

The influence of communication, coordination, and bureaucratic leadership style in the planning, research, and development agency through interpersonal perception on the job satisfaction of regional apparatus employees in the Riau Islands Provincial Government

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Article History

Received on 12 October 2024

1st Revision on 22 October 2024

Accepted on 28 October 2024

Abstract

Purpose: This study analyzes the influence of communication, coordination, and bureaucratic leadership style on the job satisfaction of regional apparatus employees, with interpersonal perception as an intervening variable, within the Planning, Research, and Development Agency of the Riau Islands Province. The 2022 Performance Achievement Evaluation Report for the Riau Islands Province in the implementation of regional government affairs reveals that several regional development programs and performance indicators (outcomes) have not yet fully achieved 100% of their targets.

Results: Using primary data from 105 employees, this study found that coordination does not have a significant direct effect on interpersonal perception. In contrast, communication and bureaucratic leadership style have a significant influence on interpersonal perception, highlighting the importance of coordination in improving job satisfaction among employees. Interpersonal perception also proved to be a significant mediator between communication and bureaucratic leadership style on job satisfaction.

Recommendation: The recommended focus is to enhance coordination and other aspects that have a more direct impact on interpersonal perception to improve job satisfaction among regional apparatus employees.

Keywords: *Communication, Coordination, Bureaucratic Leadership Style, Job Satisfaction, Interpersonal Perception*

How to cite: Ngaliman, N., Rahima, S., & Catrayasa, I. W. (2024). The influence of motivation, organizational commitment and workload on job satisfaction of regional officials with competency as an intervening variable in the Regional Financial and Asset Agency of Riau Islands Province. *Journal of Multidisciplinary Academic and Practice Studies*, 2(4), 399-412.

1. Introduction

The Riau Islands Province Planning, Research and Development Agency was formed based on Riau Islands Province Regional Regulation Number 4 of 2021 concerning the establishment and composition of regional apparatus. The Riau Islands Provincial Planning, Research and Development Agency is tasked with supporting the Governor in carrying out functions related to planning, research and innovation, in accordance with the authority of the provincial government. To ensure the implementation of the Regional Government Work Plan (RKPD) can run well,

regional development control and evaluation are carried out. This is in accordance with Law Number 23 of 2014 and Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 86 of 2017. Through evaluation, it is expected to know whether the output and outcome of activities are in accordance with the predetermined targets. Based on the identification of phenomena that occurred at Barenlitbang Riau Islands Province related to the performance achievement of programme indicators, it was found that there were still several indicators of regional development activities that had not been optimally implemented.

Tabel 1. Evaluation Results of the Performance Achievements of the Riau Islands Province in 2022 Regarding the Implementation of Regional Government Affairs Under Regional Authority

No	Description of Affairs	Number of Affairs	Number of Indicators	Attained	Percentage
1	Basic Government Service Affairs	7	95	76	80,00%
2	Mandatory Government Affairs Non-Basic Services	18	105	84	80,00%
3	Discretionary Government Affairs	8	52	42	80,77%
4	Supporting Functions of Government Affairs	7	47	38	80,85%
	Number	40	299	240	80,27%

Source: Evaluation Report of the Rencana Kerja Pemerintah Daerah (RKPD) of Riau Islands Province 2022

The table above is the data on the results of controlling and evaluating the achievements of the 2022 RKPD of Riau Islands Province in the second quarter of 2023 related to the performance achievement of RPJMD programme indicators, it is found that there are still several indicators of regional development activities that have not been optimally implemented. From this data it can be seen that there are still several programmes and programme performance indicators (outcomes) of regional development that still cannot be achieved 100%. This is due to several factors, among others;

1. Inappropriate budget management resulting in certain sub-activities achieving low or even very low achievements.
2. Implementation guidelines in several activities that were issued late, or constraints that made it difficult to implement the activities.
3. Appointment of officials to implement activities that are late in being determined.
4. Delays in the procurement of goods and services (auctions), causing delays in the implementation of work.
5. The existence of a budget refocussing policy so that activities are not optimally implemented.
6. The placement of an incorrect account code, so that repairs must be made first, which results in delayed disbursements.

This must certainly be a serious concern of Barenlitbang Riau Islands Province so that development programs for the community can be realised so that it will make coordination with other work device employees better. Therefore, this study aims to analyse the effect of communication, coordination, and bureaucratic leadership style on job satisfaction of regional apparatus employees with interpersonal perception as an intervening variable. This research is expected to provide more insight into the factors that influence job satisfaction of regional apparatus employees to be able to improve services in the formulation of RPJMD, as well as provide recommendations to reduce employee burnout at the Riau Islands Province Planning, Research and Development Agency (BARENLITBANG).

2. Literature Review

2.1 The Effect of Communication on Job Satisfaction

Sutardji (2019: 2) states that communication is a process of conveying information or messages so that it can be understood, accepted, and followed by the receiving party. It cannot be denied that communication is very important for organisations or individuals. Communication done effectively allows the organisation to operate smoothly and achieve success. Conversely, a lack of communication can hinder the running of an organisation. For example, if an organisation leader does not provide clear information to employees about the start time of activities and their respective tasks, employees may not come to work, which in turn can lead to dissatisfaction at work. According to Herizal's (2017) research, communication has a significant impact on employee satisfaction.

H1: There is a direct influence between communication on job satisfaction Regional apparatus

2.2 The Effect of Coordination on Job Satisfaction

According to Brech in Slamet (2014: 18), work coordination is defined as an effort to balance and direct the team by assigning the right tasks to each member and ensuring that these activities are carried out in harmony among employees within the company. Coordination is an important factor for company progress. Organisations need employees who are able to coordinate well with each other. Employees with a high level of coordination tend to show optimal performance. This situation is very beneficial for the organisation, because employees are an important part of human resources and need to be maintained. The results of Sodirin's research (2021) show a similar conclusion, that coordination has a significant impact on the level of job satisfaction of employees.

H2: There is a direct influence between coordination on Regional Apparatus Job Satisfaction

2.3 The Effect of Bureaucratic Leadership Style on Job Satisfaction

Anwarudin, quoted by Ridho Fadhillah (2023: 14), explains that bureaucratic leadership is a type of leadership based on transactional relationships between leaders and subordinates, with a strong emphasis on aspects of individuality in the organisation. This leadership style is characterised by full authority in the hands of superiors, a strong focus on work, strict supervision, clear organisational rules, resistance to change, and orientation towards positions and power. Bureaucratic leadership style in an organisation can affect the level of job satisfaction. If this leadership style is applied excessively, it can lead to a decrease in employee job satisfaction. Excessively applied bureaucratic leadership style can lead to decreased job satisfaction. Research by Sirumapea (2022) shows that bureaucratic leadership style has a significant impact on job satisfaction.

H3: There is a direct influence between bureaucratic leadership style on job satisfaction of regional apparatus.

2.4 The Effect of Communication on Interpersonal Perception

According to Suhenda in Rosadi (2022: 522), interpersonal perception is a person's experience of other people, feelings, or relationships obtained through understanding information and conveying messages. Muhammad Arni (2015: 7) defines communication as the process of exchanging messages, both verbal and nonverbal, between senders and receivers with the aim of influencing behaviour. The connection between these two variables can be seen in efforts to improve employees' interpersonal perceptions by improving effective communication. Appropriate and effective communication from Regional Apparatus Organisation employees can create positive interpersonal perceptions in the process of preparing work plans in each regional apparatus organisation. Therefore, communication can help improve the interpersonal perceptions of regional apparatus organisation employees in preparing the organisation's work plan. Similar research that supports this research was conducted by Hendrawati (2024), with the result that communication has a relevant effect on the interpersonal perceptions of employees.

H4: There is a direct influence between Communication on Interpersonal Perceptions of Regional Apparatus employees

2.5 The Effect of Coordination on Interpersonal Perception

According to Handoko in Wahyu (2021: 334), coordination is a process that combines the goals and activities of various separate units (such as departments or functional areas) in an organisation so

that the organisation's goals can be achieved more efficiently. Based on this, it can be seen that a process of combining activities is needed to achieve organisational goals quickly. Rakhmat in Aulia (2024: 200) explains that interpersonal perception is an understanding that is influenced by personal and situational factors about other people. One of the important factors that influence the progress of the organisation in achieving its goals is to build coordination among all members of the company. This is in line with the results of Rianto's research (2021), which shows that coordination has a significant influence on employee perceptions.

H5: There is a direct influence between Coordination on Interpersonal Perception of Regional Apparatus employees.

2.6 The Effect of Bureaucratic Leadership Style on Interpersonal Perception

According to Fadhillah in Ilham Firdaus (2023: 20), bureaucratic leadership style is a leadership style that emphasises compliance with rules. If these rules are not followed, this can cause disharmony in the organisation. Bureaucratic leadership usually focuses on compliance with existing procedures and dislikes change, and tends to make decisions based on previous policies. Leaders who use this leadership style will create a conducive and comfortable work environment, which in turn can increase employee morale. This is certainly very useful to improve the perception of each employee at work. Thus, employees will be able to provide optimal performance in order to achieve organisational goals. Pesik's research results (2018) show that leadership style has a relevant influence on employee perceptions at Sutan Raja Hotel Manado.

H6: There is a direct influence between Bureaucratic Leadership Style on Interpersonal Perception of Regional Apparatus employees.

2.7 The Effect of Communication on Job Satisfaction Mediated by Interpersonal Perception

According to Muhammad Arni (2015: 7), communication is the process of exchanging messages, between senders and receivers, verbal and non-verbal, which aim to influence time. Meanwhile, Wibowo (2015: 59) explains that perception is the process of receiving information that results in an understanding of the world around us. In this case, a person needs to select information that is important to pay attention to, categorise it, and then interpret it based on their knowledge. The relationship between communication, interpersonal perception and job satisfaction is an important concept in the work environment. Communication can influence a person's job satisfaction through the interpersonal perceptions that individuals have of their jobs. Interpersonal perception here can be interpreted as an employee's view or understanding of other people's attitudes towards his behaviour. Good communication can increase employee job satisfaction, because individuals who communicate effectively tend to feel more satisfied and motivated in their work. Research conducted by Nurdin (2023) shows that interpersonal perceptions mediate the effect of communication on job satisfaction.

H7: There is an indirect effect between communication on job satisfaction mediated by interpersonal perceptions.

2.8 The Effect of Coordination on Job Satisfaction Mediated by Interpersonal Perception

G.R. Terry, as cited by Kaja (2019: 124), states that coordination is an effort that is carried out regularly and in harmony to provide the right amount and time, and direct the implementation of activities in order to create actions that are in line and harmonious with predetermined goals. According to Suryati (2015: 93), customer satisfaction is the extent to which the performance of a product matches customer expectations. In addition, coordination, interpersonal perceptions, and job satisfaction are an important part of an organisation, because organisations need these elements to manage employees to work effectively, so that organisational goals can be achieved and produce optimal results. This research is in line with the results obtained from Yoga's research (2023), which shows that coordination has an influence on employee job satisfaction, but this influence is not significant.

H8: There is a direct indirect effect between Coordination on Job Satisfaction mediated by Interpersonal Perception.

2.9 The Effect of Bureaucratic Leadership Style on Job Satisfaction Mediated by Interpersonal Perceptions

According to Pasolong (2021: 49), bureaucratic leadership style is the ability of a leader to manage his employees by following existing rules and utilising his influence to achieve organisational goals. According to Oliver in Supranto (2017: 54), a person's satisfaction in service is determined from individual emotions in comparing expectations and perceived performance. The level of satisfaction contained in an individual is determined by the expectations and performance he has carried out. The combination of the application of a good bureaucratic leadership style and the right work program is very important in increasing employee satisfaction in preparing the work plan of the regional apparatus organization. This shows that the important role of bureaucratic leadership style to create satisfaction and a positive view of employee work. This research is in line with the findings of Supranta (2019), which states that bureaucratic leadership style affects employee satisfaction at work.

H9: There is an indirect influence between bureaucratic leadership style on job satisfaction mediated by interpersonal perceptions. *The Effect of Bureaucratic Leadership Style on Job Satisfaction Mediated by Interpersonal Perceptions*

2.10 The Effect of Interpersonal Perception on Job Satisfaction

According to Wibowo (2015: 59), perception is the process by which a person receives information and forms an understanding of the world around him. Individuals need to select relevant information, categorise it, and interpret it based on their existing knowledge. Satisfaction is defined as customer expectations in accordance with the performance of a product. According to Suryati (2015: 93), the relationship between interpersonal perceptions and optimal employee satisfaction can be explained by increasing positive perceptions of the work performed. The relationship between interpersonal perceptions and job satisfaction is that when an employee has a positive view, his performance will improve, which in turn increases his job satisfaction. Research conducted by Rahmawati (2020) revealed that perception has a significant impact on the level of employee job satisfaction.

H10: There is a direct influence between Interpersonal Perception on Job Satisfaction of Regional Apparatus.

3. Research Methodology

This research is included in the type of quantitative research, using primary data taken from respondents' answers through questionnaires. the quantitative approach is a research method based on the philosophy of positivism and is used to study certain groups or samples. data is collected through research tools, then analysed numerically or statistically to test predetermined hypotheses (sugiyono, 2018).

the population consists of employees of the regional apparatus of the province of the islands which includes several positions, such as the head of planning, head of planning subdivision, employees with functional position of planner, head of administration in each bureau within the regional secretariat, as well as one planning staff each in each regional apparatus organisation. the total population was 105 people. determination of the sample using the census sampling technique with the criteria that the entire population becomes the research sample with reference to sugiyono's theory (2018).

the data in this study are primary data, namely data obtained directly from the main source.

the type of data uses primary data from direct primary sources. the main source in question is employees at the riau islands province planning, research and development agency (barenlitbang). this primary data was collected through a survey using a questionnaire as an information collection tool. in this study, the questionnaire used was closed-ended and self-administered. data were collected through a questionnaire with a five-option likert scale: strongly agree, agree, neutral, disagree, and strongly disagree. for positive statements, ratings were weighted from 5 for 'strongly agree' to 1 for 'strongly disagree'. in contrast, for negative statements, the scoring weights were

reversed-‘strongly agree’ was weighted 1 and ‘strongly disagree’ was weighted 5. the process of distributing, completing, and collecting the questionnaires in this study took about thirty days and was conducted in stages. therefore, the researcher collected the questionnaires in several stages. in this study, questionnaires were distributed to riau islands province regional apparatus employees via an online link.

Table 2 Grids and Indicators

<u>Variabel</u>	<u>Indikator</u>	<u>Sumber</u>
Kepuasan Kerja (Y)	1. <u>Ketanggapan</u>	Pasuraman dan Zeithaml dalam Eswika Nilasari (2015:4)
	2. <u>Keandalan</u>	
	3. <u>Empat</u>	
	4. <u>Jamina</u>	
	5. <u>Bukti Langsung</u>	
Persepsi Iterpersonal (Z)	1. <u>Kualitas Kerja</u>	Mitchel (2017:158)
	2. <u>Ketetapan Waktu</u>	
	3. <u>Inisiatif Pegawai</u>	
	4. <u>Kemampuan</u>	
	5. <u>Komunikasi</u>	
Komunikasi (X1)	1. <u>Pemahaman</u>	Sutardji (2019:36)
	2. <u>Kesenangan</u>	
	3. <u>Pengaruh Pada Sikap</u>	
	4. <u>Hubungan Yang Baik</u>	
	5. <u>Tindakan</u>	
Koordinasi (X2)	1. <u>Komunikasi</u>	Sugandha (2018:18)
	2. <u>Pembagian Kerja</u>	
	3. <u>Kesatuan Tindakan</u>	
	4. <u>Tanggung Jawab</u>	
	5. <u>Disiplin</u>	
Gaya Kepemimpinan Birokratis (X3)	1. <u>Pemimpin</u>	Pasolong (2021:50)
	2. <u>Peraturan</u>	
	3. <u>Fungsi</u>	
	4. <u>Ketaatan</u>	
	5. <u>Pengembangan Karir</u>	

This study uses Partial Least Square (PLS) data analysis technique, which is a second generation multivariate method with a structural equation model (SEM) approach. PLS can be applied to small samples, but with larger samples, the accuracy of the estimates can be further improved. This method does not require the assumption that the data must be normally distributed. PLS constructs can use formative or reflective models. In addition, the number of indicators that can be used is quite large up to 1000 indicators.

4. Result and Discussion

4.1 Measurement Model (Outer Model)

The measurement model analysis (Outer Model) is carried out to assess the constructs of the variables under study that are appropriate and reliable. This assessment includes several aspects, namely: (1) Convergent Validity / Average Variance Extracted or AVE) and (2) Discriminant Validity.

4.1.1 Convergent Validity

Convergent validity refers to the degree to which a measurement has a positive correlation with alternative measurements that assess the same construct. The validity of an indicator or statement item can be seen from the outer loading value on each item. According to Jogiyanto (2009), an indicator is considered valid if it has an outer loading value of more than 0.7. Conversely, if the outer loading value is less than 0.7, the indicator is considered invalid. The results of testing the outer model which shows the outer loading value using Smart PLS can be seen in Figure 4.6 below.

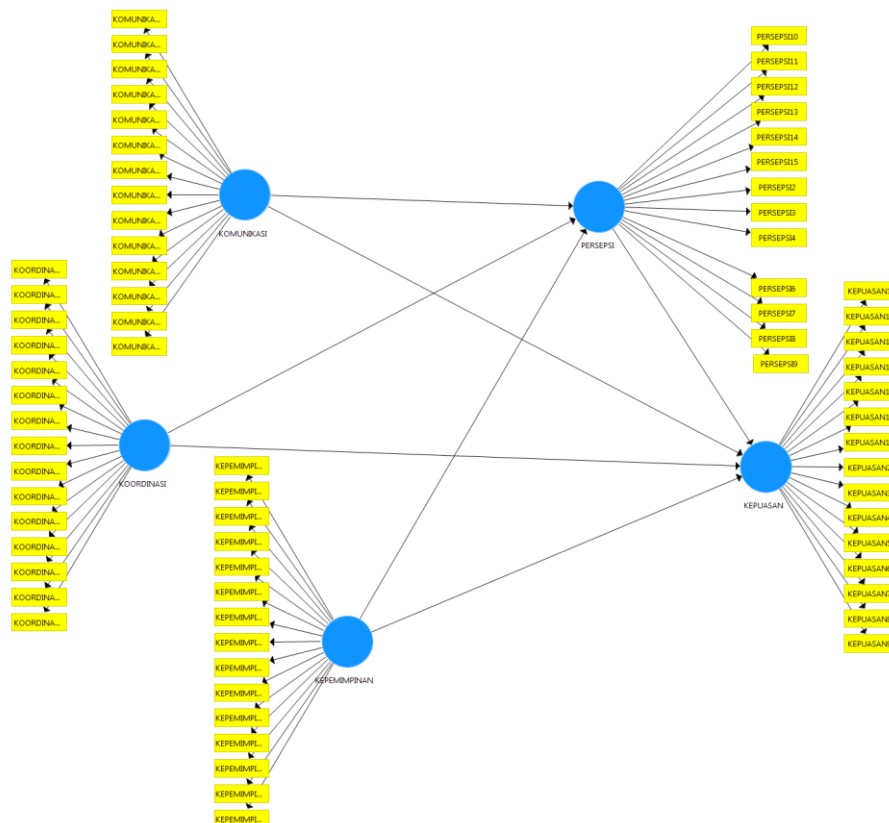


Figure 4.6 Outer Model Test Results

The figure shows that all variables have values above 0.7, thus fulfilling the validity criteria.

Convergent validity can also be assessed through the Average Variance Extracted (AVE) value. In this study, each variable has an AVE value that exceeds 0.5. Details of the AVE value for each variable can be found below:

Table 4.7 Average Variance Extracted (AVE) Value

Variabel	Nilai AVE
(X1) Komunikasi	0.578
(X2) Koordinasi	0.706
(X3) Gaya Kepemimpinan Birokratis	0.608
(Z) Persepsi Interpersonal	0.566
(Y) Kepuasan Kerja	0.617

Source: Data processed with SmartPLS 4 (2024)

Based on the Average Variance Extracted (AVE) and outer loading values, this research data can be declared to meet the requirements of convergent validity.

4.1.2 Discriminant Validity

The discriminant validity test uses the cross loading factor value to determine whether a construct has adequate discriminant. A construct is considered qualified if the loading value on the construct is higher than that of other constructs, and each construct has a standardised loading value greater than 0.7. Details of these values can be seen in Table 4.8 below.

Table 4.8 Outer Loading Value

	LEADERSHIP	SATISFACTION	COMMUNICATION	KOORDINASI	PERSEPSI
LEADERSHIP 1	0,779				
LEADERSHIP 10	0,754				
LEADERSHIP 11	0,712				
LEADERSHIP 12	0,847				
LEADERSHIP 13	0,833				
LEADERSHIP 14	0,792				
LEADERSHIP 15	0,738				
LEADERSHIP 2	0,836				
LEADERSHIP 3	0,802				
LEADERSHIP 4	0,783				
LEADERSHIP 5	0,780				
LEADERSHIP 6	0,775				
LEADERSHIP 7	0,780				
LEADERSHIP 8	0,752				
LEADERSHIP 9	0,717				
SATISFACTION 1		0,800			
SATISFACTION 10		0,761			
SATISFACTION 11		0,704			
SATISFACTION 12		0,858			
SATISFACTION 13		0,804			
SATISFACTION 14		0,813			

SATISFACTION 15		0,738			
SATISFACTION 2		0,853			
SATISFACTION 3		0,798			
SATISFACTION 4		0,800			
SATISFACTION 5		0,762			
SATISFACTION 6		0,790			
SATISFACTION 7		0,808			
SATISFACTION 8		0,744			
SATISFACTION 9		0,732			
COMMUNICATION 1			0,769		
COMMUNICATION 10			0,727		
COMMUNICATION 11			0,715		
COMMUNICATION 12			0,790		
COMMUNICATION 13			0,788		
COMMUNICATION 14			0,733		
COMMUNICATION 15			0,727		
COMMUNICATION 2			0,782		
COMMUNICATION 3			0,809		
COMMUNICATION 4			0,783		
COMMUNICATION 5			0,759		
COMMUNICATION 6			0,772		
COMMUNICATION 7			0,800		
COMMUNICATION 8			0,759		
COORDINATION 1				0,850	
COORDINATION 10				0,794	
COORDINATION 11				0,755	
COORDINATION 12				0,909	
COORDINATION 13				0,861	
COORDINATION 14				0,878	
COORDINATION 15				0,830	
COORDINATION 2				0,907	
COORDINATION 3				0,806	
COORDINATION 4				0,860	
COORDINATION 5				0,746	
COORDINATION 6				0,864	
COORDINATION 7				0,916	
COORDINATION 8				0,804	

COORDINATION 9				0,796	
PERCEPTION 10					0,770
PERCEPTION 11					0,712
PERCEPTION 12					0,847
PERCEPTION 13					0,803
PERCEPTION 14					0,793
PERCEPTION 15					0,726
PERCEPTION 2					0,811
PERCEPTION 3					0,768
PERCEPTION 4					0,767
PERCEPTION 6					0,757
PERCEPTION 7					0,798
PERCEPTION 8					0,724
PERCEPTION 9					0,701

Source: Data processed with SmartPLS 4 (2024)

In the table above, all items have a standard construct value of more than 0.7 and the loading value on all intended constructs is greater than other values. This shows that all manifest variables are valid and able to explain their latent variables well. The variable meets the criteria for discriminant validity if the cross loading value is above 0.7, retesting is not required (Jogiyanto, 2009).

4.1.3 Reliability Test

Reliability tests involve composite reliability and Cronbach's alpha to assess the consistency of indicators in a variable. Variables are considered reliable if the composite reliability and Cronbach's alpha values are more than 0.7. Table 4.9 below shows the composite reliability value for each variable.

Table 4.9 Composite Reliability Value

Variabel	Nilai <i>Composite Reliability</i>
(X1) Communication	0.953
(X2) Coordination	0.973
(X3) Bureaucratic Leadership Style	0.959
(Z) Interpersonal Perception	0.951
(Y) Job Satisfaction	0.960

Source: Data processed with SmartPLS 4 (2024)

The composite reliability value contained in the table above has met the specified criteria, which is more than 0.7. Reliability can also be evaluated through the Cronbach's alpha value displayed in Table 4.10 below.

Table 4.10 Cronbach's Alpha Value

Variabel	Nilai <i>Cronbach's Alpha</i>
(X1) Komunikasi	0.947
(X2) Koordinasi	0.970
(X3) Gaya Kepemimpinan Birokratis	0.954
(Z) Persepsi Interpersonal	0.945
(Y) Kepuasan Kerja	0.955

Source: Data processed SmartPLS 4 (2024)

The Cronbach's Alpha value listed in the table above exceeds 0.7, indicating that the measurements in this study have a good or reliable level of reliability.

4.2 Evaluation of Structural Model (Inner Model)

The structural model test or inner model evaluation is used to analyse the direct and indirect effects between variables. This process begins with checking the R-square value, followed by an assessment of model fit, path coefficients, and specific indirect effects.

4.2.1 R-square Value

The value of R Square or Determinant Coefficient (the amount of influence) and Q2 Predictive Relevance or how good the observation value is, as follows:

Table 4.11 R-Squares

	<i>R Square</i>	<i>R Square Adjusted</i>
Persepsi Interpersonal (Z)	0,689	0,679
Kepuasan kerja (Y)	0,510	0,498

Source: Data processed SmartPLS 4 (2024)

The R Square value based on the table above is interpersonal perception (Z) 0.679, which means that the Interpersonal Perception variable (Z) is 67.9% influenced by Communication (X1), Coordination (X2) and Bureaucratic Leadership Style (X3), while 32.1% is influenced by other factors outside the variables studied. The R Square value of Job Satisfaction (Y) is 0.498, meaning that the variable Job Satisfaction (Y) is 49.8% influenced by the variables Communication (X1), Coordination (X2), Bureaucratic Leadership Style (X3), and Interpersonal Perception (Z), while 50.2% is influenced by other factors outside the study. The R Square value of Competence (Z) is 0.679, greater than 0.67, which indicates that the model is good. Meanwhile, the R value of Job Satisfaction (Y) of 0.498 is smaller than 0.67, which indicates that the model is not good.

4.3 T-Statistic (Bootstrapping)

The bootstrapping method in SmartPLS 4 can only be carried out if the existing data has fulfilled the previous measurement requirements. Bootstrapping is a repeated sampling method by forming N new samples generated from the original data of size n. Each new sample is taken one by one from the original data until it reaches n times. Each new sample is taken one by one from the original data until it reaches n takes (Efron & Tibshirani, 1994). The t-statistic results of this bootstrapping can be seen in Table 4.13 below.

Table 4.13 T-Statistics (Bootstrapping)

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics</i>	<i>P Values</i>
X1 -> Y	0,058	0,060	0,076	0,756	0,450
X2-> Y	-0,130	-0,133	0,049	2,651	0,008
X3)-> Y	0,230	0,232	0,056	4,143	0,000
X1 -> Z	0,316	0,314	0,080	3,966	0,000
X2 -> Z	0,299	0,307	0,064	4,678	0,000
X3 -> Z	0,429	0,431	0,061	7,065	0,000
Z -> Y	0,815	0,816	0,055	14,894	0,000
X1 -> Z -> Y	0,258	0,257	0,069	3,733	0,000
X2 -> Z-> Y	0,243	0,252	0,061	4,004	0,000
X3 -> Z -> Y	0,350	0,351	0,045	7,781	0,000

Source: Data processed SmartPLS 4 (2024)

Based on data analysis, the results of hypothesis testing are as follows:

1. Communication at Barenlitbang has a direct and significant effect on employee satisfaction in the Riau Islands Provincial Government Regional Apparatus.
2. Coordination at Barenlitbang has a direct and significant effect on employee satisfaction in the Regional Apparatus of the Riau Islands Provincial Government.
3. Bureaucratic leadership style at Barenlitbang has a direct and significant effect on employee satisfaction in the Regional Apparatus of the Riau Islands Provincial Government.
4. Communication at Barenlitbang has a direct and significant effect on employee interpersonal perceptions in the Riau Islands Provincial Government Regional Apparatus.
5. Coordination at Barenlitbang has a direct effect on the interpersonal perceptions of employees in the Riau Islands Provincial Government Regional Apparatus, but the results are not significant.
6. The bureaucratic leadership style at Barenlitbang has a direct and significant effect on the interpersonal perceptions of employees in the Regional Apparatus of the Riau Islands Provincial Government.
7. Communication at Barenlitbang has an indirect effect on employee satisfaction in Regional Apparatus through interpersonal perceptions, with significant results.
8. Coordination at Barenlitbang has an indirect effect on employee satisfaction in Regional Apparatus through interpersonal perceptions, with insignificant results.
9. Bureaucratic leadership style at Barenlitbang has an indirect effect on employee satisfaction in Regional Apparatus through interpersonal perceptions, with significant results.
10. Interpersonal perceptions at Barenlitbang have a direct and significant effect on employee satisfaction in Regional Apparatus of the Riau Islands Provincial Government.

5. Conclusion and Suggestion

This research reveals that coordination by the Planning, Research, and Development Agency (BARENLITBANG) of the Riau Islands Province has no significant influence on interpersonal perceptions of employees, either directly or indirectly. The coordination efforts, including focus group discussions (FGDs) between planning officers from regional organizations (OPD) and BARENLITBANG, have been effectively carried out to facilitate better two-way communication. However, a dedicated application system is needed to expedite the evaluation process of regional work plans (Renja) and the evaluation of the Regional Government Work Plan (RKPD).

On the other hand, communication and bureaucratic leadership style have been shown to significantly impact employee job satisfaction, indicating that the communication and leadership approach adopted by BARENLITBANG has been effective. Nevertheless, employee performance could be further optimized by focusing on task alignment, career development, and professional growth for planning staff at BARENLITBANG. This is especially important for those involved in planning services with

OPD partners. Enhanced career progression, training, and experience would ensure the planning process from start to finish aligns with reporting and evaluation standards.

These findings suggest that while interpersonal perceptions can influence overall work performance, factors such as job satisfaction, communication, coordination, and bureaucratic leadership style play a more substantial role in determining employee intent to continue working. Therefore, efforts to improve employee job satisfaction with BARENLITBANG's performance may be more effective if focused on enhancing the quality of coordination and addressing other aspects that more directly impact employee satisfaction and well-being.

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