

## The effect of the organizational communication climate and work enthusiasm on employee performance

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**CHRONICLE**

**ABSTRACT**

*Article history:*

Received: March 18, 2019

Received in revised format: April 9 2019

Accepted: April 23, 2019

Available online:

April 23, 2019

*Keywords:*

*Organizational Communication Climate*

*Work Enthusiasm*

*Job Satisfaction*

*Employee Performance*

This study aims at analysing the effect of the organizational communication climate and working enthusiasm on employee performance both directly and through employee job satisfaction at Economics Faculty in Private Islamic Universities in Makassar. The sampling technique used in this study was purposive sampling. Thus, the samples in this study were all employees who work at Economics Faculty in Private Islamic Universities in Makassar in which the total samples were 100 people. The data were analysed using multiple linear regression and path analysis. The study found that the organizational communication climate and work enthusiasm affect work satisfaction at Economics Faculty in Private Islamic Universities in Makassar. It is also found that organizational communication climate and work enthusiasm affect employee performance at Economics Faculty in Private Islamic Universities in Makassar. Furthermore, it is shown that job satisfaction affects employee performance at Economics Faculty in Private Islamic Universities in Makassar.

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### 1. Introduction

Every organisation always strives to improve employee performance. For this reason, leaders need to find some ways and solutions to generate employee enthusiasm. It is essential because work enthusiasm reflects a deep pleasure toward the work that is performed so that faster work can be accomplished and better results can be achieved. Sell and Cleal (2011) developed a model of job satisfaction by integrating economic variables and work environment variables to study employee reactions in hazardous work environments with high monetary benefits and a simple work environment and low monetary benefits. The results pointed out that different psycho-social variables and work environments such as workplaces and social support had a direct impact on job satisfaction. It was also revealed that the increases in rewards do not increase the level of dissatisfaction among employees. Some other studies found that various aspects of effective organizational communication, such as high frequency, openness and accuracy, performance feedback, and adequacy of information about organizational policies and procedures were positively related to feelings of satisfaction in the workplace and job performance (Kacmar et al., 2003;

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Neves & Eisenberger, 2012; O'reilly & Roberts, 1977; Roberts & O'Reilly III, 1979; Snyder & Morris, 1984).

The organizational communication climate is not the only factor that influences job satisfaction. The work enthusiasm as well as spirit of work are also factors that affect job satisfaction. One of the factors that influence the level of work enthusiasm of the employees is the satisfaction with their duties and work. The leadership's attention to the task or job will provide encouragement and enthusiasm for the employees in completing the work so that the work obtained would provide employees' satisfaction. The concept is in line with the research conducted by Milliman et al. (2003) where they stated that work enthusiasm had a significant effect on job satisfaction. The organizational communication climate affects performance. Arakal and Mampilly (2013) state that linking climate and organizational performance are crucial. They recommend that in the future, managers must concentrate on building a great organizational climate. Thus, it leads to improved employee performance in the workplace. If the climate is not supportive, the employees will not be motivated to do something well. Therefore, to improve employee performance, organisations must strive to achieve good achievements in the organizational climate to pave the way for organizational success. A great organizational communication climate will help improve employee performance. This concept is in line with the Theory of Social Exchange. This theory is based on the assumption that social exchange involves several actions that create obligations, and that relationships will increase over time to become trustworthy, loyal, and mutual commitment (Cropanzano & Mitchell, 2005).

The work enthusiasm is an emotional attitude that loves the job. This attitude is reflected through morale, discipline and work performance. Some factors influence work enthusiasm, including wages, work environment, leadership, and education. The right motivation and appreciation for work will lead to higher work enthusiasm. Psychological attitudes and happy feelings of the group are reflected by the existence of a working relationship between employees in collaboration. The existence of interest and encouragement, as well as the existence of a cooperative relationship, provide satisfaction for employees in carrying out their work. In addition to organizational communication climate as a factor that influences employee performance, work enthusiasm factor also affects employee performance. The spirit of work affects employee performance. The spirit of work is a desire and sincerity of someone doing his/her job well to achieve maximum work performance. The concept above is in line with the studies that confirm that there is a significant effect of work enthusiasm on employee performance (Biswakarma, 2016; Hendri, 2015).

The organizational communication climate and work enthusiasm are not only the factors that affect job satisfaction and employee performance. The job satisfaction also affects employee performance. Performance appraisal is one method that can be used by organisations to find out and assess how much job satisfaction employees will have in their jobs and work environment. The reason for the assessment is to increase the level of employees' job satisfaction by giving recognition to their work. An assessment of employee job satisfaction can be understood through individual attitudes towards the accomplished work. The more aspects of work that are under individual desires, the higher the level of satisfaction. With job satisfaction obtained, it is expected that employees can achieve high employee performance. Therefore, it can be seen that not only the ability of employees is needed in work but also the level of satisfaction in the workforce significantly affects employees for better performance. The results of the initial survey conducted indicate that in its implementation, the role of superiors in maintaining relations with employees at Economics Faculty in Private Islamic Universities in Makassar is an effort of the company to keep the working environment running conducive. Therefore, the employees can deliver their opinions directly with their superiors without having worried and encourage the creation of a favourable organizational communication climate. Besides, the working environment at Economics Faculty in Private Islamic Universities in Makassar has not yet supported its employees to work comfortably. It can be seen by a large number of files scattered around the workplace. Additionally, there is uncertain room temperature in almost all employee workspaces due to unavailability of room temperature control and small workspace area which limits the movement of employees. There is still jealousy among employees regarding the

division of tasks. Furthermore, work enthusiasm began to decline because compensation was not appropriate and the work environment was inadequate and not conducive. These problems must be corrected immediately so that it cannot hamper the vision and mission of the Economics Faculty in Private Islamic Universities in Makassar. Moreover, there is still low employees' job satisfaction at Economics Faculty in Private Islamic Universities in Makassar. It can be seen from some employees who feel the task given to them is a tedious routine so that the given tasks are neglected. The phenomenon that is related to the performance of employees at Economics Faculty in Private Islamic Universities in Makassar is that the work is still not running optimally. It can be seen concerning quality in which there are still many employees who do not yet have the ability that is under their field of work. There are some research objectives to be achieved in this study. The first is to analyse the effect of the organizational communication climate and work enthusiasm on job satisfaction at Economics Faculty in Private Islamic Universities in Makassar. The second is to analyse the effect of organizational communication climate and work enthusiasm on employee performance at Economics Faculty in Private Islamic Universities in Makassar. The third is to analyse the effect of job satisfaction on employee performance at Economics Faculty in Private Islamic Universities in Makassar.

## **2. Literature Review**

### *2.1 Organizational Communication Climate*

The organizational communication climate serves as a connector between individual employees and organisations (Falcione et al., 1987). The overall climate will give clues about the beliefs and attitudes of employees towards the organisation. Conceptually, it consists of employee perceptions of information flow and the climate in which communication occurs (Papa et al., 2008). Some studies show that there is a positive relationship between the communication climate in the organisation and the level of employee commitment to the organisation (Trombetta & Rogers, 1988). Welsch and LaVan (1981) argue that information quality, accuracy, and all communication streams are related to commitment. The communication climate can be viewed in two perspectives either in the open or closed climate. Information flows are free in an open climate, but they are locked in a close communication climate. According to Buchholz (2001), workers feel free to make complaints, express opinions and give advice to their superiors through an open climate. Some studies show that there is an increase in trust in management when both parties, in top management and employees, are very open in decision making (McCauley & Kuhnert, 1992; Mezner & Nigh, 1995; Mishra & Morrissey, 1990). A study also shows that open communication also increases profitability and productivity towards an organisation (Rosenberg & Rosenstein, 1980). Positive communication strengthens identification that serves the self-improvement of employees in the organisation (Mishra & Morrissey, 1990). The more positive the organizational climate, the more productive the organisation concerned. This is similar to the statements of Miskel and Hoy (2001) which mention that there are two types of organizational climate, namely, an open organizational climate and a closed organizational climate. Open organizational climate has a positive impact on the company because employees have a very high enthusiasm, and leaders provide greater motivation to employees for achievement. Furthermore, a sense of compulsion for employees to work is deficient. There are five dimensions of an organisation's communication climate. First, supportiveness is how leaders help their members to maintain their feelings to feel essential and valuable. Second, member participation is participation in making decisions. Third, trust refers to gaining trust and maintaining trust. Fourth, it is openness and straightforward attitude. The fifth, high-performance goal means that performance goals are communicated at a certain level.

### *2.2 Work Enthusiasm*

Enthusiasm was first used in the military circles to show the moral conditions of the troops, but now it has a broader meaning and can be formulated as a prevailing attitude of the workers towards each other, to superiors, to management, or job (Denyer & Shaw, 1980). The spirit of work is an elusive quality that

involves feelings, emotions, attitudes, and perceptions of the organisation and its members. A positive spirit is usually characterised by discipline, confidence, and willingness to do. Low enthusiasm can be attributed to many factors such as job insecurity, lack of fair compensation policies, uncertain business conditions, and excessive outsourcing practices. Moreover, low enthusiasm affects corporate income, productivity, financial competitiveness and organizational goals (Sauermaun & Cohen, 2008). The low work enthusiasm is the result of managerial behaviour in which managers address their employees from top-down orders and refuse to communicate directly on workplace issues (Sauermaun & Cohen, 2008). This kind of communication results in a gap between employees and managers, which in turn causes employee distrust, disrespect, and a reduction in work enthusiasm and motivation (Lee et al., 2012). The low work enthusiasm also causes employees to lose interest, especially when managers do not appreciate their efforts and the tasks performed (Ton & Huckman, 2008). An indicator of low work enthusiasm is high employee turnover. It happens when employees leave their jobs because they feel unhappy and have no incentive to stay. The adverse effects of employee turnover are confusing because of the enormous implications both at the financial and productivity levels. Financial implication means the company employs new employees either with higher salary payments or with additional recruitment fees. At the production level, employees who leave will bring their knowledge, skills, and abilities that help to contribute to organizational goals, profits, and performance (Lee & Liu, 2009). The work enthusiasm reflects a deep pleasure in the work accomplished so that it can provide better results. High work enthusiasm can improve efficiency and increase work productivity of employees, reduce absenteeism, avoid employee movement, and avoid employee complaints.

### *2.3. Job satisfaction*

There are two groups of factors that influence job satisfaction (Baron & Byrne, 1987). The first factor is the organizational factor that contains company policy and working climate. The second factor is individual factors or employee characteristics. On individual factors, there are two significant predictors of job satisfaction; namely status and seniority. Low work status and routine work will have many possibilities to encourage employees to look for other jobs. It means that these two factors can cause job dissatisfaction and employees who have interests and work challenges will be more satisfied with the results of their work if they can finish it optimally. Wexley (1977) argue that the best work for studies on job satisfaction is to pay attention to both work factors and individual factors. Factors that influence job satisfaction are salary, working conditions, quality of supervision, work colleagues, type of work, job security and opportunities for advancement. Meanwhile, the individual factors are the needs they have. Job satisfaction will be fulfilled if everyone can produce an exciting job, satisfied with the work challenges faced, give appreciation for the achievements that are achieved, satisfied to get awards and satisfied to carry out work responsibilities (Herzberg, 2017). According to Kreitner and Kinicki (2003) job satisfaction is effectiveness or emotional response to various aspects of work. According to Robbins and Judge (2013) job satisfaction is a general attitude towards someone's work that shows the difference between the number of awards received by workers and the amount they believe they should receive.

### *2.4 Employee Performance*

Performance management in the literature was made by Warren (1972). On the basis of his research in a manufacturing company, he revealed that there are some performance management features such as expectations, skills, feedback, resources, and reinforcement. According to Beer and Ruh (1976) performance is best developed through challenges and practical experience in work with guidance and feedback from superiors. One of the first books devoted to performance management was published by Plachy and Plachy (1988). Performance Management is communication in which a manager and an employee arrive together on an understanding of what work needs to be achieved, how it will be achieved, how the work develops towards the desired results, and finally, after efforts are made to complete the work, whether the performance has reached a plan agreed upon (Plachy & Plachy, 1988). In the United Kingdom, the first reference published for performance management was made at the Compensation Forum meeting in

1987 by Don Beattie, Director of Personnel, ICL, who described how it was used as an "important contribution to the large and urgent change program in the organization" and had become part of business structure (Kotler & Armstrong, 2010). In 1990, Performance management entered human resource management vocabulary in the United Kingdom and also in the United States. Full recognition of the existence of performance management is provided by research projects carried out by the Institute of Personnel management in 1992. The performance management definitions are produced as a result of this study. Performance management is a strategy related to each organisation's activities that are regulated in the context of its human resource policy, culture, style, and communication system. The nature of the strategy depends on the organizational context and can vary from one organisation to another (Kotler & Armstrong, 2010). According to Gomes (2002), employee performance is an expression such as output, efficiency, and effectiveness that are often associated with productivity. According to Sauermann and Cohen (2008) to achieve the performance, the organisation should function effectively under the goals of the organisation. Furthermore, the organisation must have good employee performance by carrying out its tasks in a reliable manner. Performance according to Mathis and Jackson (2011) is what is performed or not performed by employees.

### 3. Theoretical Framework

The work enthusiasm, organizational communication climate, and job satisfaction are thought to have a substantial effect on employee performance. Therefore, if the work enthusiasm, organizational communication climate, and job satisfaction are linked to employee performance, a higher impact will be obtained. Good work enthusiasm, organizational communication climate, and good job satisfaction will improve employee performance. The effect of work enthusiasm, organizational communication climate and job satisfaction on employee performance is described as follows. Job satisfaction is defined as "a person's evaluation of the work and context of his work" (McShane et al., 2014) and "as a global feeling about work or related attitudinal constellations about various aspects of employment" (P. Spector, 1997). The dimensions that are assessed include satisfaction with salary, promotion, supervision, benefits, contingency benefits, operating conditions, co-workers, nature of work, and communication (Spector, 1985). Communication is not what the sender says, but the extent to which the recipient understands the message. Organisations cannot survive without communication. When there is no communication, workers are not clear about their daily work, and management cannot obtain information, group leaders and executives cannot lead and direct their employees (Newstrom, 2014). Therefore, the existence of an organizational communication climate will affect employee performance.

In addition to communication, work spirit also contributes to improving performance. Briggs and Richardson (1992) reveal that enthusiasm is significantly related to individual and organizational performance. According to Anoraga (2011), one of the factors that influence the high and low of work enthusiasm is the satisfaction of employees on their duties and job. The leadership's attention to the task or job of the employee will provide encouragement and enthusiasm for the employee in completing the work so that the work obtained will provide satisfaction for employees.

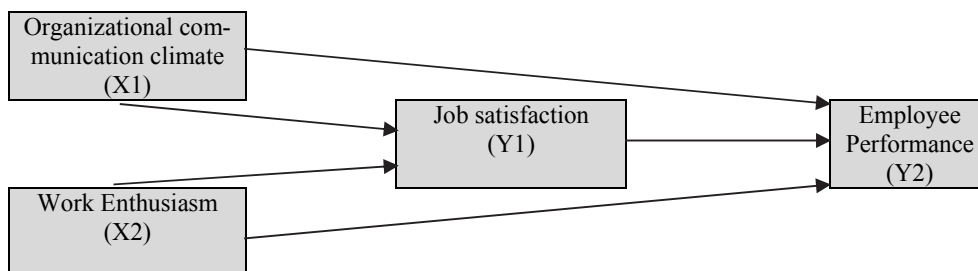


Fig. 1. Conceptual Framework

#### 4. Research Methods

The design of this study was a survey with explanatory research. The approach of this research was a quantitative approach. The types of data in this study were qualitative and quantitative data. The data sources used in this study were primary and secondary data. The data were collected through observation, interviews, questionnaires, and documentation. The research subjects that were from the research population were all employees at Economics Faculty in Private Islamic Universities in Makassar. The samples were selected using purposive sampling technique. Thus, the samples in this study were all employees who worked at the Economics Faculty in Private Islamic Universities in Makassar, namely *Universitas Muslim Indonesia (UMI)* and *Universitas Muhammadiyah Makassar (UNISMUH)*. The total samples were 100 people. The data were analysed using multiple linear regression and path analysis.

#### 5. Results

Multiple linear regression analysis was used in this study to determine whether there is an effect of independent variables on the dependent variable.

##### 5.1. The Effect of Organizational Communication Climate and Work Enthusiasm on Job Satisfaction

To see the effect of the organizational communication climate and work enthusiasm on job satisfaction, multiple linear regression analysis was used. Based on the results of data processing by using the SPSS 19.0 program, the summary of the empirical research results can be seen in Table 1.

**Table 1**

The output of regression results for the effect of organizational communication climate and work enthusiasm on job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	3.918	2.074			1.889	.062
Organizational Communication Climate (x1)	.368	.054	.540		6.836	.000
Work Enthusiasm (x2)	.325	.097	.264		3.344	.001

a. Dependent Variable: Job Satisfaction (Y1)

Source: Primary data, processed in 2018

The multiple regression equation obtained from the analysis results is  $Y_1 = 3.918 + 0.368 X_1 + 0.325 X_2$ . The regression equation means that the effect of the organizational communication climate and work enthusiasm on job satisfaction is positive in which if the organizational communication climate and work enthusiasm improve, the job satisfaction will increase. This result indicates that when the organizational communication climate and work enthusiasm increase, it will be followed by increased job satisfaction.

##### 5.2 The Effect of Organizational Communication Climate, Work Enthusiasm and Job Satisfaction on Employee Performance

To see the effect of work enthusiasm, organizational communication climate and job satisfaction on employee performance, multiple linear regression analysis was used. Based on the results of data processing by using the SPSS 19.0 program, the summary of the empirical research results can be seen in Table 2 as follows,

**Table 2**

Output Results for the Effect of Organizational Communication Climate, Work Enthusiasm and Job Satisfaction on Employee Performance

Model	Unstandardized		Standardized	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.281	1.189		4.443	.000
Organizational Communication Climate (x1)	.131	.037	.284	3.562	.001
Work Enthusiasm (x2)	.275	.058	.329	4.759	.000
Job Satisfaction (v1)	.266	.057	.391	4.651	.000

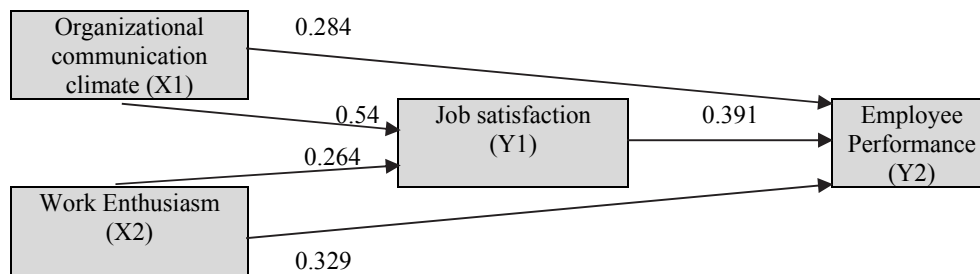
a. Dependent Variable: Employee Performance (Y2)

Source: Primary data, processed in 2018

The multiple regression equation obtained from the analysis results is  $Y_2 = 5.281 + 0.131 X_1 + 0.275 X_2 + 0.266 Y_1$ . The regression equation means that the effect of the organizational communication climate, work enthusiasm and job satisfaction on employee performance is positive in which if the organizational communication climate, work enthusiasm, and job satisfaction improve, the employee performance will also improve. It indicates that when the organizational communication climate, employee performance, and job satisfaction increase, employee performance will also increase.

### 5.3. Path Analysis

Besides using independent variables ( $X$ ) which are more than one variable, this study also uses intervening variables. An intervening variable is an intermediate or mediating variable. This variable is to mediate the relationship between the independent variable and the dependent variable. To test the effect of intervening variables, the path analysis method has been used. The following is the path analysis to examine the effect of the organizational communication climate and work enthusiasm on job satisfaction and employee performance. Furthermore, whether the effect of the organizational communication climate and work enthusiasm on employee performance is mediated by job satisfaction can be seen in Fig. 2.



**Fig. 2.** Path Analysis

Based on Fig. 2, it can be seen the effect among variables directly, indirectly and totally. The detail of the above figure 2 can be described in the following explanation.

### 5.4. Direct Effect

To facilitate the analysis of functional relationships among variables, the coefficient values are arranged in the form of Table 3 as follows,

**Table 3**

Direct Effect

Independent Variables	Dependent Variables	Symbols	Beta Coefficient	Sig	standard error
Organizational Communication Climate (X <sub>1</sub> )	Job Satisfaction (Y <sub>1</sub> )	X <sub>1</sub> → Y <sub>1</sub>	0.540	0.000	0.054
Work Enthusiasm (X <sub>2</sub> )		X <sub>2</sub> → Y <sub>1</sub>	0.264	0.001	0.097
Organizational Communication Climate (X <sub>1</sub> )	Employee Performance (Y <sub>2</sub> )	X <sub>1</sub> → Y <sub>2</sub>	0.284	0.001	0.037
Work Enthusiasm (X <sub>2</sub> )		X <sub>2</sub> → Y <sub>2</sub>	0.329	0.000	0.058
Job Satisfaction (Y <sub>1</sub> )		Y <sub>1</sub> → Y <sub>2</sub>	0.391	0.000	0.057

Source: Computational Results attachments

Table 3 presents the direct effect of the organizational communication climate on job satisfaction. Beta coefficient of the effect of organizational communication climate (X<sub>1</sub>) on job satisfaction (Y<sub>1</sub>) is 0.540 and the standard error value is 0.054 at a significance level of 0.000. The coefficient shows that the organizational communication climate (X<sub>1</sub>) has a positive effect on job satisfaction (Y<sub>1</sub>). It means that an increase in work enthusiasm (X<sub>1</sub>) will be followed by an increase on job satisfaction (Y<sub>1</sub>) with the assumption that other factors that affect the size of job satisfaction (Y<sub>1</sub>) are considered constant. The statistical value of the beta coefficient of the effect of organizational communication climate (X<sub>1</sub>) on job satisfaction (Y<sub>1</sub>) is 0.540 in which the significance is 0.000 or less than 0.05. It means that the organizational communication climate (X<sub>1</sub>) has a positive and significant effect on job satisfaction (Y<sub>1</sub>). In addition, Table 3 shows the direct effect of work enthusiasm on job satisfaction. Beta coefficient of the effect of work enthusiasm (X<sub>2</sub>) on job satisfaction (Y<sub>1</sub>) is 0.264 in which the standard error value is 0.097 at the 0.001 significance level. The coefficient shows that work enthusiasm (X<sub>2</sub>) has a positive effect on job satisfaction (Y<sub>1</sub>). It means that an increase in work enthusiasm (X<sub>2</sub>) will be followed by an increase in job satisfaction (Y<sub>1</sub>) with the assumption that other factors that affect the size of job satisfaction (Y<sub>1</sub>) are remained constant. The statistical value of the beta coefficient of the work enthusiasm (X<sub>1</sub>) on job satisfaction (Y<sub>1</sub>) is 0.264 in which the significance value is 0.001 or less than 0.05. It means that work enthusiasm (X<sub>1</sub>) has a positive and significant effect on job satisfaction (Y<sub>1</sub>). Table 3 also demonstrates the direct effect of organizational communication climate on employee performance. Beta coefficient of the effect of organizational communication climate (X<sub>2</sub>) on employee performance (Y<sub>2</sub>) is 0.284 and the standard error value is 0.037 at the significance level of 0.001. The coefficient shows that the organizational communication climate (X<sub>2</sub>) has a positive effect on employee performance (Y<sub>2</sub>). It means that improving the organizational communication climate (X<sub>2</sub>) will be followed by an increase in employee performance (Y<sub>2</sub>) with the assumption that other factors that affect the size of job satisfaction (Y<sub>1</sub>) are considered constant. The statistical value of the beta coefficient of the effect of organizational communication climate (X<sub>1</sub>) on employee performance (Y<sub>2</sub>) is 0.284 in which the significance is 0.001 or less than 0.05. It means that the organizational communication climate (X<sub>1</sub>) has a positive and significant effect on employee performance (Y<sub>2</sub>). Additionally, Table 3 shows the direct effect of work enthusiasm on employee performance. Beta coefficient of the effect of work enthusiasm (X<sub>1</sub>) on employee performance (Y<sub>2</sub>) is 0.329 with the standard error value of 0.058 at a significance level of 0.000. The coefficient shows that work enthusiasm (X<sub>1</sub>) has a positive effect on employee performance (Y<sub>2</sub>). It means that an increase in work enthusiasm (X<sub>1</sub>) will be followed by an increase in employee performance (Y<sub>2</sub>) with the assumption that other factors that affect the size of employee performance (Y<sub>2</sub>) are considered constant. The statistical value of the beta coefficient of the effect of work enthusiasm (X<sub>1</sub>) on employee performance (Y<sub>2</sub>) is 0.329 in which the significance is 0.000 or less than 0.05. It means that morale (X<sub>1</sub>) has a positive and significant effect on employee performance (Y<sub>2</sub>). Furthermore, Table 3 demonstrates the direct effect of job satisfaction on employee performance. Beta coefficient of the effect of job satisfaction (Y<sub>1</sub>) on employee performance (Y<sub>2</sub>) is 0.391 in which the standard error value is 0.057 at a significance



level of 0.000. The coefficient shows that job satisfaction ( $Y_1$ ) has a positive effect on employee performance ( $Y_2$ ). It means that increasing job satisfaction ( $Y_1$ ) will be followed by an increase in employee performance ( $Y_2$ ) with the assumption that other factors that affect the size of job satisfaction ( $Y_1$ ) are considered constant. The statistical value of the beta coefficient of the effect of job satisfaction ( $Y_1$ ) on employee performance ( $Y_2$ ) is 0.391 in which the significance value is 0.000 or less than 0.05. It means that job satisfaction ( $Y_1$ ) has a positive and significant effect on employee performance ( $Y_2$ ).

### 5.5 Indirect Effect

To find out the significance of indirect effects, the Sobel test was used that is  $z\text{-value} = a \times b / \text{SQRT}(b^2 \times s_a^2 + a^2 \times s_b^2)$  where  $a =$  coefficient value  $x \rightarrow y$ . Based on the results of the scheme as presented in Fig. 2, indirect effects are obtained in which independent variables that is the organizational communication climate and work enthusiasm on job satisfaction and employee performance can be seen in Table 4 as follows,

**Table 4**  
Indirect Effects

Information	Symbols	Coefficient
Indirect effect of organizational communication climate ( $X_1$ ) on employee performance ( $Y_2$ ) through job satisfaction ( $Y_1$ )	$X_1 \rightarrow Y_1 \rightarrow Y_2$	0.211
Indirect effect of work enthusiasm ( $X_2$ ) on employee performance ( $Y_2$ ) through job satisfaction ( $Y_1$ )	$X_2 \rightarrow Y_1 \rightarrow Y_2$	0.103

Source: Attachment output

Table 4 presents the indirect effect of organizational communication climate on employee performance through job satisfaction. The indirect effect of organizational communication climate ( $X_1$ ) on employee performance ( $Y_2$ ) is the multiplication of beta values of organizational communication climate coefficient ( $X_1$ ) on job satisfaction ( $Y_1$ ) in which beta value of job satisfaction coefficient ( $Y_1$ ) on employee performance ( $Y_2$ ) is  $0.540 \times 0.391 = 0.211$ . Thus, the indirect effect of organizational communication climate ( $X_1$ ) on employee performance ( $Y_2$ ) through job satisfaction ( $Y_1$ ) is equal to 0.211. Based on the results of this calculation, it shows that the organizational communication climate ( $X_1$ ) through job satisfaction ( $Y_1$ ) has a significant effect on employee performance ( $Y_2$ ), indirectly. In addition, Table 4 also demonstrates the indirect effect of work enthusiasm on employee performance through job satisfaction. The indirect effect of work enthusiasm ( $X_2$ ) on employee performance ( $Y_2$ ) is the multiplication of the beta value of work enthusiasm ( $X_2$ ) on job satisfaction ( $Y_1$ ) in which the beta value of job satisfaction coefficient ( $Y_1$ ) on employee performance ( $Y_2$ ) is  $0.264 \times 0.391 = 0.103$ . Thus, the indirect effect of work enthusiasm ( $X_2$ ) on employee performance ( $Y_2$ ) through job satisfaction ( $Y_1$ ) is 0.103. Based on the results of this calculation, it shows that indirectly work enthusiasm ( $X_2$ ) through job satisfaction ( $Y_1$ ) has a significant effect on employee performance ( $Y_2$ ).

### 5.6 Total Effect

Based on the results of the scheme as presented in Fig. 2, the total effect is obtained, the independent variable, namely the organizational communication climate and work enthusiasm on employee performance. It can be seen in Table 5 as follows.

**Table 5**  
Total Effect

Independent Variables	Dependent Variables	Coefficient
Organizational Communication Climate ( $X_1$ )	Employee Performance ( $Y_2$ )	0.495
Work Enthusiasm ( $X_2$ )		0.432
Job Satisfaction ( $Y_1$ )		0.391

Source: Computational Results attachments

Table 5 shows the total effect of organizational communication climate ( $X_1$ ) on employee performance ( $Y_2$ ). It is equal to the direct effect plus indirect effects ( $0.284 + 0.211 = 0.495$ ). It indicates that the organizational communication climate can improve employee performance through a combination of direct and indirect effects that is 0.495. In addition, Table 5 presents the total effect of work enthusiasm ( $X_2$ ) on employee performance ( $Y_2$ ). It is equal to the direct effect plus indirect effect ( $0.329 \times 0.103 = 0.432$ ). It indicates that work enthusiasm can improve employee performance through a combination of direct and indirect effect that is 0.432. Furthermore, Table 5 demonstrates the total effect of job satisfaction ( $Y_1$ ) on employee performance ( $Y_2$ ) is 0.391. It indicates that job satisfaction can improve employee performance through the incorporation of direct and indirect effects that is 0.391.

## 6. Discussion

### 6.1 *The Effect of Organizational Communication Climate on Job Satisfaction*

The effect of organizational communication climate on job satisfaction is positive. It means that an increase in the organizational communication climate will be followed by an improvement in job satisfaction with the assumption that other factors that influence the size of the organizational communication climate are considered constant. This study shows that there is a positive and significant effect of the organizational communication climate on job satisfaction. It can be seen from the results of path analysis that the organizational communication climate has a positive and significant effect on job satisfaction. The results of this study are also in accordance with the research conducted by Newstrom (2014) which found that organizational communication climate has a positive and significant effect on job satisfaction. Job satisfaction is a person's response (as an effect) to various kinds of work environment faced. Response to the work environment, in this case, relates to supervisors, compensation, promotion, work colleagues, organizational wisdom, organizational communication and interpersonal relations in the organisation. Some managerial implications of the effect of the organizational communication climate on job satisfaction are positive attitudes of employees including feelings and behaviour towards their work through the assessment of one job as a sense of respect in achieving one of the essential values of work by improving the organizational communication climate employing an external environment. The first implication is that the external environment of the organisation influences employee behaviour. The second implication is the organizational strategy that is the strategy of influencing the organizational climate indirectly. The third implication is organizational settings in which organizational arrangements have the most substantial effect on organizational climate. The fourth implication is the strength of history in which the older the age of an organisation, the stronger the influence its history. The last implication is leadership in which leader behaviour influences organizational climate which then drives employee motivation.

### 6.2 *The Effect of Work Enthusiasm on Job Satisfaction*

The effect of work enthusiasm on job satisfaction is positive. It means that an increase in work enthusiasm will be followed by an improvement in job satisfaction with the assumption that other factors that affect the size of the work spirit are considered constant. This study shows that there is a positive and significant effect of work enthusiasm on job satisfaction. It can be seen from the results of path analysis that work enthusiasm has a positive and significant effect on job satisfaction. The results of this study are in line with the research finding of Anoraga (2011). He stated that one of the factors that influence the level of work enthusiasm among employees is satisfied with their duties and jobs. The leadership's attention to the task of employees will provide encouragement and enthusiasm for employees in completing their job so that the job will provide satisfaction for employees. Managerial implications of the effect of work enthusiasm on job satisfaction are positive attitudes of employees. It includes feelings and behaviour towards the work through the assessment of one job as a sense of respect in achieving one of the essential values of work by increasing work enthusiasm and by paying attention to the tasks. The first implication

is that the tasks charged to the employee will have capital and a positive or high spirit. The second implication is wages or salaries, which is one of the causes that have a significant effect on increasing enthusiasm. The third implication is the position in which a high and respectable position will enhance employee enthusiasm. The fourth implication is dedication that is working with the ideals of realising noble goals and showing willingness in work even though the employee is not getting adequate income. The last implication is the work environment that is a pleasant work environment because it is clean, neat, fresh, smooth air circulation, wide enough, and does not hinder movement in work, can increase employee enthusiasm.

### *6.3 The Effect of Organizational Communication Climate on Employee Performance*

The effect of organizational communication climate on employee performance is positive, which means that an increase in the organizational communication climate will be followed by improvements in employee performance with the assumption that other factors that influence the size of the organisation's communication climate are considered constant. The study shows that there was a positive and significant effect of the organizational communication climate on employee performance. It can be seen from the results of path analysis in which the results show that the organizational communication climate had a positive and significant effect on employee performance. The finding shows that there was an organizational communication climate in improving employee performance. Managerial implications on the effect of the organizational communication climate on employee performance are the results of work in quality and quantity achieved by employees in carrying out their duties under the responsibilities given to them by increasing the organizational communication climate employing the external environment. The first implication is that the organisation's external environment influences employee behaviour. The second implication is the organizational strategy that is the strategy of influencing the organizational climate indirectly. The third implication is organizational arrangements that have the most substantial effect on organizational climate. The fourth implication is the strength of history that is the older the age of an organisation, the stronger the effect of historic strength. The last implication is leadership in which leader's behaviour affects organizational climate which then encourages employee motivation.

### *6.4 Effect of Work Enthusiasm on Employee Performance*

The effect of work enthusiasm on employee performance is positive. It means that an increase in work enthusiasm will be followed by improvements in employee performance with the assumption that other factors that affect the size of the work spirit considered constant. This research shows that there is a positive and significant effect of work enthusiasm on employee performance. It can be seen from the results of path analysis in which the results show that work enthusiasm has a positive and significant effect on employee performance. The results of this study are also under research by Edduar (2015). He concludes that work enthusiasm influenced on employee performance. Managerial implications of the effect of work enthusiasm on employee performance are the results of work in quality and quantity achieved by employees in carrying out their duties under the responsibilities given to them by increasing work enthusiasm and paying attention to work. The first implication is that work that charged to him will have capital and a positive or high work enthusiasm. The second implication is associate with wages or salaries, which is one of the causes that have a significant effect on increasing morale or employee enthusiasm. The third implication is position in which a high and respectable position tends to enhance the enthusiasm of an employee. The fourth implication is service, which is working with the ideals of realising noble goals and showing willingness in work even though the employee is not getting adequate income. The last implication is the work environment in which there is a pleasant work environment because it is neatly organised, fresh, smooth air circulation, quite extensive, and does not impede movement in work, and can increase employee enthusiasm.

### 6.5 The Effect of Job Satisfaction on Employee Performance

The effect of job satisfaction on employee performance is positive. It means that increasing job satisfaction will be followed by improving employee performance with the assumption that another factor that influences the size of job satisfaction is considered constant. The study shows that there is a positive and significant effect of job satisfaction on employee performance. It can be seen from the results of path analysis in which the results show that job satisfaction has a positive and significant effect on employee performance. The results of this study are in line with the statement that performance appraisal is one method that can be used by organisations to know and assess how much job satisfaction an employee has for his work and work environment. The reason for the assessment is to increase the level of job satisfaction of employees by giving recognition to their work. Assessment of employee job satisfaction will be understood through individual attitudes towards the work done. The more aspects in the work that is under individual desires, the higher the level of satisfaction felt. With job satisfaction obtained, it is expected that employees can achieve high employee performance. Therefore, it can be seen that not only the ability of employees is needed in work but also the level of work satisfaction significantly affects employees for better performance. Managerial implications on the effect of job satisfaction on employee performance are the results of work in quality and quantity achieved by employees in carrying out their duties under the responsibilities given to them by increasing job satisfaction employing work. The first implication is that expertise needed to do the work, and it will increase or reduce job satisfaction. The second implication is wages or salaries that are the fulfilment of the needs of employees who are deemed feasible or not. The third implication is work supervision in which the supervisor who is good means willing to respect the work of subordinates. The fourth implication is promotion opportunities that are the factors associated with the opportunity to get a career development. The last implication is a colleague that is factors related to the relationship among employees and their supervisors and other employees.

## 7. Conclusion

Some conclusions can be drawn based on the results of data analysis that have been carried out. First, the organizational communication climate and work enthusiasm affect job satisfaction at Economics Faculty in Private Islamic Universities in Makassar. Second, organizational communication climate and work enthusiasm influence the employee performance at Economics Faculty in Private Islamic Universities in Makassar. Thus, it can be concluded that the organizational communication climate and work enthusiasm will affect employee performance. Third, job satisfaction affects employee performance at Economics Faculty in Private Islamic Universities in Makassar. Thus, it can be concluded that job satisfaction will affect employee performance.

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