



**The Influence Of Work Discipline And Organizational  
Communication On Job Satisfaction And Employee Performance  
Of Radio Republic Indonesia, Pekanbaru**

Nabilla Deyska Ramadhani <sup>1\*</sup>, Marzolina<sup>2</sup>, Dian Puspita Novrianti <sup>3</sup>

<sup>1</sup>Faculty of Economics and Business Riau University, Pekanbaru, Indonesia.

<sup>2</sup>Faculty of Economics and Business Riau University, Pekanbaru, Indonesia

<sup>3</sup>Faculty of Economics and Business Riau University, Pekanbaru, Indonesia

[\\*nabilladeyska24@gmail.com](mailto:nabilladeyska24@gmail.com)

ARTICLE INFO	ABSTRACT
Accepted: 2 February 2025 Revised: 8 March 2025 Approved: 9 May 2025	Organizational goals can be achieved if employees perform well. Performance is basically what employees do or do not do. Organizational performance is reasonable if each personnel sector performs well in carrying out each existing task. Employee performance is a barometer influencing how much they contribute to the organization. This research aims to see the influence of work discipline and organizational communication on job satisfaction and employee performance in Radio Republik Indonesia Pekanbaru City. Saturated samples determined the number of samples taken in the research, and a sample of 89 employees was obtained. The data analysis method used is path analysis with the help of SPSS. The test results show that work discipline positively and significantly affects job satisfaction. Organizational communication has a positive and significant effect on job satisfaction. Work discipline has a positive and significant impact on employee performance. Organizational communication has a positive and significant effect on employee performance. Job satisfaction has a positive and significant impact on employee performance. Work discipline has a significant effect on employee performance through job satisfaction. Organizational communication is having a substantial impact on employee performance through job satisfaction.
Keywords: Work Discipline, Organizational Communication, Job Satisfaction, Employee Performance	

## INTRODUCTION

The ever-evolving and competitive business landscape requires organizations to optimize performance and adapt to modern management paradigms. Human Resource Management (HRM) is critical in addressing organizational challenges by fostering a competent workforce capable of achieving organizational goals. Employee performance remains a vital determinant of managerial success, directly influencing output quality, productivity, and organizational culture.

In recent years, the performance of employees at Radio Republik Indonesia (RRI) Pekanbaru has exhibited consistent challenges. Data from 2018 to 2023 show fluctuations in performance levels, with most employees scoring in the "adequate" category. Factors such as inadequate discipline, low job satisfaction, and poor organizational communication have been identified as underlying issues. These deficiencies highlight the urgency of addressing key variables such as work discipline, organizational communication, and job satisfaction to enhance employee performance.

Previous studies have explored the relationship between these factors with mixed results. For instance, research by Ariawan et al. (2020) indicates a positive correlation between work discipline and performance, while Alberto et al. (2022) suggest a negative relationship. Similarly, job satisfaction's impact on performance has yielded contradictory findings, with some studies demonstrating positive effects and others showing no significant influence. These research gaps necessitate further investigation to clarify the dynamics among these variables.

This study analyzes the effects of work discipline and organizational communication on job satisfaction and employee performance at RRI Pekanbaru. The study aims to offer novel insights into the interplay between these factors by addressing these research gaps and providing actionable strategies for improving organizational outcomes. The research contributes to the broader discourse on HRM by examining how targeted interventions in discipline and communication can foster a more engaged and high-performing workforce.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance refers to the efficiency and effectiveness of their assigned tasks. According to Mathis and Jackson (2015), performance is determined by what employees do or fail to do within their roles. Performance evaluation encompasses various dimensions, including the quality and quantity of output, timeliness, and adherence to organizational protocols. Factors influencing performance include:

1. **Work Discipline:** Ensures compliance with workplace rules and promotes a structured work environment (Mangkunegara, 2017).
2. **Organizational Communication:** Facilitates adequate information flow, reducing misunderstandings and improving productivity (Robbins, 2019).
3. **Job Satisfaction:** Employees satisfied with their roles exhibit higher motivation and deliver improved results (Kreitner & Kinicki, 2014).

### **Job Satisfaction**

Job satisfaction is an employee's positive emotional response to their role, driven by role clarity, recognition, and work conditions (Robbins, 2019). The study identifies five key factors affecting job satisfaction (Kreitner & Kinicki, 2014):

1. **Need Fulfillment:** Meeting employees' expectations and career goals.
2. **Fair Treatment:** Ensuring equitable compensation and opportunities.
3. **Value Achievement:** Alignment of job roles with personal values.
4. **Workplace Environment:** Creating a safe and supportive setting.

## **Work Discipline**

Work discipline is essential for maintaining order and consistency within an organization. Defined as the willingness of employees to follow organizational rules voluntarily, it reflects their responsibility and commitment (Sutrisno, 2016). According to Hasibuan (2009) in Tarmizi, Machasin, and Novrianti (2023), work discipline can be interpreted as an individual's awareness and willingness to follow the regulations made by the company by looking at existing norms with their provisions for coming and going from work. Factors affecting discipline include:

1. **Leadership Behavior:** Leaders who model discipline inspire similar behavior among employees.
2. **Clarity of Policies:** Clearly defined and communicated policies promote adherence.
3. **Monitoring and Feedback:** Regular supervision ensures compliance with expected standards.

## **Organizational Communication**

Effective organizational communication is critical for achieving collective goals. Communication flows (vertical, horizontal, and diagonal) facilitate the exchange of ideas, minimize conflicts, and enhance teamwork (Robbins, 2019). Indicators of effective communication include:

1. **Clarity of Messages:** Clear and concise instructions reduce misunderstandings.
2. **Feedback Mechanisms:** Open channels for feedback ensure continuous improvement.
3. **Employee Engagement:** Interactive communication fosters participation and innovation.

## **Hypothesis Development**

### **The Relationship Between Work Discipline and Job Satisfaction**

Work discipline is critical for creating a structured and harmonious work environment. Discipline ensures employees adhere to organizational norms, perform tasks on time, and maintain professionalism. According to Sutrisno (2016), discipline positively correlates with job satisfaction, fostering a sense of responsibility and accountability among employees.

Hasibuan (2016) highlighted that disciplined employees are better aligned with organizational goals and experience greater accomplishment, which leads to higher satisfaction levels. On the other hand, lack of discipline often results in missed deadlines, inefficiency, and dissatisfaction. Despite this, some studies, such as those by Putri and Kustini (2021), suggest variability in the relationship, highlighting the need for further research.

H1: Work discipline significantly influences job satisfaction.

### **The Relationship Between Organizational Communication and Job Satisfaction**

Effective organizational communication is a cornerstone of employee satisfaction. Communication allows employees to understand their roles, expectations, and the organization's goals. Robbins (2019) emphasized that clear communication reduces misunderstandings and promotes trust, collaboration, and

transparency, contributing to job satisfaction. Employees who perceive their opinions as valued through two-way communication will likely feel connected to the organization (Rivai, 2017). Conversely, poor communication can lead to misunderstandings, conflict, and dissatisfaction, as noted by Silalahi et al. (2021). This relationship underscores the importance of fostering effective communication systems within organizations.

H2: Organizational communication significantly influences job satisfaction.

### **The Relationship Between Work Discipline and Employee Performance**

Work discipline is closely tied to employee performance, ensuring consistency, efficiency, and adherence to organizational standards. Mangkunegara (2017) stated that disciplined employees are better equipped to meet deadlines and achieve quality outputs as they consistently follow protocols and organizational rules.

Mathis and Jackson (2015) noted that discipline enhances productivity by reducing errors and creating an organized work environment. However, studies such as Irawan (2021) have shown mixed results, indicating that while discipline is essential, other factors like motivation and leadership also play significant roles.

H3: Work discipline significantly influences employee performance.

### **The Relationship Between Organizational Communication and Employee Performance**

Organizational communication is vital in facilitating teamwork, problem-solving, and goal alignment. Clear and timely communication ensures employees have the necessary information to perform their tasks effectively. Robbins (2019) posited that communication fosters collaboration and minimizes inefficiencies, thereby boosting performance.

Wandi et al. (2019) demonstrated that strong communication channels positively impact performance by enhancing coordination and reducing workplace conflicts. Conversely, ineffective communication often results in decreased productivity and errors, as highlighted by Akbar (2018).

H4: Organizational communication significantly influences employee performance.

### **The Relationship Between Job Satisfaction and Employee Performance**

Job satisfaction significantly impacts employee performance, as satisfied employees tend to be more motivated, engaged, and productive. Robbins (2019) stated that satisfaction leads to positive attitudes, translating into better performance and lower turnover rates.

Satisfied employees are likelier to take initiative, surpass their assigned roles, and contribute to organizational success. However, dissatisfied employees often display reduced effort, lower quality outputs, and increased absenteeism (Kreitner & Kinicki, 2014).

H5 : Job satisfaction significantly influences employee performance.

### The Mediating Role of Job Satisfaction in the Relationship Between Work Discipline and Employee Performance

Job satisfaction serves as an essential mediator between work discipline and employee performance. Discipline creates an environment where employees can focus on tasks without distractions, leading to higher satisfaction. This satisfaction, in turn, drives employees to perform better (Rivai, 2017).

Ramadhan (2022) found that work discipline positively influences performance directly and through its impact on job satisfaction. Employees who experience satisfaction from a disciplined and organized work environment are more likely to excel in their roles.

H6: Work discipline significantly influences employee performance through job satisfaction as an intervening variable.

### The Mediating Role of Job Satisfaction in the Relationship Between Organizational Communication and Employee Performance

Organizational communication also affects employee performance through its impact on job satisfaction. Effective communication fosters trust and collaboration, which enhance job satisfaction. Satisfied employees are more motivated and willing to contribute to organizational goals, improving performance (Robbins, 2019). Sholakhudin (2022) demonstrated that communication positively influences performance directly and indirectly through job satisfaction. Employees who feel heard and valued are more likely to deliver high-quality results.

H7: Organizational communication significantly influences employee performance through job satisfaction as an intervening variable.

### RESEARCH MODEL

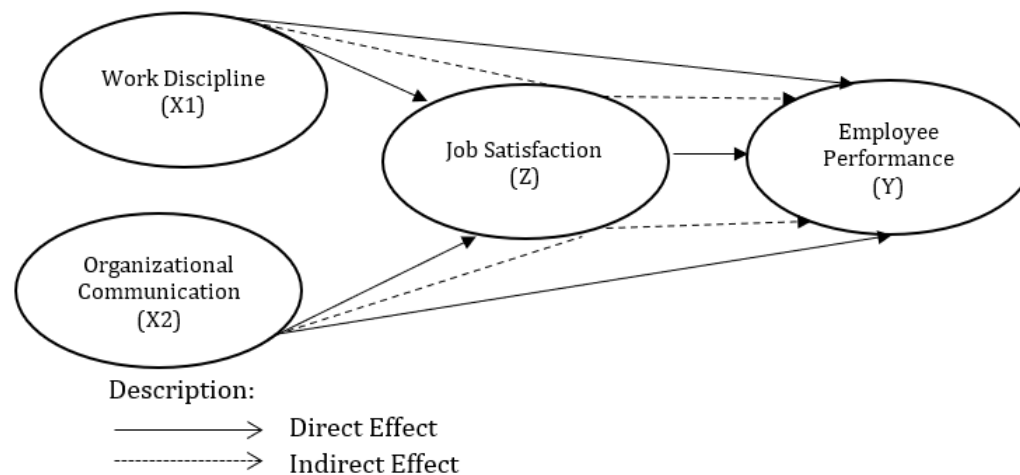


Figure 1. Research Model

### METHOD

#### Type of Research

This research employs a quantitative approach using a descriptive and causal-explanatory design. A quantitative approach is suitable as it enables the examination of relationships among variables (work discipline, organizational communication,

job satisfaction, and employee performance) and the testing of hypotheses through statistical analysis. By adopting this design, the study aims to quantify the impact of the independent variables on the dependent variable and identify mediating relationships.

### **Research Variables**

The study includes four main variables:

1. Independent Variables:
  - a. Work Discipline (X1): Employees' adherence to organizational rules and policies. Measured using punctuality, rule compliance, and accountability (Sutrisno, 2016).
  - b. Organizational Communication (X2): Defined as exchanging information, ideas, and feedback among employees and management and measured using indicators like clarity, feedback, and interaction quality (Robbins, 2019).
2. Mediating Variable:

Job Satisfaction (Y1): Employees' emotional response to their work environment and roles. Measured through factors such as recognition, working conditions, and relationships with colleagues (Kreitner & Kinicki, 2014).
3. Dependent Variable:

Employee Performance (Y2): Defined as the quality and quantity of employee outputs and measured using task completion, productivity, and adherence to standards (Mathis & Jackson, 2015).

### **Research Data**

- a. Nature of Data: Quantitative data collected through structured questionnaires.
- b. Source of Data: Primary data from Radio Republik Indonesia (RRI) Pekanbaru employees.
- c. Population and Sample: The population comprises all employees at RRI Pekanbaru. A stratified random sampling technique was employed to ensure representation across various job roles. The sample size was determined using Slovin's formula, resulting in 89 respondents.

### **Data Collection Techniques**

Data were collected using a Likert-scale questionnaire ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire covered all variables and their respective indicators, ensuring comprehensive data collection.

### **Data Analysis Methods**

Data analysis was conducted using structural equation modeling (SEM) with software like AMOS or SmartPLS. The following steps were undertaken:

1. Descriptive Analysis: Summarized demographic characteristics and response patterns.
2. Instrument Testing: Ensured the validity and reliability of the questionnaire using tests such as Cronbach's Alpha and factor analysis.
3. Classic Assumption Testing: Conducted normality, multicollinearity, and heteroscedasticity tests to meet statistical assumptions.
4. Hypothesis Testing:

- a. Direct Effects: Evaluated relationships between independent, mediating, and dependent variables.
- b. Indirect Effects: The mediation effects were assessed using Sobel tests.

This methodological approach ensures a robust framework for examining the relationships between the variables, providing reliable and valid findings to answer the research questions.

## RESULTS AND DISCUSSION

### Classic Assumption Tests

1. Normality Test: The Kolmogorov-Smirnov test results indicate that all variables have significance values  $> 0.05$ , confirming normal data distribution.
2. Multicollinearity Test: Tolerance values  $> 0.1$  and VIF  $< 10$  indicate no multicollinearity issues.
3. Heteroskedasticity Test: Scatterplot analysis showed random dispersion of residual points, indicating no heteroskedasticity.

### Hypothesis Testing (t-Test)

Table 1 summarizes the t-test results for each hypothesis. Work discipline and organizational communication significantly influence job satisfaction and employee performance, while job satisfaction also significantly impacts employee performance.

**Table 1** Summary of t-Test Results

Hypothesis	Path	t- value	p-value	Conclusion
H1	Work Discipline → Job Satisfaction	3.822	0.000	Accepted
H2	Organizational Communication → Job Satisfaction	6.404	0.000	Accepted
H3	Work Discipline → Employee Performance	2.074	0.041	Accepted
H4	Organizational Communication → Employee Performance	3.408	0.001	Accepted
H5	Job Satisfaction → Employee Performance	6.589	0.000	Accepted

Source: Processed Data (2024)

### Mediating Effects (Sobel Test)

- a. Work discipline affects employee performance through job satisfaction ( $t = 3.203$ ,  $p < 0.05$ ).
- b. Organizational communication affects employee performance through job satisfaction ( $t = 4.223$ ,  $p < 0.05$ ).

**Table 2** Summary of Mediating Effect

Hypothesis	Path	t- value	p-value	Conclusion
H6	Work discipline → Job Satisfaction → Employee Performance	3.203	0.001	Accepted
H7	Organizational Communication → Job Satisfaction → Employee Performance	4.223	0.001	Accepted

Source: Processed Data (2024)

## **Discussion**

### **Work Discipline and Job Satisfaction**

The study showed that work discipline significantly positively affects job satisfaction ( $P\text{-Value} = 0.000 < 0.05$ ). This aligns with the research results by Widiyanto and Setyawasih (2019; Sutrisno, 2016; Hasibuan, 2016). Work discipline, which includes punctuality and responsibility, positively affects job satisfaction. Employees with high work discipline tend to be more obedient to regulations because they feel satisfied with their work. However, there are still other problems that indicate that employees are still lacking in discipline at work, such as the use of inappropriate office equipment for personal interests. This is important for organizations to pay attention to because there still needs to be improvement in work discipline practices.

### **Organizational Communication and Job Satisfaction**

Organizational communication significantly affects job satisfaction ( $P\text{-Value} = 0.000 < 0.05$ ). Effective communication between employees and management promotes job satisfaction (Rivai, 2017). However, miscommunication among employees leads to conflict and dissatisfaction. Regular meetings can address these issues and improve communication. Clear communication channels increase job satisfaction by fostering trust and reducing ambiguity (Robbins, 2019). Employees who feel informed and valued show greater satisfaction with their roles.

### **Work Discipline and Employee Performance**

Work discipline has a significant positive effect on employee performance ( $P\text{-Value} = 0.041 < 0.05$ ). Mangkunegara's statement (2017) states that compliance with organizational rules increases task efficiency and output quality. Disciplinary practices improve performance by ensuring employees comply with regulations and carry out tasks effectively (Hasibuan, 2016; Sinambela, 2016). This is in line with Ariawan et al. (2020).

### **Organizational Communication and Employee Performance**

Organizational communication significantly affects employee performance ( $P\text{-Value} = 0.001 < 0.05$ ). Effective communication improves understanding and collaboration, improving employee performance (Robbins, 2019; Arifin, 2019). This finding is supported by Wandu et al. (2019). Effective communication improves employee performance by ensuring clarity in task expectations and encouraging collaboration.

### **Job Satisfaction and Employee Performance**

Job satisfaction emerged as an essential factor in driving performance. Job satisfaction significantly affects employee performance ( $P\text{-value} = 0.000 < 0.05$ ). Satisfied employees are more motivated and perform better (Robbins, 2019). However, issues such as lack of enthusiasm and attention to detail must be addressed to improve performance (Paparang et al., 2021).



### **Mediating Role of Job Satisfaction**

Work discipline and organizational communication significantly affect employee performance through job satisfaction ( $P\text{-Value} = 0.001 < 0.05$ ). This means that job satisfaction mediates the relationship between work discipline and organizational communication on employee performance. The results of this study strengthen the findings of previous research conducted by Ramadhan (2022). This highlights the importance of fostering employee job satisfaction to enhance the positive effects of organizational practices, such as improving employee work discipline and building good organizational communication to create positive employee performance.

### **CONCLUSIONS**

Based on the results of research conducted at Radio Republic Indonesia, Pekanbaru, using path analysis to test the hypothesis and the use of SmartPLS 4 software, the following conclusions can be drawn:

1. The work discipline affects job satisfaction at Radio Republic Indonesia, Pekanbaru.
2. Organizational communication affects job satisfaction at Radio Republic Indonesia, Pekanbaru.
3. The work discipline affects employee performance at Radio Republic Indonesia, Pekanbaru.
4. Organizational communication affects employee performance at Radio Republic Indonesia, Pekanbaru.
5. Job satisfaction affects employee performance at Radio Republic Indonesia, Pekanbaru.
6. Work discipline affects employee performance through job satisfaction as an intervening variable at Radio Republic Indonesia, Pekanbaru.
7. organizational communication affects employee performance through job satisfaction as an intervening variable at Radio Republic Indonesia, Pekanbaru.

### **IMPLICATIONS AND LIMITATIONS**

#### **Theoretical Implications**

This study contributes to existing literature by reinforcing the importance of work discipline, organizational communication, and job satisfaction in influencing employee performance. The findings support the theory that disciplined employees who communicate effectively are more likely to be satisfied with their jobs, leading to higher performance. This research adds to the body of knowledge by providing empirical evidence of the relationships among these variables in the context of Indonesian organizations.

#### **Practical Implications**

For practitioners, this study highlights the importance of fostering a disciplined and communicative work environment to enhance employee satisfaction and performance. Organizations should invest in training programs and communication tools to improve employee engagement and maintain work

discipline. Additionally, addressing communication gaps can reduce conflicts and enhance organizational effectiveness.

### **Limitations**

Despite its contributions, this study has several limitations. First, the research was conducted within a specific region (Pekanbaru), which may limit the generalizability of the findings to other locations or industries. Second, the study relied on self-reported data, possibly introducing bias in respondents' answers. Finally, the research focused on a limited number of variables, and future studies could examine additional factors such as leadership style, work environment, and cultural influences to provide a more comprehensive understanding of employee performance.

### **REFERENCES**

- [1] Akbar, D. M. (2018). Pengaruh Komunikasi Organisasional terhadap Kinerja Pegawai (Studi pada KUD Karangploso Kabupaten Malang), *JIAGABI (Jurnal Ilmu Administrasi Niaga/Bisnis)*, 7(3): 97-101.
- [2] Albertho, M. F., Ibrahim, M. B. H., Idrus, A., & Sonjaya, Y. (2022). Pengaruh Disiplin Kerja, Kompensasi dan Lingkungan Kerja terhadap Kinerja Pegawai pada Dinas Pekerjaan Umum, Perumahan dan Kawasan Pemukiman Provinsi Papua. *The Journal of Business and Management Research*, 5 (1): 619-630.
- [3] Ariawan, K. A. Y., Gunawan, K., & Wati, N. P. S. (2020). Disiplin Kerja, Kepuasan Kerja dan Kinerja Pegawai Negeri Sipil pada Lembaga Penyiaran Publik Radio Republik Indonesia Singaraja. *Jurnal Manajemen Widya Amerta*, 7 (2): 15-31.
- [4] Arifin, A. R. R. (2019). Pengaruh Komunikasi, Disiplin Kerja, dan Pengawasan Kerja terhadap Kinerja Pegawai PT Prima Usaha Era Mandiri di Surabaya. *Skripsi. Universitas Bhayangkara Surabaya*.
- [5] Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- [6] Irawan, D. (2021). Pengaruh Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Pegawai Negeri Sipil pada Kantor Kecamatan Serpong. *Jimawa: Jurnal Ilmiah Mahasiswa*, 1 (3): 176-185.
- [7] Kreitner, R., & Kinicki, A. (2014). *Organizational Behavior*. New York: McGraw-Hill.
- [8] Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Perusahaan*. Bandung: Remaja Rosda Karya.
- [9] Mathis, R. L., & Jackson, J. H. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- [10] Paparang, N. C. P. (2021). Pengaruh Kepuasan Kerja terhadap Kinerja Pegawai Kantor PT. Post Indonesia di Manado. *Productivity*, 2 (2): 119-123.
- [11] Putri, F. I., & Kustini (2021). Pengaruh Disiplin Kerja dan Keterlibatan Kerja terhadap Kepuasan Kerja Pegawai PT. Risky Lintas Samudra Surabaya. *Briliant: Jurnal Riset dan Konseptual*, 6 (3).
- [12] Ramadhan, M. A. G. (2022). Pengaruh Disiplin Kerja terhadap Kinerja Pegawai dengan Kepuasan Kerja sebagai Variabel Intervening (Studi pada

- Pegawai Home Industri Kasur Lantai Jelai di Bojonegoro). Skripsi, Universitas Muhammadiyah Malang.
- [13] Rivai, V. (2017). Manajemen Sumber Daya Manusia Untuk Perusahaan. Jakarta: PT. Raja Grafindo Persada.
  - [14] Robbins, S. P. (2019). Perilaku Organisasi. Jakarta: Erlangga.
  - [15] RRI Kota Pekanbaru. (2024). Data Penelitian. Pekanbaru: RRI Kota Pekanbaru.
  - [16] Sholakhudin, A. N. A. (2022). Pengaruh Komunikasi Organisasi terhadap Kinerja Pegawai dengan Kepuasan Kerja sebagai Variabel Intervening (Studi pada Pegawai Depo Cleo HR Muhammad Surabaya). Skripsi, Universitas Muhammadiyah Malang.
  - [17] Silalahi, F. A., Wibowo, E. A., & Hasibuan, R. (2021). Pengaruh Komunikasi, Disiplin Kerja, Etos Kerja, dan Lingkungan Kerja Fisik terhadap Kinerja Pegawai PT. Esun Internasional Utama Indonesia Batam. *Jurnal Equilibria*, 9 (2): 24-36.
  - [18] Sinambela, L. P. (2017). Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara.
  - [19] Sholakhudin, A. N. A. (2022). Pengaruh Komunikasi Organisasi terhadap Kinerja Pegawai dengan Kepuasan Kerja sebagai Variabel Intervening (Studi pada Pegawai Depo Cleo HR Muhammad Surabaya). Skripsi, Universitas Muhammadiyah Malang.
  - [20] Sutrisno, E. (2016). Manajemen Sumber Daya Manusia. Jakarta: Prenada Media Group.
  - [21] Tarmizi, M., Machasin., & Novrianti, D. P.(2023). Pengaruh Keselamatan dan Kesehatan Kerja (K3) dan Lingkungan Kerja Terhadap Disiplin Serta Dampaknya Pada Produktivitas Kerja Karyawan Bagian Produksi PT Dian Anggara Persada Siak. *Jurnal Daya Saing*, 9(1): 140-149.
  - [22] Wandu, D., Adha, S., & Asriyah, I. (2019). Pengaruh Komunikasi terhadap Kinerja Pegawai pada Badan Penanggulangan Bencana Daerah (BPBD) Provinsi Banten. *Jurnal Ekonomi Vokasi*, 2 (2): 18-30.
  - [23] Widiyanto, T., & Setyawasih, R. (2019). Pengaruh Kompensasi dan Disiplin Kerja terhadap Kepuasan Kerja Pegawai. *Optimal: Jurnal Ekonomi dan Kewirausahaan*, 13 (2): 111-125.