

# The Effect of Communication Effectiveness of Subordinate Officers and Direct Compensation on Organizational Commitment through Job Satisfaction at Malang City Police Resort, Indonesia

Adinda Rahajeng Putri<sup>1</sup>, Tanto Gatot Sumarsono<sup>2</sup>, and Harianto Respati<sup>3</sup>

<sup>1</sup>Scholar, Master in Management Program, University of Merdeka Malang, Indonesia

<sup>2-3</sup>Faculty Economics and Business, University of Merdeka Malang, Indonesia

---

## ABSTRACT

*This study aims to analyze the influence of superior subordinate communication and direct compensation on job satisfaction, to analyze the influence of superior subordinate communication and direct compensation to organizational commitment, to analyze the effect of job satisfaction on organizational commitment, to analyze the influence of communication between superiors and subordinates and direct compensation to organizational commitment through job satisfaction. . The sample in this study were 85 respondents. The data analysis technique used path analysis. Based on the results of the analysis, it shows that effective communication between superiors and subordinates and direct compensation has an effect on job satisfaction. Effective communication from superiors and subordinates and compensation directly affects organizational commitment. Job satisfaction affects organizational commitment.*

**Key Words:** *Communication Effectiveness, Direct Compensation, Job Satisfaction, Organizational Commitment*

---

## 1. INTRODUCTION

Today, the world of work is required to create a high organizational commitment to develop a company or agency. Companies or agencies must be able to build and increase organizational commitment in their environment. A company or agency requires management thinking, both general management and specific management. The survival of the company or agency depends on the type of management carried out by the company. Management of a company or agency that operates well brings its own glory and can increase company productivity.

Members who have a strong organizational commitment will be willing to strive to achieve the goals of the POLRI organization. In addition, members who have a strong organizational commitment will also have a desire to stay in the organization thereby reducing the risk of member resignation from (Kreitner and Kinicki, 2011). Malang City Police is an institution that requires members who have a strong organizational commitment to be willing to work well in order to fulfill goals and improve organizational performance. Therefore, efforts to increase organizational productivity cannot be separated from interventions on organizational commitment is very important and recommended.

According to Hodge & Anthony (1988), one of the factors that influence organizational commitment is job satisfaction. Bussing et al. (1999) stated that there are three dimensions of job satisfaction. First, job satisfaction is an emotional response to work situations, thus job satisfaction can be seen and predicted. Second, job satisfaction is often determined according to how well the results achieved meet or exceed expectations.

Employees who are satisfied with their duties and their environment feel in common with the organization and are involved in company activities. Mathis and Jackson (2006) state that employees who feel job satisfaction feel that the organization can meet the needs of employees both in material and non-material forms such as feelings of respect and recognition of employee performance so as to produce a feeling of confidence in employees so that they accept organizational goals so that make employees stay and not leave the organization. This opinion is reinforced by Yousef (2002) in a study conducted on 361 employees in a company in the United Arab Emirates, which states that job satisfaction has a direct and positive effect on affective commitment and normative commitment and has a negative effect on continuous commitment. This shows that employees who

are happy or satisfied with their work will be more willing to stay in the organization. Even those employees who stay in the organization for reasons that if they leave the organization the costs are too high or because of the scarcity of no job alternatives, will also be willing to stay with the organization, not because they have to, but because the employees want to. Research results from Kristianto (2011), Suliyem (2012), Hidayat (2013), Puspitawati and Riana (2014), Pratama et al. (2016), Rosita and Yuniati (2016), Novieka and Prasetya (2018) found that job satisfaction affects organizational commitment. Even those employees who stay in the organization for reasons that if they leave the organization the costs are too high or because of the scarcity of no job alternatives, will also be willing to stay with the organization, not because they have to, but because the employees want to. Research results from Kristianto (2011), Suliyem (2012), Hidayat (2013), Puspitawati and Riana (2014), Pratama et al. (2016), Rosita and Yuniati (2016), Novieka and Prasetya (2018) found that job satisfaction affects organizational commitment. Even those employees who stay in the organization for reasons that if they leave the organization the costs are too high or because of the scarcity of no job alternatives, will also be willing to stay with the organization, not because they have to, but because employees want to. Research results from Kristianto (2011), Suliyem (2012), Hidayat (2013), Puspitawati and Riana (2014), Pratama et al. (2016), Rosita and Yuniati (2016), Novieka and Prasetya (2018) found that job satisfaction affects organizational commitment. Puspitawati and Riana (2014), Pratama et al. (2016), Rosita and Yuniati (2016), Novieka and Prasetya (2018) found that job satisfaction affects organizational commitment.

Communication between superiors and subordinates that goes well in the organization will make the relationship between superiors and subordinates run well, so that employees have good organizational commitment which makes individuals have a strong desire to maintain membership with the organization. According to Carriere and Bourge (2008) internal communication practices in organizations have a positive and significant relationship with job satisfaction and affective organizational commitment. Job satisfaction is related to communication because communication is a way of communicating between superiors and subordinates about work.

Tubbs and Moss (2000) state that communication between superiors and subordinates is said to be effective or can be well perceived if the message conveyed or intended by the sender (superior) can be captured and understood by the recipient (subordinate). This opinion is reinforced by Gudykunst (in Liliweri, 2007) that a well-perceived communication is one that manages to suppress the smallest possible misunderstanding. A well-perceived communication requires a good selection of communication patterns through formal and non-formal channels (Purwanto, 2008). Research conducted by Schuler and Blank (2008) states that there is a positive relationship between the accuracy of communication regarding tasks, human or interpersonal communication, and renewal communication with job satisfaction and work achieved. Proper communication will make employees understand correctly the messages or information conveyed by their superiors so that it will suppress the smallest possible misunderstanding between the two, this will make employees' perceptions of the success rate in communication between subordinates and superiors good. Good perceptions make employees feel satisfied with their superiors and the company as a result, their work results will increase. Research results from Suliyem (2012), Akmal and Tamini (2015), Putri et al. (2015), Novieka and Prasetya (2018) found that effective communication by superiors and subordinates has an effect on job satisfaction. this will make employees' perceptions of the level of success in communication between subordinates and superiors good. Good perceptions make employees feel satisfied with their superiors and the company as a result, their work results will increase. Research results from Suliyem (2012), Akmal and Tamini (2015), Putri et al. (2015), Novieka and Prasetya (2018) found that effective communication by superiors and subordinates has an effect on job satisfaction. this will make employees' perceptions of the level of success in communication between subordinates and superiors good. Good perceptions make employees feel satisfied with their superiors and the company as a result, their work results will increase. Research results from Suliyem (2012), Akmal and Tamini (2015), Putri et al. (2015), Novieka and Prasetya (2018) found that effective communication by superiors and subordinates has an effect on job satisfaction.

Young et al. (1998) in the study also suggested that organizational commitment is positively related to many factors, one of which is communication. This positive relationship is because organizational commitment is influenced by, among other things, job characteristics which consist of skill diversity, task identity, task meaning, job autonomy, and job feedback (Mowday in Meyer et al, 1991). Giving job feedback in an organization requires communication as a way of conveying information from superiors to subordinates and vice versa from subordinates to superiors. Positive communication can make the job feedback process run well so that it can generate and increase employee organizational commitment to the organization. because in essence communication has an important role, especially in forming an effective and efficient organization (Sopiah, 2008). This opinion is reinforced by Purwanto (2006) which states that successful communication in an organization is an important asset for the achievement of organizational goals or objectives. Successful communication, which is reflected in its effectiveness and efficiency, is an organizational unifying tool, which also affects the reputation of the organization concerned. The results of research by Hamidah (2015), Pratama et al. (2016), Arta and Surya (2017), Novieka and Prasetya (2018) found that communication affects organizational commitment. This opinion is reinforced by Purwanto (2006) which states that successful communication in an organization is an important asset for the achievement of organizational goals or objectives. Successful communication, which is

reflected in its effectiveness and efficiency, is an organizational unifying tool, which also affects the reputation of the organization concerned. The results of research by Hamidah (2015), Pratama et al. (2016), Arta and Surya (2017), Novieka and Prasetya (2018) found that communication affects organizational commitment. This opinion is reinforced by Purwanto (2006) which states that successful communication in an organization is an important asset for the achievement of organizational goals or objectives. Successful communication, which is reflected in its effectiveness and efficiency, is a unifying tool for the organization, which also affects the reputation of the organization concerned. The results of research by Hamidah (2015), Pratama et al. (2016), Arta and Surya (2017), Novieka and Prasetya (2018) found that communication affects organizational commitment.

Apart from communication, according to Talat et al. (2012) compensation is positively related to job satisfaction and commitment. Own compensation according to Hariandja (2002) is the entire remuneration received by employees as a result of carrying out work in the organization in the form of money or other. Compensation that is able to meet the basic needs of employees can provide employees with job satisfaction (Luthans, 2006). Receipt of compensation by an employee is often perceived differently from one another. Perception is the process of receiving a stimulant (object, relationship between symptoms, and events) until the stimulant is received and understood (Irwanto, 1991).

Adequate compensation makes employees feel valued by the organization so that employees feel satisfied with their work which in turn will increase employee commitment to the organization. Compensation can prevent employees from leaving the company or agency. The compensation given must be in accordance with or in proportion to the services sacrificed and the results performed by employees for the company or agency. The purpose of providing compensation is to increase job satisfaction, to improve employee welfare, to motivate employees, and to retain employees who have high potential.

Nawab and Bhatti (2011) in their research in Pakistan explained that there is a positive relationship between employee compensation and organizational commitment, especially continuous and normative organizational commitment but has a low relationship with affective organizational commitment. Employees who have a continuous commitment will feel they must continue to join the organization because employees need material benefits and benefits such as compensation or due to the difficulty of finding other job alternatives (Spector, 2006). Porter (1982) assesses continuous commitment as a commitment that sees benefits and involves calculation. Employees usually consider the existing job opportunities and perceived costs of leaving the organization, in making decisions regarding the employee's commitment to staying.

Several scientists have examined the relationship between communication, compensation, job satisfaction and organizational commitment. One of them is Farahbod et al. (2013) based on his research at a bank in Iran with a sample of 263 bank employees concluded that communication has a relationship with job satisfaction and organizational commitment. The results of this study are also supported by the results of a study by Cariere and Bourque (2008) in Canada with 280 subjects of health workers in Canada. The results of this study are that communication satisfaction mediates the relationship between communication practices and job satisfaction also mediates communication practices with affective organizational commitment.

Apart from that research conducted in Pakistan by Talat et al. (2012) with a sample of 169 teachers concluded that compensation was positively related to job satisfaction and commitment. In this study, it was also found that married female teachers felt more satisfaction and commitment to their institutions and the increasing work experience made teacher satisfaction and commitment increased.

Research results by Talat et al. (2012) are also supported by the results of research conducted by Ibrahim and Boeharnuddin (2010) in Malaysia with a sample of 62 people. The results of this study explain that compensation has a significant relationship with organizational commitment with job satisfaction as a mediating variable and job satisfaction has a significant contribution to organizational commitment. In other words, employees are more committed if they are satisfied with the organization. The results of research by Harsono (2016) and Retnoningsih et al. (2016) found that compensation directly affects job satisfaction.

Theoretically, what makes employees want to stay in the organization is a strong organizational commitment. An employee who decides to resign indicates a weak organizational commitment that makes the employee make that decision. Organizational commitment itself results from employee satisfaction with their work. This job satisfaction comes from employees' positive perceptions of many things. One of them is the positive perception of effective communication between superiors and employees, which is one of the most frequent communications in the company. In addition, employee satisfaction with their work also comes from employees' positive perceptions of the compensation they receive, one of which is direct compensation in the form of salaries and incentives received directly by employees in cash every month.

## 2. LITERATURE REVIEW

### 2.1 Organizational Commitment

Smither (1998) states that committed individuals will believe in the values and goals of the organization. Employees who have a strong organizational commitment will also be willing to strive for the achievement of organizational or company goals so that this can help the organization or company to survive in an era of increasingly fierce and tougher competition among organizations or companies. In addition, employees who have good relationships between superiors and subordinates have acceptance of the goals and values of the company or organization. Greenberg and Baron (2003) also state that organizational commitment is the level where individuals identify and involve themselves in the organization and are not willing to leave it.

Own organizational commitment according to Meyer et al. (1991) are divided into three types. First, affective commitment, which means it occurs when employees want to be part of the organization because of emotional ties. Second, continuance commitment that appears when employees stay in an organization because they need a salary and other benefits, or because the employee doesn't find another job. The third normative commitment arises from the values in employees, employees remain members of the organization because of the awareness that commitment to the organization is what should be done.

### 2.2 Job satisfaction

Locke (1996: 187) reveals that job satisfaction is what a worker feels for an employee's job, this shows that the extent to which individuals feel the appropriate results from what employees expect from a job so that later it will directly affect employee performance. Bussing et al. (1999) stated that there are three dimensions of job satisfaction. First, job satisfaction is an emotional response to work situations, thus job satisfaction can be seen and predicted. Second, job satisfaction is often determined by how well the results achieved meet or exceed expectations. Third, job satisfaction represents several related attitudes.

### 2.3 Effective Superior Subordinate Communication

Internal communication is communication between superiors and communicants in this case the employees who are in the organization reciprocally (Effendy, 1993). Tubbs and Moss (2000) state that communication between superiors and subordinates is said to be effective or can be well perceived if the message conveyed and intended by the sender or source, in this case the superior, can be captured and understood by the recipient in terms of subordinates. This opinion is reinforced by Gudykunst (in Liliweri, 2007) that a well-perceived communication is one that manages to suppress the smallest possible misunderstanding. A well-perceived communication requires a good selection of communication patterns through formal and non-formal channels (Purwanto, 2008). Indicators of effective subordinate superior communication according to Suranto (2010: 105),

### 2.4 Direct Compensation

According to Talat et al. (2012) compensation is positively related to job satisfaction and commitment. Own compensation according to Hariandja (2002) is the entire remuneration received by employees as a result of carrying out work in the organization in the form of money or other. Compensation that is able to meet the basic needs of employees can provide employees with job satisfaction (Luthans, 2006). Receipt of compensation by an employee is often perceived differently from one another. Perception is the process of receiving stimuli (objects, relationships between symptoms, and events) until they are accepted and understood (Irwanto, 1991). Direct compensation according to Taras (2012) is one of the best predictors of employee satisfaction with compensation and job satisfaction of employees. Employees who have a good assessment of direct compensation will feel satisfaction in their work (Herpen in Indiariono and Chen, 2008). So that direct compensation is an important thing for organizations to pay attention to to form an effective organization so that organizational goals and strategies can be met (Greene, 2012).

### 2.5 Hypothesis

H1 : there is the influence of superior subordinate communication and direct compensation on job satisfaction

H2 : there is the influence of superior subordinate communication and direct compensation to organizational commitment

H3 : there is an effect of job satisfaction on organizational commitment.

H4 : there is the influence of superior subordinate communication and direct compensation towards organizational commitment through job satisfaction.

### 3. RESEARCH METHOD

#### 3.1. Operational Definition of Variables

##### 1) Effective superior subordinate communication

Effective communication by superiors and subordinates is an assessment or perception of members of the Police regarding the communication that occurs between superiors and subordinates in relation to work in an agency (Suranto, 2010). The indicators used are as follows: Understanding, Enjoyment, Influence on Attitude, Better Relationships and Actions.

##### 2) Direct compensation

According to Mathis and Jackson (2006) direct compensation is an employee's assessment of direct compensation received such as salaries, bonuses, overtime pay, and incentives in exchange for the work of members of the Police provided by the agency. The indicators used are: Salary, Bonus and Incentive.

##### 3) Job satisfaction

Job satisfaction according to Robbins (2006: 36) is a feeling of satisfaction that is felt by members of the police for work as a result of their job assessment. The indicators used are as follows: Mentally challenging work, appropriate rewards, supportive working conditions, supportive co-workers and suitability between personality and work.

##### 4) Organizational commitment

Organizational commitment is a feeling of psychological bondage felt by employees in the agency. This was revealed by Meyer et al (1991), measured by the following indicators: Affective commitment, Continuance commitment and Normative commitment.

#### 3.2. Population and Sample

In this study the total population, namely all POLRI members, was 566 people. Samples were taken based on probability sampling, with simple random sampling technique. Probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as members of the sample. Simple Random Sampling is said to be simple because the sampling of members from the population is done randomly without considering the strata in the population. This method is done when members of the population are considered homogeneous. The number of known population will be processed to determine the number of samples to be studied using the Slovin formula, in order to obtain a sample of 85 respondents.

#### 3.3. Data analysis technique

The method of analyzing the data in this research was carried out using the following techniques: Descriptive Analysis and Structural Equation Model Analysis. Structural Equation Modeling is better known as SEM. The Structural Equation Model is a combination of factor analysis, regression and path analysis. The structural equation model can be tested to determine the value of direct, indirect and total effects between exogenous and endogenous variables. Linear Regression Analysis as an analytical tool for testing structural equation models and proving research hypotheses using the SPSS statistical program.

### 4. RESULTS AND DISCUSSION

#### 4.1. Path Analysis Results

Method testing hypothesis done with path analysis, namely with using multiple regression then filtering based on statistical tests and significance. This statistical test can be performed using the standardized coefficient beta coefficient ( $\beta$  standard). If the value of  $\beta$  is significant, then the path coefficient is significant. The insignificant path coefficient is discarded. Significance test can be done by comparing the significance of these paths. If the significant value of the path coefficient is less from 0.05 then the coefficient is considered significant. Otherwise, if value significance coefficient greater than from 0.05, it is considered insignificant. To see the effect of effective superior subordinate communication and direct compensation to organizational commitment through job satisfaction is presented on Table 1 following.

**Table 1. Summary Result Influence Analysis Live, Not Jump, and Total of Analysis Path**

Variable	Direct Influence	Prob	Indirect Influence	Total Effect
Effective superior subordinate communication → Job satisfaction	0.348	0,000 *	-	-
Direct compensation → Job satisfaction	0.629	0,000 *	-	-
Effective superior subordinate communication → Organizational commitment	0.382	0,000 *	-	-
Direct compensation → Organizational commitment	0.289	0.008 *	-	-
Job satisfaction → Organizational commitment	0.267	0.031 *	-	-
Effective superior subordinate communication → Job satisfaction → Organizational commitment	0.382	-	0.348 X 0.267 = 0.093	0.475
Direct compensation → Job satisfaction → Organizational commitment	0.289	-	0.629 X 0.267 = 0.168	0.457

\* significant at α 5%

Based on Table 1, it appears that the total effect of the effective communication variable on superior subordinates to organizational commitment (0.475) is greater than the direct effect (0.382). Likewise for the direct compensation variable on organizational commitment, where the total effect is greater (0.457) than the direct effect (0.289). These results indicate that job satisfaction has status as an intervening variable in the influence of effective superior subordinate communication and direct compensation on organizational commitment, because the total value is greater than the direct effect.

## 4.2. Hypothesis test

### a. Test Hypothesis 1

Based on Table 1, the value is obtained The effective communication beta coefficient of superior subordinates is 0.348 and value of t amounted to 5,157 and p value amounting to 0,000 smaller from  $p = 0.05$  ( $\alpha = 5\%$ ), which means that superior subordinate communication is effectivehas a significant effect on job satisfaction. Scoredirect compensation beta coefficient of 0.629 and value of t amounted to 9,330 and p value amounting to 0,000 smaller from  $p = 0.05$  ( $\alpha = 5\%$ ), which means that direct compensationhas a significant effect on job satisfaction. Thus the hypothesis first one stated that Effective supervisor subordinate communication and direct compensation have a statistically tested effect on job satisfaction.

### b. Hypothesis Test 2

Based on Table 1, the value is obtained The effective communication beta coefficient of superior subordinates is 0.382 and value of t amounting to 4.487 and p value amounting to 0,000 smaller from  $p = 0.05$  ( $\alpha = 5\%$ ), which means that superior subordinate communication is effectivehas a significant effect on organizational commitment. Scoredirect compensation beta coefficient of 0.289 and value of t amounting to 2,724 and p value equal to 0.008 smaller from  $p = 0.05$  ( $\alpha = 5\%$ ), which means that direct compensationhas a significant effect on organizational commitment. Therefore the second hypothesis which is stated that The effective communication between superiors and subordinates and direct compensation has a statistically supported effect on organizational commitment.

### c. Test Hypothesis 3

Based on Table 1, the value is obtained the beta coefficient of job satisfaction is 0.267 and value of t amounting to 2.202 and p value amounting to 0.031 smaller from  $p = 0.05$  ( $\alpha = 5\%$ ), which means that job satisfaction has a significant effect on organizational commitment, so that hypothesis third that stated that Job satisfaction has a statistically supported effect on organizational commitment.

### d. Hypothesis Test 4

Based on Table 1, the results of the analysis show that job satisfaction has status as an intervening variable that can mediate the effective communication variable of superiors and subordinates, because the total effect value (0.475) is greater than the direct effect (0.382). Job satisfaction has status as an intervening variable that can mediate the direct compensation variable on organizational commitment, because the total effect value (0.457) is greater than the direct effect (0.289). Thus, the fourth hypothesis states that effective communication by superiors and subordinates and direct compensation affects organizational

commitment through job satisfaction statistically tested.

Based on the description of hypothesis testing, the path model in path analysis is presented in Figure 1 below.

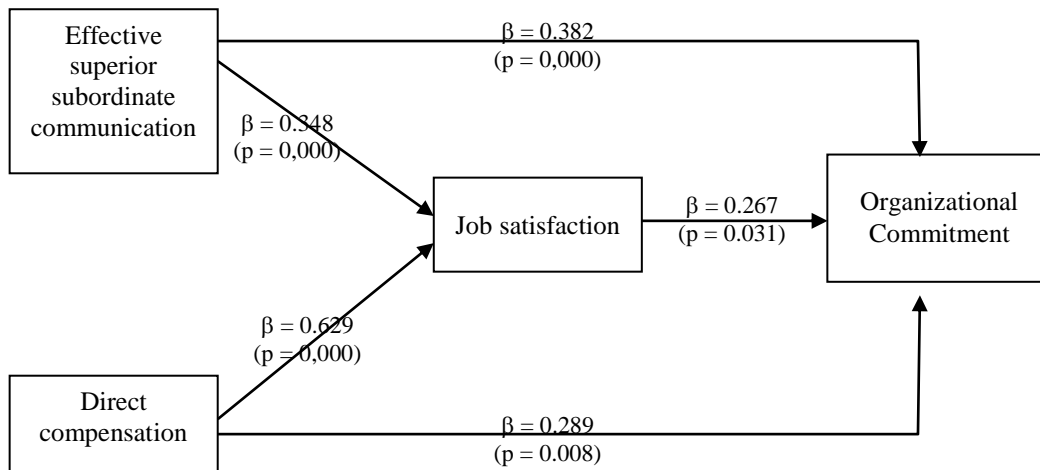


Figure 1. Path Analysis Results

Source : Primary data processed, 2021.

## 4.2. Discussion

### 1) Influence Effective Subordinate Communication and Direct Compensation for Job Satisfaction

Effective communication from superiors to subordinates has an effect on job satisfaction, which means that the better communication between superiors and subordinates is effective, it can increase job satisfaction. Effective communication from superiors and subordinates that makes the biggest contribution to increasing job satisfaction is pleasure reflected in feeling happy when communicating with superiors, and the influence on attitudes reflected by colleagues being able to influence attitude change. Communication plays a role in an organization and has a direct impact on the organization. It is hoped that members can change their perceptions of other members and provide feedback to other members. As Carriere and Bourge (2008) argue, that companies that implement effective and efficient communication practices can increase job satisfaction and affective organizational commitment of employees because effective and efficient communication practices significantly reduce employee frustration in the organization. Communication in agency activities can create a sense of solidarity and kinship within an agency. In addition, it can also create high job satisfaction for members in the institution. With communication, members can work better and information needed by agency members can be obtained more quickly and with communication, all members can find out the policies, regulations, provisions that have been set by the leadership, and mutual respect in carrying out their respective duties. respectively. Communication that runs smoothly and harmoniously can lead to a sense of loyalty between subordinates and superiors, subordinates and subordinates, superiors and superiors, and members of the agency concerned, increases the enthusiasm for work of the members, increases morale and high discipline, as well as communication with all levels of leadership. be able to know the state of the field that is their duty, so that efficient operational control will take place. The results of this study support Suliyem (2012), Akmal and Tamini (2015), Putri et al. (2015), Novieka and Prasetya (2018) which state that communication affects job satisfaction. and members with the relevant agencies, increase the enthusiasm for work of the members, increase morale and high discipline, and with communication all levels of leadership can find out the state of the field that is their duty, so that efficient operational control will take place. The results of this study support Suliyem (2012), Akmal and Tamini (2015), Putri et al. (2015), Novieka and Prasetya (2018) which state that communication affects job satisfaction. and members with the relevant agencies, increase the enthusiasm for work of the members, increase morale and high discipline, and with communication all levels of leadership can find out the state of the field that is their duty, so that efficient operational control will take place. The results of this study support Suliyem (2012), Akmal and Tamini (2015), Putri et al. (2015), Novieka and Prasetya (2018) which state that communication affects job satisfaction.

Compensation directly affects job satisfaction, this shows that the better Direct compensation given to members of Malang City Police can increase job satisfaction. Direct compensation can change salary, THR and overtime, as well as incentives. Direct compensation given to members of the Malang City Police can motivate members or even discourage them from working, therefore the direct compensation policy is one of the important policies that organizations must pay attention to, especially in order to increase job satisfaction. This is supported by the opinion of Talat et al. (2012) which states that

compensation is positively related to job satisfaction. The direct compensation policy determined by the agency can affect employee work behavior which in turn will have an impact on the job satisfaction concerned. For members, the compensation they receive will be used to meet the needs and needs of their families. In addition, the amount of compensation received reflects the status, recognition and level of fulfillment of needs enjoyed by members and their families. If the direct compensation received by members is greater, it means that their position is higher, their status is getting higher and that they are enjoying more and more needs. The results of the study support Harsono (2016) and Retnoningsih et al. (2016) which states that compensation directly affects job satisfaction. However, the results of this study do not support Putri et al. (2015) which states that direct compensation has no effect on job satisfaction.

## **2) Influence Effective superior communication and direct compensation for organizational commitment**

Organizational commitment is influenced by effective communication between superiors and subordinates, which means that the effective communication of superiors and subordinates at Polresta Malang Kota causes organizational commitment to increase. Effective superior subordinate communication serves as a bridge that brings together members in an organization. As the opinion of Tubbs and Moss (2000) which states that communication between superiors and subordinates is said to be effective or can be well perceived if the message conveyed and intended by the sender or source, in this case the superior, can be captured and understood by the recipient in terms of subordinates. If members lack information, members do not have the tools to plan organizational progress. Members cannot see clearly in advancing members' careers and feel that the possibilities for advancement in the organization are limited. Communication in organizations is important to note, because with good communication, an organization will run smoothly. The results of this study support Hamidah (2015), Pratama et al. (2016), Arta and Surya (2017), and Novieka and Prasetya (2018) which state that effective communication by superiors and subordinates affects organizational commitment.

Compensation directly affects organizational commitment, this shows that the better Direct compensation given to members of Malang City Police can increase organizational commitment. The direct compensation indicator that makes the biggest contribution to increasing organizational commitment is the incentive reflected in the authority and responsibility assigned to make members try to solve it thoroughly. Sufficient direct compensation and in accordance with members' expectations, then members can be motivated to make the best contribution to the organization. Conversely, if the members feel unhappy with the compensation they receive, the members are less motivated in carrying out their work, this certainly affects organizational commitment. As the opinion of Talat et al. (2012) which reveals that compensation is positively related to commitment. The provision of appropriate direct compensation is aimed at advancing the organization, so that members are willing to work properly and responsibly because members' needs are met. The results of this study support Prasodjo and Setiawan (2016) which state that compensation directly affects organizational commitment.

## **3) Effect of Job Satisfaction on Organizational Commitment**

Job satisfaction affects organizational commitment, which means that the higher the level of job satisfaction of Malang City Police members can increase organizational commitment. Job satisfaction indicator which gives the biggest contribution to increasing organizational commitment is the suitability between personality and job, which is reflected in every member of Malang City Police having the same opportunity to be promoted. Job satisfaction is a form of pleasure with what he has done, but job satisfaction is subjective. Every employee who works expects to get satisfaction from his place of work. Basically, job satisfaction is an individual thing because each employee will have different levels of satisfaction according to the values that apply to each employee. The more aspects of work that are in accordance with the wishes of the members, the higher the level of perceived satisfaction. The nature and amount of satisfaction and organizational commitment depends on the contingency of the award that has been set and set by the leadership of the organization. As the opinion of Hodge and Anthony (1988) which states that one of the factors that influence organizational commitment is job satisfaction.

Satisfaction between one individual and another tends to be different, because each individual has its own satisfaction criteria in measuring the level of life satisfaction, but the satisfaction of members at work can be seen from how organizational commitment is. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. Satisfied members will encourage members to do better. Members who are satisfied at work always arrive on time, meaning that these members appreciate the work and are responsible for the work that must be done. Happy in doing work. Not complaining about duties and work, that is, always being able to accept new and difficult jobs gracefully. Have a harmonious relationship with other members and superiors. The results of this study support Kristianto (2011), Suliyem (2012), Hidayat (2013), Puspitawati and Riana (2014), Pratama et al. (2016), Rosita and Yuniati (2016) which state that job satisfaction affects organizational commitment.



#### 4) The Effect of Effective Subordinate Superior Communication and Direct Compensation on Organizational Commitment through Job Satisfaction

Job satisfaction is able to mediate the influence of effective superior subordinate communication and direct compensation to organizational commitment, which means that effective superior subordinate communication can increase organizational commitment, if employees are satisfied with their work. Job satisfaction is related to communication because communication is a way of communicating between superiors and subordinates about work. As an opinion Gudykunst (in Liliweri, 2007) states that communication that is well perceived is communication that manages to suppress the smallest possible misunderstanding. This is because a positive assessment can increase the work satisfaction of members, while a negative assessment can lead to job dissatisfaction with members. Therefore, leaders must be able to create effective communication in accordance with the situation and needs of employees so that the relationship between superiors-subordinate harmonious. This recognition can be seen when the leader reprimands and smiles at members so that members feel valued, so that the relationship between superiors and subordinates becomes more harmonious.

Organizational commitment can be increased if the organization provides direct compensation in accordance with the expectations of members and members are satisfied with their work. Job satisfaction is important for the organization, if members are satisfied with the work given by the organization, members will feel cared for by the organization. As Hariandja's opinion (2002) states that compensation is the entire remuneration received by employees as a result of performing work in the organization in the form of money or other. Compensation that is able to meet the basic needs of employees can provide employees with job satisfaction (Luthans, 2006). Basically, members at work will feel comfortable in the organization if they get job satisfaction. Organizational commitment will be influenced by the level of job satisfaction that is owned,

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1. Conclusion

Based on the results of the research and discussion carried out, the following conclusions can be drawn:

- 1) Effective communication by subordinates and direct compensation has an effect on job satisfaction, which means that the better communication of subordinate superiors is effective and is supported by direct compensation in accordance with the expectations of Malang City Police members to increase job satisfaction.
- 2) Effective communication from superiors and subordinates and compensation directly affects organizational commitment. This means that organizational commitment can be built through effective communication from superiors and subordinates and providing direct compensation in accordance with the expectations of Malang City Police members.
- 3) Job satisfaction affects organizational commitment, which means that the more satisfied members of Malang City Police with their jobs can build organizational commitment.
- 4) Job satisfaction mediates the influence of effective superior subordinate communication and direct compensation to organizational commitment. This means that organizational commitment can be built if members of the Malang City Police feel that there is effective communication between their subordinates and the agency provides direct compensation in accordance with the expectations of the Malang City Police.

### 5.2. Suggestion

In connection with the matters described above, the following suggestions can be given:

- 1) It is better if the Malang City Police should always create harmonious communication.
- 2) For future researchers, it is hoped that they can carry out research development using other independent variables such as competence and leadership, so that they can have a better impact on organizational commitment.

## REFERENCES

- Akmal, A., & Tamini, I. (2015). Pengaruh Kompensasi Terhadap Kepuasan Kerja Karyawan Gayamakmur Mobil Medan. *Jurnal Bisnis Administrasi*, 04 (2), 59–68.
- Arta, I Gede Nanda Wiguna, dan Ida Bagus Ketut Surya. (2017). Pengaruh Kompensasi Terhadap Komitmen Organisasional dan Turnover Intention 160 Pada Agent Pru Megas, *E-Jurnal Manajemen Unud*, Vol 6, No. 8, 4156- 4184.
- Bussing et al. (1999). *Perilaku Organisasi*. Yogyakarta: Penerbit Andi

- Carriere, J., & Bourque, C. (2008). The effects of organizational communication and organizational
- Effendy, Onong Uchjana. (1993). Ilmu, Teori dan Filsafat Komunikasi. Bandung : PT Citra Aditya Bakti
- Farahbod, Farzin et.al. (2013). Impact of Organizational Communication in Job Satisfaction and Organizational Commitment (Case Study Maskan Bank Guilan). *Interdisciplinary Journal Of Contemporary Research In Business Copy Right © 2013 Institute of Interdisciplinary Business Research 419 August 2013 Vol 5, No 4.*
- Greenberg, J. And Robert A. Baron. (2003). *Behavior in Organization International Edition*, New Jersey: Prentice Hall.
- Greene, William H. (2012). *Econometric Analysis*. Pearson Education Limited.
- Hamidah, Hamidah. (2015). Hubungan Antara Tingkat Komunikasi Atasan Kepada Bawahan Dengan Komitmen Organisasi Di Perusahaan PT. Behaestex Gresik. *Disertasi*. Universitas Muhammadiyah Gresik.
- Hariandja, Marihot T.E, (2002). *Manajemen Sumber Daya Manusia*. Jakarta: Grasindo.
- Harsono. (2016). *Etnografi Pendidikan: Suatu Desain Penelitian Kualitatif*. Sukoharjo: Jasmine.
- Hasibuan, Malayu SP. (1990). *Manajemen Sumber Daya Manusia dan Kunci Keberhasilan*. Penerbit Haji Masagung. Jakarta, 1990
- Hidayat, Rachmad. (2013). Pengaruh kepemimpinan terhadap komunikasi, kepuasan kerja, dan komitmen organisasi pada industri perbankan. *Makara Seri Sosial Humaniora*. 17.1: 19-32.
- Hodge, B. J, & Anthony, W. R., (1988). *Organization Theory*. New York: Allyn and Bacon Inc.
- Irwanto. (1991). *Psikologi Umum*. Cet 2. Jakarta: PT. Gramedia Pustaka Utama.
- Kreitner, Robert dan Angelo Kinicki. (2011). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Kristianto, Dian. (2011). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Komitmen Organisasional Sebagai Variabel Intervening (Studi pada RSUD Tugurejo Semarang). *Jurnal Bisnis Strategi*. 20.2: 52-63.
- Liliweri, Alo M. (2007). *Dasar-dasar Komunikasi Kesehatan*. Yogyakarta: Pustaka Pelajar.
- Locke, E.A, 1996. *The Natural and Causes of Job Satisfaction, Handbook of Industrial and Arganizational Psychology*. Rand Mc Nally, Chicago.
- Luthans, Fred. (2006). *Perilaku Organisasi*. Edisi Sepuluh, PT. Andi: Yogyakarta.
- Mathis, R.L. & J.H. Jackson. (2006). *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- Meyer, J.P. and Allen, N.J. (1991). A Three-Component Conceptualization of Organizational Commitment, *Human Resource Management Review*, Vol 1, No 1, pp. 61-89.
- Nawab, D. S., and Bhatti, K. K. (2011). Influence of Employee Compensation on Organizational Commitment and Job Satisfaction: A Case Study of Educational Sector of Pakistan. *International Journal of Business and Social Science*, 2(8).
- Novieka dan Arik Prasetya. (2018). Pengaruh Komunikasi Organisasi Terhadap Kepuasan Kerja Dan Komitmen Organisasional (Studi pada Karyawan PT PLN Persero Area Pasuruan). *Jurnal Administrasi Bisnis*. 61 (4): 133-142.
- Porter, Michael E. (1982). *Choix stratégiques et concurrence*. Paris: Economica.
- Pratama, Ervanda Wildam, M. Al Musadieg, dan Yuniadi Mayowan. (2016). Pengaruh Kompensasi Dan Kepuasan Kerja Terhadap Komitmen Organisasional (Studi pada Karyawan KSP Sumber Dana Mandiri Gresik). *Jurnal Administrasi Bisnis*. 34.1: 1-9.
- Prasodjo, Ricky Kurniawan dan Roy Setiawan. (2016). Pengaruh Kompensasi Finansial dan Kompensasi Non Finansial Terhadap Komitmen Organisasional Karyawan Pada Pelangi Mini Market. *Aroga*. Vol.4 No. 2.
- Purwanto, Djoko. (2006). *Komunikasi Bisnis*, Edisi Ketiga, Erlangga. Jakarta
- Purwanto. (2008). *Metodologi Penelitian Kuantitatif*. Yogyakarta: Pustaka Pelajar
- Puspitawati, Ni Made Dwi, and I. Gede Riana. (2014). Pengaruh kepuasan kerja terhadap komitmen Organisasional dan kualitas layanan. *Jurnal Manajemen Strategi Bisnis dan Kewirausahaan*. 8.1: 68-80.
- Retnoningsih, Teguh, Bambang Swasto Sunuharjo, dan Ika Ruhana. (2016). Pengaruh Kompensasi Terhadap Kepuasan Kerja Dan Kinerja Karyawan (Studi Pada Karyawan PT Pln (Persero) Distribusi Jawa Timur Area Malang). *Jurnal Administrasi Bisnis*. 35. 2: 53-59.
- Robbins, Stephen P. (2006). *Perilaku Organisasi*. Edisi Sepuluh. Diterjemahkan oleh: Drs. Benyamin Molan. Erlangga, Jakarta
- Rosita, Titik, dan Tri Yuniati. (2016). Pengaruh kepuasan kerja terhadap kinerja karyawan dengan komitmen organisasional sebagai variabel intervening. *Jurnal Ilmu dan Riset Manajemen (JIRM)*. 5.1.
- Schuler, Randall S., dan Blank. (2008). *Human Resource Management*. (Abdul Rosyid dan Peter Remy Yosy Pasla, penerjemah). *Manajemen Sumber Daya Manusia*. Edisi 6. Jakarta: Penerbit Erlangga.

- Smither, R. D. (1998). *The Psychology of Work and Human Performance. Third Edition*. New York: Longman Inc.
- Sopiah. (2008). *Perilaku Organisasional*. Yogyakarta: CV Andi Offset.
- Spector, P.E. (2006). *Industrial and Organizational Psychology*. USA: Joh. Willey and Sons, Inc
- Suliyem, Magdalena. (2012). Pengaruh Komunikasi Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasi Guru Sd Santo Fransiskus Di Lampung. *Jurnal Manajemen Pendidikan*. 7.2: 1310-1318.
- Suranto, AW. 2010. *Komunikasi Interpersonal*. Yogyakarta. Graha Ilmu.
- Talat, Nadia, Ajay P. Belgaumkar, and Klaus-Martin Schulte. (2012). Surgery in Castleman's disease: a systematic review of 404 published cases. *Annals of surgery*. 255.4: 677-684.
- Taras, Vas, Piers Steel, and Bradley L. Kirkman. (2012). Improving national cultural indices using a longitudinal meta-analysis of Hofstede's dimensions. *Journal of World Business*. 47.3: 329-341.
- Tubbs, S.L. and S. Moss. (2000). *Human Communication: Konteks-konteks Komunikasi*. Terjemahan cetakan kedua, Bandung: PT. Rosda.
- Young *et al.* (1998). *Organizational Commitment Among Public Service Employee*.
- Yousef, D.A.(2002). Job Satisfaction as a Mediator of The Relationship between Role Stressors and Organizational Commitment: A Study from An Arabic Cultural Perspective. *Journal of Management Psychology*, Vol.17, No.4, pp.250-26.