



The Effect of Job Satisfaction And Organizational Communication On Employee Performance At PT. X During The Covid-19 Pandemic

Desi Pujiati^{1*}

^{1*}Industrial and Organizational Psychology Master of Science Study Program, Gunadarma University, Indonesia, Email: desi.dihaza@gmail.com

***Corresponding Author:** Desi Pujiati

^{*}Industrial and Organizational Psychology Master of Science Study Program, Gunadarma University, Indonesia, Email: desi.dihaza@gmail.com

ABSTRACT

Changes in work situations during the Covid-19 pandemic and company policies regarding business continuity have impacted employee performance. This study aims to analyze the effect of job satisfaction and organizational communication on PT employees' performance. X during the COVID-19 pandemic. This study uses quantitative methods with sampling techniques, non-probability sampling with type purposive sampling. The sample in this study are employees who have status as permanent employees and work at PT. X by using the method of working from home, from the office, or a combination of the two methods. The analytical tool used is the descriptive analysis of job satisfaction, organizational communication, and employee performance. Descriptive analysis of respondents' demographic categories on age, gender, last education, marital status, years of service, division, domicile, and working method. The data processing in this study uses multiple linear regression techniques. The results of this study indicate a positive influence of job satisfaction on the performance of employees of PT. X during the Covid-19 pandemic. Organizational communication has a positive effect on the performance of employees of PT. X during the Covid-19 pandemic. Job satisfaction and organizational communication simultaneously affect the performance of employees at PT. X during the Covid-19 pandemic.

Keywords: Employee Performance, Job Satisfaction, Organizational Communication.

INTRODUCTION

Changes in the work situation in the era of the Covid-19 pandemic affected employees being laid off permanently and reduced employees who were still working. This certainly has an impact on employee performance psychologically. Employees are required to produce performance in uncertain situations where the company has experienced a decline in operational activities during the Covid-19 pandemic. Employee performance in research is employee productivity, attendance rate, anti-social behavior, customer satisfaction, and customer retention.

Employee performance is generally influenced by two factors, namely the willingness and ability of employees to complete the work entrusted to them, as well as external factors from the company Wibawa, Christine, and Stella (2020). Employee job satisfaction is a phenomenon that needs to be scrutinized by organizational leaders. Employee job satisfaction is closely related to employee performance. Someone satisfied with his job will have high motivation, commitment to the organization, and work participation to continue improving his performance. Individual job satisfaction is a way to fulfill workplace needs to produce good job performance and productivity. This is inversely proportional to the fact that when employees experience job dissatisfaction, employees will be identified as experiencing low productivity, which can result in high absenteeism and low commitment to the organization (Pace & Faules, 2015). Anggi and Singmin (2019), in their research show, that remuneration, work motivation, and job satisfaction

have a significant positive effect on employee performance. Job satisfaction is the most influential variable, followed by work motivation and remuneration.

Employee performance is influenced by organizational communication. Organizational communication in research (Asamu, 2014) is needed to establish and disseminate company goals. Anggi and Singmin (2019), in their research show, that remuneration, work motivation, and job satisfaction have a significant positive effect on employee performance. Job satisfaction is the most influential variable, followed by work motivation and remuneration. Tuffaha's (2020) research results show that knowledge management, information technology, communication, employee empowerment, innovation and creativity, and organizational culture influence employee performance.

The performance of property development company employees is influenced by horizontal and downward communication patterns Hee, Qin, Kowang, Husin, and Lee (2019). Horizontal communication patterns promote higher teamwork among staff and reflect higher levels of employee performance. Organizational communication during the Covid-19 pandemic used more internet media. The internet has become a work communication medium, where work can be done at home without time and place limits. Research proves that organizational effectiveness can be achieved by establishing good and effective communication between management and employees (Febrial & Herminingsih, 2020; Rini, 2019).

PT. X is Indonesia's exclusive distributor of world-brand luggage and bag products. The company sells through 30 showrooms and nearly 100 counters in leading Department Stores, spread in almost all major cities in Indonesia. To carry out business operations, the number of employees will be 350 by the end of 2021. Before the pandemic, the company's sales and development were positive and relatively stable. The economic impact of the pandemic has been most felt by the travel and tourism sector, which was the sector that was hit the hardest and recovered the latest. Before the pandemic, the company's sales and development levels were positive and relatively stable. Many companies in this sector have collapsed, unable to survive due to the uncontrolled pandemic. The impact of this pandemic can be seen clearly from the decrease in the number of employees, where the number of employees before the pandemic reached 600 people. The spread of business locations and many employees are fascinating objects to be used as research objects.

Based on the description above, both job satisfaction and organizational communication owned by employees will influence the employee's performance. The crisis during a pandemic that made employees vulnerable to experiencing fear, panic, and anxiety about obtaining job satisfaction is an important thing to have. Various kinds of conditions and demands that were present during the pandemic required employees to have good organizational communication. The results of previous research have also explained the critical role of job satisfaction and organizational communication during a pandemic and the effect of each variable on employee performance. Based on the formulation of the problem posed, this study aimed to analyze the influence of employee job satisfaction on employee performance at PT. X during the COVID-19 pandemic, analyzing the effect of organizational communication on employee performance at PT. X during the COVID-19 pandemic and jointly analyzed the effect of job satisfaction and organizational communication on employee performance at PT. X during the COVID-19 pandemic.

This research is expected to provide helpful information and input for the development of psychology, especially Industrial and Organizational Psychology. Researchers hope that employees, especially those working at PT. It is hoped that administrative authorities, such as management and the Human Resources Department division, will be able to pay attention to the needs and welfare of their employees during the COVID-19 pandemic, considering in terms of job satisfaction and organizational communication of their employees, so that employee performance can be fulfilled and prevent things that can harm the company happens.

RESEARCH METHODS

The variables that will be studied in this study are the dependent variable (Y, namely employee performance), independent variable (X1, namely job satisfaction), and independent variable (X2, namely organizational communication). The population in this study are individuals who work as employees. The sample in this study was part of PT X's employees. Sampling in this study used a technique of non-probability sampling with type purposive sampling. In this study, data collection techniques were carried out using a questionnaire in the form of a Likert scale.

Data collection techniques were carried out using a questionnaire in the form of a Likert scale. The scale is a psychological measurement tool in the form of questions or statements designed to capture a person's response to the measured concept so it can be interpreted (Azwar, 2016). The Likert scale is a measurement used to measure attitudes, opinions, and perceptions of a person or a group of people regarding social phenomena (Pasolong, 2012). The instruments used in this study consisted of three scales, namely, the scale of employee performance, job satisfaction, and organizational communication.

The scale used to measure employee performance in this study was adapted by researchers Robert and Jackson (2006).

Table 1. Blueprint Employee Performance Scale

No.	Employee Performance Indicators	Item		Total Item
		Favorable	Unfavorable	
1.	Work quality	1,2,3,5	4	5
2.	Working Quantity	7,9,10	6,8	5
3.	Working hours	11,13,14,15	12	5
4.	Team work	17,18,19	16	4
Total Item		14	5	19

The time used to measure job satisfaction in this study was adopted by researchers from indicators from researchers, namely Spector (1985).

Table 2. Blueprint Job Satisfaction Scale

No.	Aspects of job satisfaction	Item		Total Item
		Favorable	Unfavorable	
1.	Wages	1, 4	2,3	4
2.	Promotion	6,7,8	5	4
3.	Supervision	9,12	10,11	4
4.	Additional allowance	14,15	13,16	4
5.	Award	17	18,19,20	4
6.	Procedures and Regulations	22	21,23	3
7.	Work	24,26	25,27	4
8.	Work colleague	29,31	28,30	4
Total Item		15	16	31

The time used to measure organizational communication in this study was adapted by Pace and Faules (2015).

Table 3. Blueprint Organizational Communication Scale

No.	Employee Performance Indicators	Item		Total Item
		Favorable	Unfavorable	
1.	Upward Communication	7,8,9,10,11,12,13	-	7
2.	Downward Communication	1,2,3,4,5,6	-	6
3.	Horizontal Communication	14,15,16,17	-	4
Total Item		17	0	17

This study uses a content validity test to prove that the items contained in the three scales in this study are relevant and represent the construct of a measuring instrument (Haynes, Richard, and Kubany, 1995), where the scales of the three variables are tested for the feasibility or relevance of the contents through analysis. Rationally by a competent panel (professional judgment). As a criterion for passing item selection (Azwar, 2012), item selection is based on total item correlation with the following convention: If the correlation coefficient is > 0.30, it is considered a satisfactory and good contribution (Azwar, 2012). If the number of items that pass is insufficient or far from the desired number, then the correlation coefficient criterion limit, which was initially 0.30, can be lowered to 0.25 (Azwar, 2012). The reliability calculation in this study uses Cronbach's alpha coefficient to provide a measure of the internal consistency of the measuring instrument used, where internal consistency describes the extent to which all items in the measuring instrument measure the same concept or construct and are connected in inter-

item interrelationships in the Cronbach test in (Tavakol & Dennick, 2011). According to Nurgiyantoro, Gunawan, and Marzuki (2004), alpha Cronbach is applied to tests that have scaled scores. A measuring instrument is reliable if it has a reliability coefficient value of ≥ 0.7 . Testing the hypothesis in this study uses a simple regression technique to analyze the effect of job satisfaction (X1) on employee performance (Y) and the effect of organizational communication (X2) on employee performance (Y), as well as multiple linear regression techniques (multiple regression) to analyze the effect of job satisfaction and organizational communication (X2) simultaneously on employee performance (Y). The data analysis technique that will be carried out in this study uses SPSS software.

Table 4. Hypothesis test results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		Sig.
Model		B	Std. Error	Beta	t	
1	(Constant)	6,264	8,644		,725	,471
	job satisfaction	,192	,094	,190	2,034	,046
	organizational communication	,544	,083	,609	6,539	,000

This study used a questionnaire with closed questions (Azwar, 2012) from the variables of job satisfaction and organizational communication. Respondents may choose more than one answer to measure the level of job satisfaction and organizational communication expected by employees.

Table 5. Multi-Response Data Processing Concerning Job Satisfaction at the company where you work

		Responses		Percent of Cases
		N	Percent	
\$Satisfied ^a	Wages	43	24,6%	63,2%
	Opportunities to get promotions	6	3,4%	8,8%
	superiors who understand employee competencies	19	10,9%	27,9%
	additional benefits according to work results	34	19,4%	50,0%
	recognition of awards	3	1,7%	4,4%
	procedures and rules that make work easier	17	9,7%	25,0%
	colleagues who help each other	51	29,1%	75,0%
	others	2	1,1%	2,9%
Total		175	100,0%	257,4%

Table 6. Form of Organizational Communication What to expect In a working atmosphere

	Responses		Percent of Cases
	N	Percent	
\$Komunikasi ^a Management provides opportunities for employees to communicate in order to complete tasks. employees are given space to convey obstacles encountered in operational activities communicate with colleagues in the same work unit for coordination of work assignments	38	30,6%	55,1%
	54	43,5%	78,3%
	32	25,8%	46,4%
Total	124	100,0%	179,7%

RESULTS AND DISCUSSION

Based on the results of hypothesis testing on 69 respondents, it was found that all hypotheses in this study were accepted.

Through a simple regression test of job satisfaction variables on employee performance variables, a significant result of 0.046 ($p < 0.05$) is obtained, which can be interpreted as the first hypothesis states that there is an influence between job satisfaction on employee performance variables at PT. X during the COVID-19 pandemic, accepted. This result aligns with Anggi and Singmin's (2019) research, which said that job satisfaction influences employee performance. Job satisfaction is an individual's feelings about work manifesting in attitudes to achieve work value. This directs behavior to do a good job and improve work results either quantitatively or qualitatively so that the performance expected by the company is formed.

Based on table 4 proves that job satisfaction received by employees as expected can create good employee performance. Employees are satisfied with what is provided by PT. X in the form of salary, promotion, supervision, additional benefits, rewards, work procedures and regulations, colleagues, and job characteristics can improve employee performance in terms of quality, quantity, working hours, and teamwork.

This research aligns with Zainal, Nazief, and Abdul's (2019) research. Job satisfaction has a significant effect on employee performance. Employee performance shown by Kalimantan mining employees shows satisfaction, where their satisfaction is quite good in terms of attendance, wages, co-workers, supervision, and promotion opportunities able to show their performance quite well. The respondent's mentality as a coal miner is vulnerable to his ability to work in concentration because his work also has an accident risk effect. The description of the work of a simple miner is to carry out mining individually, prioritizing quantity, not being tied to the work of other employees, and not prioritizing the quality of work, so what is most visible here is productivity in the form of output mining.

One of the results of this research discussion shows that salary as providing job satisfaction impacts employee performance. Job satisfaction plays an essential role in employee performance and, to some extent, their well-being, existence, and organization in terms of productivity, efficiency, employee relations, employee absenteeism, and turnover (Dughuh & Dennis, 2014). In the Nigerian context, where unemployment and poverty rates are high, the main concern for many employees is not job satisfaction. Many employees in Nigeria need to experience job

satisfaction, and this is the case with too much unemployment and too few job vacancies. Companies take opportunities and profits to exploit cheap labor. The impact is that employees need to care about job satisfaction. They care more about earning enough wages to take them home.

Based on table 5, the results of the questionnaire on the question of what things make employees feel satisfied working for the company where they work during the COVID-19 Pandemic Period, namely salary, the opportunity to get a promotion, superiors who understand employee competence, additional benefits following work results, recognition awards, procedures and rules that make work easier, co-workers who help each other and Others. Employees in the pandemic era chose the most preferred things in terms of satisfaction at work during the Covid-19 Pandemic Period, namely colleagues who helped each other, salary, and Additional Benefits according to work results.

Apart from job satisfaction, other factors can affect job satisfaction, namely organizational communication, as expressed by Kristina (2020). In this study, based on the results of a simple regression test of organizational communication variables on employee performance variables, the results obtained a significance of 0.000 ($p < 0.05$), which means that the second hypothesis states that there is an influence between organizational communication on employee performance at PT. X during the Covid-19 pandemic, accepted. This aligns with research by Oranje and Wainaina (2019), who used a descriptive research design that determined that organizational communication significantly predicts employee performance. Effective communication makes employees productive and efficient (Verghese, 2017). The ability to absorb work communication is the basis for employees to work according to organizational goals (Pace & Faules, 2015).

Organizational communication means the ability of employees to absorb information as a guide in completing work as employee performance. Based on table 4 proves that organizational communication at PT. X formed good organizational communication patterns that affect employee performance regarding quality, quantity, working hours, and teamwork.

The downward communication pattern during the Covid-19 pandemic implemented by PT. X, namely, management communicates downward regarding essential matters for completing employee tasks, and management communicates organizational policies and procedures that can facilitate employees in completing work that impacts employee performance.

The pattern of upward communication during the Covid-19 pandemic implemented by PT.X is that employees are given space to convey the obstacles encountered in operational activities, and upward communication helps employees overcome their work problems, making it easier for them to complete work that impacts employee performance.

The horizontal communication pattern during the Covid-19 pandemic implemented by PT. X, namely communication of colleagues in the same work unit for coordinating work assignments and communication of colleagues in the same work unit to share information about plans and activities that can facilitate employees in completing work that impacts employee performance.

Hee et al. (2019) upward, downward, and horizontal communication patterns significantly impact employee performance. Alum and Khusnul (2021) results of qualitative research on Converting Department employees, PT. IPP, with 22 informants consisting of employees from every position level. Organizational internal communication occurs in downward, upward, and horizontal communication patterns. Organizational communication with the three communication patterns can improve the conversion department's key performance indicators (KPI): production, total efficiency, small-size packaging costs, damaged / waste, idle spare parts, and deadstock.

Table 6 shows that the total choice of forms of organizational communication is expected in a work environment during the Covid-19 Pandemic Period. It is explained that the employee's choices represent all the questionnaire answers. Namely, management provides employees opportunities to communicate to complete tasks. Employees are given space to convey obstacles encountered in operational activities and communicate with colleagues in the same work unit to coordinate work assignments.

Then, researchers conducted multiple regression tests to see the effect of job satisfaction and organizational communication on job satisfaction variables. A significant result of 0.000 ($p < 0.05$) was obtained based on the test results. This could mean that the third hypothesis stated that there was an influence between job satisfaction and organizational communication. Jointly on employee job satisfaction at PT. X during the Covid-19 pandemic, accepted. The R coefficient

square obtained in the multiple regression test between the variables of job satisfaction and organizational communication together with the variable of job satisfaction is equal to 0.435, which proves that job satisfaction and organizational communication have a contributing influence of 43.5% on employee performance at PT. X.

Employee performance at PT. X increases well for the contribution of 43.5% of job satisfaction and organizational communication created by management and employee attitudes in measuring satisfaction levels and good communication patterns. This can be a reference for the management of PT. X to determine indicators of job satisfaction and good organizational communication patterns.

Based on the value of the Power of Discrimination Item in Appendix D, the three most significant employees tend to be satisfied with getting rewards, valued work, and procedures and regulations that can reduce workload. The information needed is easy to understand, solves work problems, and strengthens employee engagement. The performance of employees who are dominated by employees with an education level of 88.42% SMA/SMK work in a team that can work together, working hours come on time and in quantity can be fulfilled by always helping employees with excessive workload. Based on the results of the empirical mean calculation, the empirical mean value of the employee performance variable is 52.52, which is included in the medium category. The empirical mean value of the job satisfaction variable is 82.90, which is included in the medium category. The empirical mean of the organizational communication variable is 55.84, which is included in the medium category.

Second, there are changes in working hours in the pandemic era, which are limited by sales efforts at points that could be more optimal. Efforts that might be made are changes to the online sales mechanism and what forms of organizational communication are expected in a work environment during the Covid-19 pandemic. The over category has a high empirical mean value for ages 37-40 years. There is an organizational communication variable. Employees between 37 and 40 can explain this understanding and learn more about organizational communication patterns, communication with management to lower levels, and between colleagues.

The results of this study align with research by Susi (2019), which states that age does not affect employee performance, and there is an age criterion that is a differentiating factor for employees. This can be interpreted as an increase in performance as long as the age factor increases. The results differ from Selvia's research (2017) that age does not affect work productivity at PT. Palembang branch of Oasis Water International. This is because the average age of employees is included in the work productivity standard. The age still entering the productive period between 20 to 40 years in this study only significantly affects the work productivity obtained. Employees' ability at a productive age is almost the same. In addition, it is also influenced by the type of work that is simple enough so it does not require special skills. Further descriptions of respondents based on gender obtained the results of employee performance values at PT. X during the COVID-19 pandemic in the moderate category, where it was found that male employees had a higher empirical mean score of 52.52 than female employees with an empirical mean of 52.38. Based on the gender category, it is known that judging from the three variables, both men and women are in the medium category. This can be explained by the fact that both male and female respondents' performance, satisfaction, and communication are adequate.

Job satisfaction is owned even though it is not too large. The level of satisfaction of employees produces adequate performance as well. The performance of both male and female respondents is quite good in terms of quality, quantity, working hours, and teamwork. The organizational communication of these respondents, both men, and women, were included in the medium category. This can be explained by the fact that the communication pattern is quite good.

The research aligns with Siti, Sri, and Hikmah's (2016) research. The negative influence of gender on lecturer performance shows that a woman's performance is not inferior to that of a man. The research results on the performance of female and male lecturers show that the leadership in giving assignments is good because it follows the discipline they have, understanding their duties, shows that the level of discipline and obedience of respondents to rules is excellent, and completing work on time.

Next is the description of the respondents based on the last education obtained by the results of employee performance values at PT. X during the Covid-19 pandemic, with the last education

being SMA/SMK, mean practical value of 52.34, employees with the last D3/D4 education have a mean empirical value of 57.00. Employees with the last S1 education have a mean empirical score of 50.75. Based on these results, it can be seen that there are differences in values that are empirical in each of the last educational groups. However, the performance of employees of each of the last educational groups falls into the same category: moderate. This is in line with Lina's research (2020). Education is an effort to develop human resources, especially intellectual abilities and personality. Statistically, the education variable positively and significantly affects employee performance variables. Employee education, the higher the level, is proven to grow the ability or develop the thinking skills of employees and increase the ability to express employee ideas so that they can fulfill their duties properly.

Marinawati, Ramadhania, and Lenny (2019) produced a statement that the better the education one has, the more employee competence will be affected. Employees can obtain good expected performance results and achieve high performance, which does not directly affect the employee's career development. Career development (training, education/training) is one way to improve performance to get good performance. If performance increases, it will be considered for promotion to a higher position.

In the results of the description of the respondents based on marital status, it was found that the employees of PT. X, still unmarried during the Covid-19 pandemic, had an empirical mean of employee performance of 53.27. Employees who were married had an empirical mean of employee performance of 52.07. Employees at PT. X, during the Covid-19 pandemic, who was single and married, had employee performance that was in the moderate category. This shows that marital status influences employee performance.

Aslam, Hafeez, Shahzad, Ahmad, Mueenuddin, Maaz, and Khan (2020). This study shows the impact of marital status is a positive indicator of gig employee employment. The data has been collected by three universities in the Shaheed Benazir Abad district. The results show a relationship between marital status and job performance, or we can state the effect of marital status on employee performance.

Furthermore, based on years of service, the results of the description of the respondents found that employees at PT. X during the Covid-19 pandemic, which had a working period of 1 - 3 years mean Empirical employee performance is 52.26, while employees who have worked for 3 - 6 years have a mean Empirical employee performance is 51.15, then employees who have worked for 6 - 9 years have mean Empirical employee performance is 59.13, then employees who have worked for 9-12 years have mean Empirical employee performance is 46.71. Finally, employees who have worked > 12 years have a mean empirical employee performance of 53.87. Based on these results, there are differences in values empirically in each group of years of service, although not sequentially in each span of service. However, it is known that years of service influence employee performance. The performance of employees of each group falls into the same category, namely moderate.

The statements above support the results of Susi's research (2019), showing an increase in performance as long as the work period also increases. The higher the tenure of an employee (employee), the assumption that his workability will be better, so that with high tenure, it will affect employee performance.

Lailatus, Linda, & Ahmad (2021). Tenure of work is an essential factor in the work productivity of an employee. The longer the work period, the more work experience increases compared to colleagues. There is a significant difference in employee performance based on years of service. This means that tenure will affect employee performance. The longer the tenure, the higher the performance.

The results of the descriptions of the respondents based on domicile found that employees at PT. X during the COVID-19 pandemic who worked at the Tangerang domicile had a mean Empirical employee performance is 54.35, Domicile Jakarta has a mean empirical employee performance of 51.03, Bogor Domicile has a mean Empirical employee performance is 59.50, Depok Domicile has to mean Empirical employee performance is 52.67, Surabaya Domicile has to mean Empirical employee performance is 55.50, Domicile Bali has to mean empirical employee performance of 50.00. Based on these results, it can be seen that there are differences in values mean empirically in each domicile group, although not sequentially in each domicile range. However, it is known that domicile influences employee performance. The performance of employees of each group falls into the same category, namely moderate.

This research aligns with Krisna (2017) that the distance variable significantly negatively affects performance. The residence distance categories used are very close, near, far, and very far, which affect the performance of Kodim 0609/Kab. Bandung personnel is measured by attendance, the intensity of permits, and work effectiveness in the office.

The results of the description of the respondents based on the division found that employees at PT. X during the COVID-19 pandemic who worked in the Accounting division had an empirical mean of employee performance of 57.67, the Administration Division had an empirical mean of employee performance of 50.83, the Marketing Division had an empirical mean of employee performance of 52.32, the Warehouse Division had an empirical mean employee performance of 54.00, the HRD Division has an empirical mean of employee performance of 55.50, the IT division has an empirical mean of employee performance of 48.00. Based on these results, it can be seen that there are differences in the empirical mean values in each division group, although not sequentially in each division range. However, it is known that divisions influence employee performance. The performance of employees of each group falls into the same category, namely moderate.

Research related to divisions, namely by Evelyne, Kilika, and Muathe (2018) in research on operational, financial, and business development divisions and other divisions in private equity companies in Kenya, shows that job characteristics in each division affect employee performance. Judging from the need for skills and tasks, the relationship between the employer and staffing and the freedom to schedule work, make decisions, and let employees be responsible for their results generally improve employee performance. Based on the results of research by Senen and Masharyono (2018), using descriptive and verification analysis using simple linear regression analysis techniques, it can be concluded that job characteristics positively affect employee performance.

Finally, the results of the respondent's description are based on the work methods used during the COVID-19 pandemic, namely the results obtained from employees of PT. X during the COVID-19 pandemic, those who worked from the office had a mean Empirical employee performance is 55.41, working from home means empirical employee performance of 49, and mean Empirical employee performance for employees who work from offices and homes is 51.83. The three work methods during the COVID-19 pandemic were in the moderate category. The difference in value means Empirical research on each work method shows that work situations can impact the performance of each employee.

Frita, Rahman, Taufik, Jovani, and Look (2021) the results of hypothesis testing show that only online training changes can significantly sustain employee performance during the Covid-19 pandemic, not by working from home. Rosmala Dewi, Muhammad, Anwar, Darmawansyah and Stang (2019). His research shows that domicile distance affects the performance of RSGM UNHAS employees. Even though their domicile is far away, high employee motivation can still improve their performance.

CONCLUSION

Based on the research results described above, the three hypotheses proposed in this study are accepted, which means there is an influence between job satisfaction and employee performance at PT. X during the COVID-19 Pandemic. X during the COVID-19 Pandemic. This means that if an individual has high organizational communication, the employee's performance will also be high. Conversely, if an individual has low organizational communication, the employee's performance will also be low. This means that if an individual owns PT. X high job satisfaction and organizational communication, the employee's performance will also be high. Conversely, if an individual has low job satisfaction and organizational communication, the employee's performance will also be low. Researchers have limitations in distributing questionnaires, so the distribution of questionnaires requires assistance from company management to reach respondents who fit the research criteria more broadly. The researcher could not see the filling of the questionnaire by the respondents directly because the distribution of the questionnaire was carried out online with a media link on the Google form.

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