
		D3	56	23,9
		S1	173	71,2
		S2	8	3,3
		Total	243	100
4	Long work	0 – 5 years	19	7,8
		6 – 10 years	76	31,3
		11 – 15 years	42	17,3
		>16 years	106	43,6
		Total	243	100

#### B. Validity and Reliability Test

The results of the validity and reliability tests of the research instruments can be seen in Table 2.

Table 2. Validity and Reliability Test of Research Instruments

Variable	Item	r	themselves.	Is	Reliability	Information
Organizational Commitment	X1.1	0,775	0,000	Valid	0,734	Reliable
	X1.2	0,836	0,000	Valid		
	X1.3	0,816	0,000	Valid		
Interpersonal Communication	X2.1	0,907	0,000	Valid	0,932	Reliable
	X2.2	0,928	0,000	Valid		
	X2.3	0,921	0,000	Valid		
	X2.4	0,896	0,000	Valid		
Work motivation	X3.1	0,948	0,000	Valid	0,888	Reliable
	X3.2	0,949	0,000	Valid		
Job satisfaction	Y1	0,659	0,000	Valid	0,682	Reliable
	Y2	0,653	0,000	Valid		
	Y3	0,274	0,000	Valid		
	Y4	0,492	0,000	Valid		
	Y5	0,563	0,000	Valid		

	Y6	0,175	0,000	Valid		
	Y7	0,707	0,000	Valid		
	Y8	0,286	0,000	Valid		
	Y9	0,632	0,000	Valid		
	Y10	0,719	0,000	Valid		
Employee Performance	Z1	0,798	0,000	Valid	0,904	Reliable
	Z2	0,879	0,000	Valid		
	Z3	0,891	0,000	Valid		
	Z4	0,854	0,000	Valid		
	Z5	0,846	0,000	Valid		

<sup>a</sup> Source: Primary data (Processed) 2017

Based on the above, it can be seen that the research instruments for all indicators and variables are valid. While the results of the reliability test show that all variables are also reliable. Thus the research data is valid and feasible to use for testing the research hypothesis.

C. Research Model Test

Based on the method of determining values in the model, the variables tested for this first model are grouped into exogenous variables (*exogenous variable*) and endogenous variables (*endogenous variable*). Included in the exogenous variable group are Organizational Commitment (X1), Interpersonal Communication (X2), and Motivation (X3), while those included in the endogenous variables are Job Satisfaction (Y) and Employee Performance (Z). The model is said to be good when the theoretical development of the mortgage model is supported by empirical data. The complete SEM analysis results can be seen in Figure 1 below:

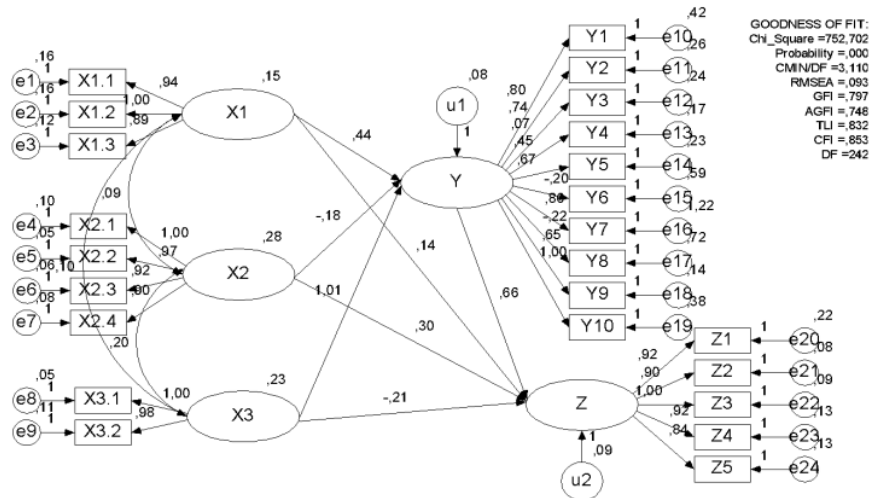


Fig. 1. Measurement of the Initial Model Variable Relationship Model

The model test results presented in Figure 2 are evaluated based on the *goodness of Fit Incidence* model criteria and critical values are presented that have data suitability. The evaluation criteria *Goodness of Fit incidence overall model* can be seen in the following table:

Table 3. Criteria evaluation *Goodness of Fit Indices* Late Model Overalls

The goodness of the fit index	Cut-off Value	Model Results	Information
Who_square	Expected small	224,772 (0,05:196 = 229,663)	Excellent
Probability	≥ 0,05	0,071	Excellent
CMIN/DF	≤ 2,00	1,153	Excellent
RMS	≤ 0,08	0,025	Excellent
GFI	≥ 0,90	0,928	Excellent

AGE	≥ 0,90	0,889	Excellent
TITLE	≥ 0,94	0,988	Excellent
CFI	≥ 0,94	0,991	Excellent

Based on Table 4, it shows that of the eight criteria *Goodness of Fit Indices* submitted, it appears that seven meet the criteria, so it can be concluded that the model as a whole can be said to be by the data and can be analyzed further.

#### D. Hypothesis test

Based on the empirical model proposed in this study, it is possible to test the hypothesis proposed by testing the path coefficients in the structural equation model. Criteria for testing the hypothesis by looking-*value* <0.05, then the relationship between variables is significant. The results of hypothesis testing can be presented in the following table:

Table 4. Hypothesis Testing Results

Hip	Variable			Direct	Indirect	Total	P-Value	Is
	<i>Independent</i>	<i>Intervening</i>	<i>depend</i>					
1	Organizational Commitment (X1)	-	Job satisfaction (Y)	0,262	-	0,262	0,009	Significant Positive
2	Interpersonal Communication (X2)	-	Job satisfaction (Y)	-0,258	-	0,258	0,024	Significant Negative
3	Work motivation (X3)	-	Job satisfaction (Y)	0,915	-	0,915	0,000	Positive Significant
4	Organizational Commitment (X1)	-	Employee Performance (Z)	0,022	-	0,022	0,837	Not significant
5	Interpersonal Communication (X2)	-	Employee Performance (Z)	0,255	-	0,255	0,042	Positive Significant
6	Work motivation (X3)	-	Employee Performance (Z)	-0,329	-	0,329	0,153	Not significant
7	Job satisfaction (Y)	-	Employee Performance (Z)	0,996	-	0,996	0,000	Significant Positive
8	Organizational Commitment (X1)	Job satisfaction (Y)	Employee Performance (Z)	0,022	0,261	0,283	0,023	Significant Positive
9	Interpersonal Communication (X2)	Job satisfaction (Y)	Employee Performance (Z)	0,255	-0,257	0,002	0,043	Negative Significant
10	Work motivation (X3)	Job satisfaction (Y)	Employee Performance (Z)	-0,329	0,911	0,582	0,000	Significant Positive

#### Discussion.

After presenting the results of this study the researcher then presents the discussion. The essence of the discussion of the results of this study is an explanation of the influence between each of the observed variables, according to the results of the research analysis, and is described coherently based on variable indicators, then supported by several relevant theories and links with several previous studies. More details are described as follows:

##### 1) *The Effect of Organizational Commitment on Employee Job Satisfaction*

The results of the SEM analysis state that there is a positive and significant influence between organizational commitment on job satisfaction. High organizational commitment will also produce high job satisfaction. The higher the level of commitment in an organization, the lower the employee's intention to leave or move to another organization, and the impact on satisfaction will also increase. Vice versa if the level of employee commitment is low then the employee will not be loyal to the organization or the employee may leave or leave the organization. After understanding the results of

research on the organizational commitment that has a positive and significant effect on job satisfaction, and has also explained the effect of each indicator of organizational commitment.

2) *The Effect of Interpersonal Communication (X2) on Job Satisfaction (Y).*

Based on the research results in proving the problem hypothesis proposed, it shows that interpersonal communication directly has a negative and significant effect on job satisfaction. This means that the proposed hypothesis is not proven. The reason interpersonal communication has a negative and significant effect on job satisfaction is that if interpersonal communication is increased by being too open to coworkers, by being too empathetic to coworkers, by giving too much support to coworkers, and by giving positive feelings to coworkers it will reduce job satisfaction, because not all employee wishes, not all employee complaints, not all employee opinions must be heard and fulfilled. For individuals, good interpersonal relationships can be a factor that determines career success and facilitates work. Individuals also get social support from their co-workers, so they can reduce stress due to work pressure. This can have an impact on individual productivity and job satisfaction. Interpersonal relations are: "Interaction between a person and other people in work situations and within the organization as a motivation to work together productively, to achieve economic, psychological and social satisfaction". Job satisfaction is a very important factor to get optimal work results. Employees who feel satisfied at work will certainly make every effort with all their abilities to complete their work assignments so that work performance can be achieved. Employee job satisfaction is influenced by many factors, including challenging work, rewards, working conditions, and interpersonal relationships. This research contradicts research conducted by Inna (2013) which found that interpersonal communication can increase satisfaction, Paningkat (2011) also found that interpersonal communication has a positive effect on job satisfaction.

3) *The Influence of Work Motivation (X3) on Job Satisfaction (Y).*

Based on the research results in proving the problem hypothesis proposed, it shows that work motivation directly has a positive and significant influence on job satisfaction. This means that the proposed hypothesis is proven. To achieve organizational goals, the things that need to be done provide the driving force that causes, distributes, and maintains employee behavior so that they are willing to work according to what the organization wants. The driving force is referred to as motivation. Motivation is an impulse that exists within humans that causes them to do something

4) *Effect of Organizational Commitment (X1) on Employee Performance (Y).*

Based on the results of research testing the hypothesis proposed directly organizational commitment has a positive and not significant effect on employee performance. This means not proving the hypothesis put forward. The reason organizational commitment has a positive effect on employee performance is that organizational commitment is needed, where employees are encouraged to have a strong commitment to effectively advancing the hospital, employees are required to have a pledge to always comply with hospital rules normatively, it is expected that employees can commit to realizing goals hospital continuously and it is expected that every employee is committed to maintaining the success of the hospital from a perspective. The commitment possessed by employees at the South Sulawesi Government Hospital has been well actualized, but it is not significant for the achievement of employee performance. The reason for organizational commitment does not have a significant effect on employee performance, is that the commitment that is owned is not oriented towards achieving work results, it can be seen that among employees the commitment that they have does not encourage employees to achieve work results in quantity, by being able to complete a large amount of work that is delegated to them, the commitment that is owned is not oriented towards improving the quality of work by the dedication of the work it has, employee commitment does not lead to timely completion of work, and employee commitment does not pay attention to or consider the use and use of costs to facilitate the achievement of work results. The commitment that is not oriented towards creating work results in an insignificant organizational commitment to employee performance. In more detail describe each variable indicator of organizational commitment that has a positive and not significant effect on performance.

5) *The Effect of Interpersonal Communication (X2) on Employee Performance (Y).*

Based on the results of the data obtained results that interpersonal communication has a positive and significant effect on employee performance. Communication is one activity that plays a major role in organizational life. This is because communication is an access that bridges every activity



carried out in the hospital. In the process, in communication there is an activity of conveying messages from employees to patients, accompanied by feedback or feedback which is a series of communication activities. This communication activity can occur individually or in groups. Messages conveyed in organizational activities can be in the form of ordinary conversations or contain information needed from and for all employees and patients. The implementation of communication in the hospital is not just the activity of conveying information whose symbols can be seen, heard, and understood, but the delivery of information as a whole including the feelings and attitudes of the person conveying the information. Therefore, one of the communications that need to be considered in the hospital is the activity of interpersonal communication. In a government hospital environment, interpersonal communication also has an important role in maintaining the continuity of the hospital, because interpersonal communication includes communication activities between employees and their patients and also communication activities between fellow employees. In other words, this interpersonal communication can occur vertically, horizontally, and diagonally. To maintain the continuity of organizational life, effective communication is needed to foster harmonious relationships in the hospital. Interpersonal communication will be said to be effective if it can improve human relations (*human relations*), avoid and overcome personal conflicts, reduce uncertainty about things, and share knowledge and experiences with others.

6) *Effect of Work Motivation (X3) on Employee Performance (Z).*

Motivation and performance are both basic and important needs for every employee to deal with various dynamics of continuity of work activities that are routinely faced by employees in developing and carrying out their main tasks and functions in an organization. Based on the description of the explanation of each indicator regarding the motivation possessed by employees as disclosed above, it shows that direct motivation has an insignificant effect on performance, so it is necessary to state the reasons that are the cause of this not being significant as happened to Government Hospital employees in South Sulawesi Province. The reason for the insignificant effect is that all the indicators of work motivation desired by employees have not been properly actualized, especially the fulfillment of self-existence needs in the form of life necessities and physical needs that are not provided for, held, and fulfilled in meeting the demands and desires of employees to produce maximum work results. Employees also do not feel that their relational needs are met, especially meeting social needs and the demands of the work itself, so employees find it difficult to develop skills in interacting with leaders, colleagues, and subordinates to carry out various constructive collaborative activities, effective communication, building togetherness and unity in the employee work environment, therefore employees are less motivated in achieving maximum work results. In addition, employees at work also feel unmotivated in meeting productivity/creativity needs because they feel that the work shown in the form of their work is not recognized, valued, and appreciated by the leadership and the organization, causing employees to be less motivated at work and this causes the work results to be not achieved. maximum.

7) *The Effect of Job Satisfaction (Y) on Employee Performance (Z).*

Efforts to increase employee job satisfaction in a corporate organization are important things that must be done by managers because employees who have a high level of job satisfaction will feel mature in doing their jobs and are motivated to achieve maximum performance. The salary set by the company is a source of satisfaction for employees. Employees who work in companies have a series of needs that must be met. If basic daily needs are reasonably met, then salary is/not the main factor that causes job satisfaction, because other factors affect one's job satisfaction. Conditions in the workplace may involve working relationships between colleagues or the physical conditions of the work environment. A good work environment if it can support the effectiveness of the work tasks of both employees socially will increase employee job satisfaction. The condition of the work environment is an important factor in creating employee performance. Working conditions have a direct influence on employees in carrying out nursing care which will ultimately improve performance, both individual performance, and hospital performance. Good and comfortable working conditions will make it easier for employees to do their job well. One of the company's ways in its efforts to increase employee satisfaction and create an attitude of commitment to the careers of its employees is to create a better career development system. Employee career development is the answer so that employees can get a better position in the hospital. Career development is carried out not only to provide opportunities for employees to get what they want but by being at a certain level in the hospital where they work, an employee is also able to rise to a higher level to create a change for the better. in his job. Career development is also expected to achieve a higher level of satisfaction

because the company will try to foster healthy job satisfaction where the rights and obligations of employees are regulated in such a way as to be aligned with the functions, roles, and responsibilities of their employees so that employees can participate in the company.

8) *The Effect of Organizational Commitment (X1) on Employee Performance (Z) through Job Satisfaction (Y).*

Based on the results of research from hypothesis testing the problems proposed show that organizational commitment directly to employee performance is not significant but job satisfaction has a positive and significant effect on employee performance. It is reasoned that commitment is a psychological condition that characterizes the relationship between employees and the organization and has implications for individual decisions to remain or leave the organization. However, the nature of the psychological conditions for each form of commitment is very different.

Employees with strong affective commitment remain in the organization because they want to (*want to*), employees with strong continuance commitment remain with the organization because they need it (*need to*), while employees who have strong normative commitment remain in the organization because they have to do (*ought to*)

Because organizational commitment is owned by government employees, causing organizational commitment through job satisfaction has a positive and significant effect on carrying out their daily work activities.

Understanding the effect of organizational commitment which indirectly through job satisfaction has a positive and significant effect on employee performance, efforts are still needed to improve and increase employee organizational commitment by continuing to socialize the application of commitment to effectively advancing the South Sulawesi government hospital, imposing sanctions on each member of the organization who does not comply with organizational rules, always remind the achievement of organizational goals that must be carried out by every employee and strive to continue to maintain and improve hospital achievements.

The link with previous research has similarities and differences. The similarities lie in the exogenous and endogenous variables studied, namely organizational commitment to job satisfaction and performance, as well as the analytical tool used, namely SEM. While the difference lies in the object of research, the size of the population and sample, and the results of the research.

9) *The Effect of Interpersonal Communication (X2) on Employee Performance (Z) through Job Satisfaction (Y).*

Based on the research results of the proposed hypothesis it is shown that indirectly the effect of interpersonal communication on employee performance through job satisfaction has a negative and significant effect. This shows that if interpersonal communication is improved or increased it will reduce job satisfaction and employee performance. This is due to openness, empathy, support, and a positive sense of interpersonal communication, not all of which can be done with employees. Interpersonal communication can affect employee behavior regarding communication events, employee responses to other employees, expectations, conflicts, and opportunities for growth in the organization. For this reason, management must be able to create and maintain a good and harmonious communication condition in the hospital. Leaders must be able to better understand their employees through various approaches. One of the most important approaches is to communicate and interact with them interpersonally so that employees feel cared for and feel acknowledged. This harmony in communication must always be maintained because it can affect the mental attitude of employees. Disharmony in communication can lead to unfavorable working relationships, and if this is allowed to happen, it will have unfavorable implications for work enthusiasm, work motivation, work concentration, and will ultimately hurt performance. This interpersonal communication problem certainly needs to get more attention, because it can have an impact on hospital operations. A message/information giver (communicator), must be able to communicate the information he carries to the recipient of the message (communicator).receiver properly and can understand the meaning, so that there will be no difference in perception between the recipients of the message. Thus all hospital operational activities will run smoothly. The results of the study indicate that interpersonal communication affects the employee job satisfaction

10) *The Influence of Work Motivation (X3) on Officer Performance (Z) through Job Satisfaction (Y).*

Motivation has a positive and significant effect on employee job satisfaction. In this case, the increase in job satisfaction can be done by paying attention to the indicators contained in motivation, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation and extrinsic motivation have a significant effect on job satisfaction but have no significant effect on the performance of employees at the South Sulawesi Government Hospital. This means that motivation can increase employee performance as measured by the quality of work, quantity of work, cooperation and accuracy can be achieved if job satisfaction has been achieved. There are two motivational stimuli, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation involves people engaging in an activity because they find it interesting and derive direct satisfaction from the activity itself. Extrinsic motivation requires an intermediary between the activity and several separate consequences such as real rewards, so satisfaction comes from the extrinsic consequences that guide the activity. Job satisfaction in the company is very necessary because the job satisfaction of an employee can affect the continuity of a company, employees who have job satisfaction will be more productive and contribute to company goals and objectives which in turn can improve the performance of employees of the South Sulawesi Government Hospital. Motivation is a process as the first step for someone to take action due to physical and psychological deficiencies or in other words is an encouragement shown to fulfill certain goals. If this condition does not occur, it will reduce work motivation both intrinsic motivation and extrinsic motivation of an employee, and will have an impact on decreasing employee performance.

#### IV. Conclusion

Based on the analysis of the description in the previous chapter, especially the chapter on research results and discussion, some conclusions can be drawn as follows: 1) organizational commitment has a positive and significant effect on job satisfaction. Organizational commitment as measured by affective commitment, continuance commitment and normative commitment that is implemented can increase job satisfaction of employees at the South Sulawesi government hospital; 2) Interpersonal communication has a negative and significant effect on job satisfaction. Interpersonal communication as measured by openness, empathy, support, and positivity when implemented or improved reduces employee job satisfaction. This is because there are certain things from openness, empathy, support, and positive feelings that cannot be disclosed to all employees; 3) Work motivation has a positive and significant effect on job satisfaction. Work motivation as measured by intrinsic motivation and extrinsic motivation that is applied properly will increase employee job satisfaction; 4) Organizational commitment has a positive and insignificant effect on employee performance. Organizational commitment as measured by affective commitment, continuance commitment, and normative commitment has not been able to directly improve the performance of South Sulawesi government hospital employees; 5) Interpersonal communication has a positive and significant impact on employee performance. Interpersonal communication as measured by openness, empathy, support, and positivity when properly implemented can directly improve employee performance; 6) Work motivation has a positive and insignificant impact on employee performance. Work motivation as measured by intrinsic motivation and extrinsic motivation, even if implemented properly, has not been able to directly increase employee performance; 7) Job satisfaction has a positive and significant effect on employee performance. Job satisfaction as measured by salary satisfaction, satisfaction with working conditions, satisfaction with policies, satisfaction with interpersonal relationships, satisfaction with supervision, satisfaction with achievement, satisfaction with recognition, satisfaction with the job itself, satisfaction with responsibilities and satisfaction with career development, if implemented properly it will be able to improve performance employee; 8) Organizational commitment through job satisfaction has a positive and significant effect on employee performance. Implemented organizational commitment, both directly and through job satisfaction can improve employee performance; 9) Interpersonal communication through job satisfaction has a negative and significant effect on employee performance. Interpersonal communication applied, either directly or through job satisfaction will reduce employee performance, and 10) work motivation through job satisfaction has a positive and significant effect on employee performance. Applied work motivation, either directly or through job satisfaction can improve employee performance..

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