THE EFFECT OF COMPENSATION, ORGANIZATIONAL COMMUNICATION, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE (CASE STUDY ON CIVIL SERVANTS OF THE DOWNSTREAM OIL AND GAS REGULATORY AGENCY)

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Abstract: This study aims to examine and analyze the effect of compensation, organizational communication, and job satisfaction on the performance of Civil Servants at the Downstream Oil and Gas Regulatory Agency. The research sample used the criteria of a permanent employee in a company/organization. The sampling method was carried out by probability sampling with a total of 132 samples. The data collection technique used a questionnaire. Methods of data analysis using SEM-PLS. The results of this study indicate that compensation has a significant positive effect on employee performance, organizational communication has a significant positive effect on employee performance, job satisfaction has a significant positive effect on employee performance, and compensation, organizational communication, and job satisfaction simultaneously have a positive effect on employee performance.

Keywords: Compensation, Organizational Communication, Job Satisfaction, and Employee Performance.

INTRODUCTION

As it is known that the oil and gas industry (oil and gas) is one of the most important sectors in development, therefore oil and gas management must be carried out properly and optimally. The problems of the downstream oil and gas sector, including the scarcity of oil and gas, are also often highlighted by experts, observers, or oil and gas practitioners. Even the DPR-RI is still focusing on the scarcity of fuel.

One of the institutions that is often in the spotlight regarding problems in the downstream oil and gas sector (including the issue of fuel scarcity) is the Downstream Oil and Gas Regulatory Agency (BPH Migas), which is an institution whose formation is

mandated by Law Number 22 of 2001 concerning Oil and Gas. This law, among other things, secures BPH Migas to regulate, determine and supervise the availability and distribution of BBM.

At BPH Migas there are 3 (three) types of employees, each of which has a different status, namely Committee members, PNS (Civil Servants), and Non-PNS Employees. Details of the complete composition of BPH Migas employees can be seen in Table 1.1 as follows:

Table 1. Composition HRM of BPH Migas

Description		Total HRM	Percentage
Committee		9	2.7%
Civil Servants (PNS)		196	58.3%
Non PNS Government Employees		131	39.0%
amount		336	100.0%

Source: BPH Migas, 2019

From table 1.1, the authors add information that the Committee consists of 9 members who are selected through a fit and proper test selection mechanism by the DPR-RI. The results of the selection were then submitted to the President to be determined. One of the Committee members becomes the Head of BPH Migas. The term of office of the Committee for one term is four years and can be re-elected for another 1 (one) term. The 196 civil servants who are spread across all units at BPH Migas are as follows:

Table 2 Distribution of civil servants at BPH Migas

No.	Work unit	Total(People)
1.	Secretariat	75
2.	Directorate of Fuel Oil	68
3.	Directorate of Gas	53
4.	amount	196

Source: BPH Migas, 2019

To be able to optimize its performance achievements, BPH Migas needs to know about the factors that can increase its excellence. One of the most important factors that need to be considered is the aspect of Human Resources (HR). This shows that HR is a major factor for a company / organization in optimizing performance in order to achieve its goals. Therefore, there is a tendency for the performance of a company / organization to decline or fluctuate, due to, among other things, not optimal performance of employees in carrying out the assigned duties and responsibilities. Thus it can be simply concluded that organizational performance is a reflection of employee performance. As the author has stated above, the Non-PNS Employees at BPH Migas consist of 131 people who can only hold supporting positions (cannot hold structural positions like PNS) as follows:

Table 3 Data on Professions / Position Occupied by Non-PNS Employees

Position	Total (People)
Administration	40
Committee Secretary and Echelon II Secretary	13
Doctors, Pharmacists, and Paramedics,	5
Receptionist and Protocol	7
Driver	17
Technician	6
Security officer	15
Parks and Cleaning Officers	28
amount	131

Source: LAKIN BPH Migas 2018

Because they are only supproting in nature, the author argues that the positions held by BPH Migas Non-PNS Employees have a correlation and implications for the organizational performance of BPH Migas not as strong as Committee positions and structural positions that can only be held by PNS. This, among other things, underlies the author's pre-survey only of BPH Migas employees who are civil servants in addition to the consideration that the pre-survey results are not biased due to differences in employment status (PNS and Non-PNS).

The author obtained data on Target and Realization of BPH Migas Main Performance Indicators (IKU) in the last 3 (three) years (2016 to 2018) compiled in a BPH Migas Accountability and Performance Report (LAKIN) 2018 as presented in Table 4 below :

Tabel 1.4 Capaian Kinerja BPH Migas 2016 s/d 2018

No	Indikator Kinerja Utama (IKU)	Satuan	2016		2017		2018	
1	Persentase Pengendalian Kuota Jenis BBM Tertentu (JBT) yang Ditugaskan kepada Badan Usaha	Juta KL	16,19	14,29	16,11	15,04	16,23	16,12
	Persentase capaian kinerja			111,7%		93%		100,7%
2	Jumlah Hari Ketahanan Cadangan BBM Nasional dari Masing - Masing Badan Usaha	hari	21	19	21	22	22	21
	Persentase capaian kinerja			91,8%		105,6%		95%
3	Persentase Peningkatan Volume Konsumsi BBM Non Subsidi dalam rangka Menuju Pasar Terbuka yang Diatur	%	3	4,5	4	6,3	6	5,5
	Persentase capaian kinerja			227,5%		157,6%		92,4%
4	Jumlah Peningkatan Pengembangan Infrastruktur Ruas Transmisi dan/atau Wilayah Jaringan Distribusi Gas Bumi Melalui Pipa	km	10.296	10.187	12.597	10.669	11.226	13.840
	Persentase capaian kinerja			98,9%		84,7%		123,3%
5	Volume Pengangkutan dan Niaga Gas Bumi Melalui Pipa	Juta MSCF	1.827	1.829	1.864	1.736	1.901	1.745
	Persentase capaian kinerja			100,1%		93,2%		91,18%
6	Indeks Kepuasan Pelayanan BPH Migas kepada Badan Usaha Pembayar Iuran	Indeks	Puas	Puas	Puas	Puas	81 (puas)	81 (puas)
	Persentase capaian kinerja			100%		100%		100%

Sumber: LAKIN BPH Migas 2018

Table 4 above shows that most of the realization of the BPH Migas Main Performance Indicators (IKU) in the last 3 years (2016 - 2018) tended to decline and fluctuate. For KPIs

whose realization has tended to continue to decline compared to the target set in the last 3 (three) years, there are 2 (two) IKUs. Meanwhile, the BPH Migas IKU whose achievements have fluctuated (fluctuated) in the last 3 years, there are 3 (three) IKUs, and only 1 (one) IKU whose achievements are relatively stable.

Seeing these conditions, the authors try to conduct a preliminary study (pre-survey) to see the factors that have the possibility of being able to influence employee performance. The number of employees who became respondents in the pre-survey activity was 40 (forty) PNS BPH Migas employees. In the pre-survey, 7 (seven) questions were asked which represented potential problems in various aspects of the organization. The results of the preliminary studies that have been carried out are shown in Table 5. the following:

Table .5. Pre-Survey Results of BPH Migas Civil Servants

NO	QUESTIONNAIRE QUESTION	YES		NOT		INFORMATION
1.	I still feel some dissatisfaction in working at this organization.	25	62.5%	15	37.5%	Job satisfaction
2.	I still feel less empowered according to my abilities.	15	37.5%	26	65.0%	Employee empowerment
3.	I still feel a lack of organization in appreciating my contributions and less concerned about the welfare of employees.	23	57.5%	17	42.5%	Compensation
4.	I still feel that there is poor communication between parts of the organization.	23	57.5%	17	42.5%	Organizational communication
5.	I feel a lack of action from someone in the workplace who because of their own awareness, although not their duty and authority, can drive effectiveness at work.	19	47.5%	21	52.5%	OCB
6.	I feel a decrease in the desire to improve my performance at work.	13	32.5%	27	67.5%	Need for achievement
7.	I feel less than optimal in my performance.	27	67.5%	13	32.5%	Employee performance

Source: primary data, processed in 2019

The results of the pre-survey raised concerns that there were 3 aspects that had the most potential to affect the performance of BPH Migas employees (especially PNS), namely compensation, organizational communication, and job satisfaction.

Furthermore, for each of the aspects based on the above pre-survey results it shows that there is a tendency to have problems, the authors conducted additional pre-research to strengthen the research data. Regarding the performance aspect, the researcher conducted a pre-survey with the results as presented in Table 6. following:

Table 1.6. Preliminary Study Results Employee Performance

No.	Indicator	Selection		N
		Yes	Not	
1.	I always try to seriously finish the job to completion.	15 37%	25 63%	40 100%
2.	I feel that I am proud of the work achievements that have been achieved.	8 20%	32 80%	40 100%
3.	I feel that I can carry out any given job.	10 25%	30 75%	40 100%

Source: Preliminary Pre-Research Results (2019)

Based on Table 6. which has been previously recapitulated from a total of 40 respondents, 25 respondents stated that they did not always try to complete the work seriously, 32 respondents stated that employees were not proud of the work performance that could be achieved, and 30 respondents felt that they had not been able to carry out any given work. From the results of the para-survey, it can be seen that in the view of the civil servants at BPH Migas, most of them feel that their performance is not yet optimal.

Compensation in theory can increase employee motivation and work performance. Therefore, organizations need to pay great attention to compensation arrangements so as to realize fair, rational and proportional compensation. Regarding the compensation aspect, the researcher conducted a pre-survey with the results as presented in Table 7. following:

Table 7. Preliminary Study Results Compensation

No.	Indicator	Selection		N
		Yes	Not	
1.	I feel that the allowances given are in accordance with my role / position in the company.	6 15%	34 85%	40 100%
2.	The existence of tolerance for time to worship is a reflection of the company's appreciation for employees who wish to perform worship.	10 25%	30 75%	40 100%
3.	The company where I work, in providing salary every month, has been able to meet the daily needs of employees.	12 30%	28 70%	40 100%

Source: Preliminary Pre-Research Results (2019)

Based on Table 7. which has been recapitulated above, from a total of 40 respondents, 34 respondents stated that BPH Migas has not been able to provide allowances that are in accordance with the role / position of employees in the organization, 30 respondents stated that they have not carried out work with a sense of responsibility, and 28 respondents stated that the salary given was not able to meet the daily needs of employees.

The next thing that deserves attention from the pre-survey results on Table 1.5 above is an aspect of organizational communication. Furthermore, related to the communication aspects of the organization, the researcher conducted a pre-survey with the results as presented in Table 8. following:

Table 8. Preliminary Study Results Organizational Communication

No.	Indicator	Selection		N
		Yes	Not	
1.	Each executor in each section of their respective fields is open to each other in telling the problems of their work to the section head.	17 42%	23 58%	40 100%
2.	Every office employee must pay attention to competence in their respective professional fields and carry out their duties and jobs in accordance with professional, ethical and social norms.	12 30%	28 70%	40 100%
3.	Fellow office employees work closely with other employees, in providing decision solutions in problem solving.	14 35%	26 65%	40 100%

Source: Preliminary Pre-Research Results (2019)

Based on Table 8. which has been recapitulated above, from a total of 40 respondents, 23 respondents stated that each implementer in each section has not been open to telling each other about the constraints of their work to their superiors, 28 respondents stated that employees have not paid attention to competence in their respective professions and carry out their duties and their work is in accordance with professional norms and ethics, and 26 respondents stated that office employees have not maximized cooperation with other employees in providing solutions in solving a problem.

Furthermore, related to the aspect of job satisfaction, the researcher conducted a pre-survey with the results as presented in Table 9. following:

Table 9. Preliminary Study Results Job Satisfaction

No.	Indicator	Selection Yes	Selection Not	N
1.	The work I am currently doing is in accordance with my educational background, abilities and expertise.	15 37%	25 63%	40 100%
2.	I am satisfied with the allowances provided by the company beyond the basic salary I received.	13 32%	27 68%	40 100%
3.	The current job assignment is according to my ability.	19 47%	21 53%	40 100%

Source: Preliminary Pre-Research Results (2019)

Based on Table 9. which has been recapitulated above from a total of 40 respondents, 25 respondents stated that the work carried out by employees was not in accordance with their expertise and educational background, 27 respondents were dissatisfied with the various allowances provided by organizations other than basic salary, 21 respondents stated that currently their duties / the job given is not in accordance with the competence of the employee.

In connection with the variables mentioned above, especially the compensation (remuneration) variable, organizational communication variables, and job satisfaction variables, and employee performance variables, the following are the results of previous research on these 3 variables whose results are different as presented in Table 1.10.

Table 10. Previous Research Gap

Research Gap	Result	Researcher
There are differences in the results of research on the effect of compensation (remuneration) on employee performance	Significant	Agustiningsih et.al. (2016); Cahyanugroho, et.al. (2016); Idrees, et.al. (2015); Nzuve & Njambi (2015); Ali Baba (2015); Supriyadi, et.al. (2017); Paramitadewi, KF (2017).
	Not significant	Fauziah, et.al. (2016); Lolita, (2016); Fitria, et.al. (2014). Tulenan (2015)
There are differences in the results of research on the effect of job satisfaction on employee performance	Significant	Saleh, et.al. (2016); Hassan et.al. (2015); Dzirusydi, et.al. (2017); Su'udin & Gorda, (2016); Putrana, et.al (2016)
	Not significant	Agustiningsih, et.al. (2016); Sawitri, et.al., (2016); Pawirosumarto, et.al. (2017);
There are differences in the results of research on the influence of organizational communication on employee performance	Significant	Margaretha (2016); Firman (2015); Benedicta (2013)
	Not significant	Triana, et.al. (2016)

With various research results on the relationship between variables where there are still theoretical gaps, it is presumably there is still research that can be proven empirically. Empirical research aims to prove the nature of the relationship between the various variables in question whether it is positive or negative, partial or joint or both, as well as directly or indirectly or both. Therefore, it is necessary to do more in-depth research on the relationship between compensation variables, organizational communication, and job satisfaction with employee performance. Therefore the authors are interested in conducting research with the title "The Effect of Compensation, Organizational Communication, and Job Satisfaction on Employee Performance (Case Study of Civil Servants of the Downstream Oil and Gas Regulatory Agency)".

LITERATURE REVIEW

Compensation

According to Elmi (2018: 84), "compensation"is a contra-performance against users of labor or services that have been provided by workers to a company, or in other words compensation is all the benefits received by employees for the work of these employees in an organization". Meanwhile, according to Rivai (2015: 556), the compensation variable is divided into 2 dimensions, namely financial compensation and non-financial compensation.

Organizational Communication

Communication within an organization is a necessity, because with communication, all efforts made to realize an organizational work program can be achieved in accordance with the objectives of the organization. Therefore, communication is one part / aspect within the organization that is able to move the wheels of the organization. Daft (2014) suggests that communication in organizations flows in three directions, namely flowing downward, flowing upward, and flowing horizontally.
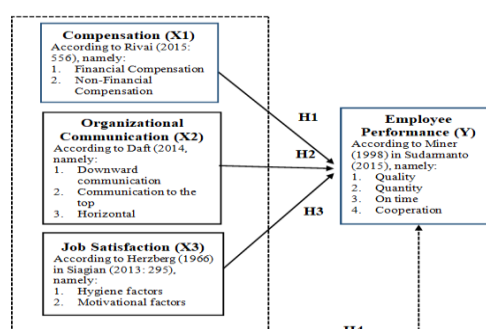
Job satisfaction

Herzberg (1966) in Siagian (2013: 295) states that there are factors that have an influence on job satisfaction, namely hygiene factors and motivational factors. Hygiene factors are extrinsic factors, meaning they come from outside a person, while motivational factors are the driving factors for achievement that are intrinsic in nature, which originate from within a person.

Performance Employees

According to Kasmir (2016: 182), performance is "the results of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period". Meanwhile, Miner (1998) in Sudarmanto (2015) suggests four dimensions that can be used as benchmarks in assessing performance, namely: quality, quantity, timeliness, and cooperation.

Framework Conceptual

Based on the background of the problem, literature review, and the results of previous research, the authors of this study compile a theoretical framework that describes the following lines of thought:

Picture 1. Framework Conceptual

RESEARCH METHOD

This research uses a quantitative approach with an explanatory design, namely "an approach that explains the position of the variables under study and the relationship between one variable and another. The study used is a causal study, which is a study that tests whether one variable causes another variable to change or not "(Sekaran& Bougie, 2017). This study tries to explain the relationship between 2 independent variables and the dependent variable. The independent variables include compensation (X1), organizational communication (X2), and job satisfaction (X3). The independent variable is employee performance (Y).

Research variable

According to Sekaran & Bougie (2017: 77) "The dependent variable is the main variable that is appropriate in the investigation, while the dependent variable is the variable that is the main concern of researchers". Some of the variables used to answer research problems include:

1) Independent variable (X)

   Independent variables are variables that influence or cause changes in other variables. The independent variable is often called the influential variable, the independent variable, and the X variable. In this study, the independent variables are compensation, organizational communication, and job satisfaction.

2) Bound Variable (Y)

   The dependent variable is the variable that is the result or is influenced by the independent variable. In research activities it is often referred to as the Y variable. The dependent variable in this study is employee performance.

Operational Definition and Variable Measurement

According to Nazir (214: 152), "The operational definition is a definition given to a variable or construct by giving meaning or specifying activities, or providing an operation needed to measure the construct or variable". Research variables are described in an instrument development matrix or commonly referred to as operational research variables complete with definitions of concepts, dimensions, indicators calculated on a Likert scale.

Compensation Variable

"Compensation is a contra-achievement against users of labor or services that have been provided by the workforce to a company, or in other words compensation is all the benefits received by the employee for the work of the employee in an organization "(Elmi, 2018: 84).

According to Rivai (2015: 556), the compensation variable is divided into 2 dimensions, namely financial compensation such as salary, incentives, functional allowances, activity honoraria and non-financial compensation such as insurance, severance pay, pensions, sick leave, and maternity leave.

Table 3.1 Operational Definition of Compensation

No.	Variable	Dimensions	Indicator	Statement
1	Compensation (X1)	Financial Compensation	Salary	1
			Structural / Functional Position Allowance	2
			Special Allowances	3
			Honorarium of Activities	4
		Non-Financial Compensation	Insurance	5
			Pension	6
			Leave (sick leave, maternity leave)	7
		Total Items		7

Source: Rivai (2015: 556)

Organizational Communication Variables

Daft (2014) suggests that communication in an organization flows in 3 directions, namely downward communication, upward communication, and horizontal communication. The three directions of communication in this study become the research dimensions as follows:

1) Downward communication, are messages and information sent from top management to subordinates in the organizational hierarchy.

2) Upward communication is the message and information sent from the lower level to the top level in the organizational hierarchy.

3) Horizontal communication is the diagonal or lateral exchange of messages and information among colleagues in the organizational hierarchy.

Table 3.2 Operational Definition of Organizational Communication

No.	Variable	Dimensions	Indicator	Statement
2	Organizational Communication (X2)	Downward communication	Implementation of goals and strategies	1
			Instructions	2
			Procedures and practices	3
			Feedback	4
			Indocrination	5
		Communication to the top	Problem	6
			Suggestions and improvements	7
			Performance report	8
			Financial and accounting information	9
		Horizontal communication	Problem solving and interdepartemental coordination	10
			Initiative change and improvement	11
		Total Items		11

Source: Daft (2014)

Job Satisfaction Variable

According to Herzberg (1966) in Siagian (2013: 295), the factors that affect job satisfaction are hygiene factors and motivational factors.

1. Hygiene factors, namely extrinsic factors (originating from outside a person).

2. Motivational factors, namely factors that drive achievement that are intrinsic (originating from within a person).

Table 3.3 Operational Definition of Job Satisfaction

No.	Variable	Dimensions	Indicator	Statement
3	Job Satisfaction (X3)	Hygiene	company policy	1
			Relationship with superiors	2
			Income	3
			Relationships with coworkers	4
			Job security	5
		Motivational	Performance against work	6
			Award / recognition	7
			The suitability of the type of work	8
		Total Items		8

Source: Siagian (2013: 295)

Employee Performance Variables

According to Miner (1998) in Sudarmanto (2015), there are 4 dimensions that can be used as benchmarks in assessing performance as follows:

1) Quality, including: level of error, damage, and accuracy.
2) Quantity, including the number of jobs produced.
3) The use of time in work, including the level of absences, tardiness. In this study, this dimension is termed the punctuality of time.
4) Collaborate with other people to get work done.

Table 3.4 Operational Definition of Employee Performance

No.	Variable	Dimensions	Indicator	Statement
4	Employee Performance (Y)	Quality	The level of error, damage, accuracy	1
		Quantity	The amount of work generated	2
		On time	Absence, tardiness, absenteeism rates (lost working hours)	3
		Cooperation	Collaboration completes work in team work	4
Total Items				4

Source: Sudarmanto (2015)

Population and Sample

The population in this study were all civil servants who worked at BPH Migas, totaling 196 people (data as of June 30, 2019). The sampling technique uses probability sampling with the type used is simple random sampling. The determination of the number of samples uses the following Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

Sampling and population using a failure rate of 5% which means a 95% confidence level. The number of samples taken based on calculations with the Slovin formula was set as 132 respondents

The data analysis technique used was SmartPLS 3.2.8 and was run by a computer. SmartPLS 3.2.8 is a partial analysis structural equation model by using its variants simultaneously to test measurement models and structural models. The measurement model is used to test the validity and reliability, while the structural model is used to run the causality test (hypothesis testing uses a predictive model). Through SmartPLS 3.2.8, it is assumed that all variants can be used to explain data analysis. The techniques used are:

- Descriptive statistical analysis is used to understand the tendency of questionnaire answers or to what extent respondents' responses are based on the choice of category using a Likert scale. Based on the data collected, then tabulation is carried out to

determine the distribution of answers from each indicator for each research variable and the results.

- Evaluation of the measurement model (outer model) is carried out to determine the level of validity and reliability level that connects the dimensions and latent variables through Convergent Validity, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha.

- Structural Model Testing (Inner Model), this model is a specification of the relationship between latent variables which is also called inner relations. This test is a test of the type and magnitude of the effect of the independent latent variable on the dependent latent variable. This test consists of 2 stages, namely the Determinant Coefficient of R Square (R2) which is a test that calculates how much the independent latent variable explains the variance of the dependent latent variable and hypothesis testing which is a test of the research model hypothesis.

RESULT AND DISCUSSION

Evaluation of the measurement model (outer model)

The purpose of evaluating the measurement model (outer model) is to determine the validity and reliability that connects the dimensions with the latent variables as below:

Testing Convergent Validity

Convergent validity evaluation can be seen from the examination of individual item reliability, namely the standardized loading factor which shows how much correlation between each measurement item (dimension) and its construct with research variables. According to Ghozali & Latan (2015), "An indicator is considered to have a high level of validity if has a loading factor value greater than 0.70 ". The results of the validity test are presented in the following table:

Table 15. Loading Factor

Variable	Indicator	Outer Loading Value	Terms	Information
Compensation (X1)	K1	0.745	> 0.7	Valid
	K2	0.792	> 0.7	Valid
	K3	0.742	> 0.7	Valid
	K4	0.807	> 0.7	Valid
	K5	0.802	> 0.7	Valid
	K6	0.815	> 0.7	Valid
	K7	0.792	> 0.7	Valid
Organizational Communication (X2)	KO1	0.859	> 0.7	Valid
	KO2	0879	> 0.7	Valid
	KO3	0.903	> 0.7	Valid
	KO4	0.877	> 0.7	Valid
	KO5	0851	> 0.7	Valid
	KO6	0848	> 0.7	Valid
	KO7	0.793	> 0.7	Valid
	KO8	0830	> 0.7	Valid
	KO9	0827	> 0.7	Valid
	KO10	0840	> 0.7	Valid
	KO11	0.869	> 0.7	Valid
Job Satisfaction (X3)	KK1	0.763	> 0.7	Valid
	KK2	0814	> 0.7	Valid
	KK3	0.731	> 0.7	Valid
	KK4	0.855	> 0.7	Valid
	KK5	0819	> 0.7	Valid
	KK6	0.772	> 0.7	Valid
	KK7	0846	> 0.7	Valid
	KK8	0.713	> 0.7	Valid
Employee Performance (Y)	KP1	0.886	> 0.7	Valid
	KP2	0.906	> 0.7	Valid
	KP3	0.892	> 0.7	Valid
	KP4	0847	> 0.7	Valid

Source: Results of analysis using SmartPLS 3.2.8 (2020)

Average Variance Extracted **(AVE)**

Average Variance Extracted (AVE) is used to measure how much variance the construct can capture compared to the variance caused by measurement error. According to Hair et al (2010), the AVE value must be > 0.5. The AVE value in the construct can be seen in Table 4.2. following:

Table 16. AVE (Average Variance Extraction) Research Model

Variable	AVE Value
Job satisfaction	0.625
Employee Performance	0780
Compensation	0.617
Organizational Communication	0.727

Source: Results of analysis using SmartPLS 3.2.8 (2020)

Table 16 above shows that all variables have a value> 0.50 of the AVE.

Composite Reliability

Another test that can be done to evaluate the outer model is the composite reliability and Cronbach's alpha from the indicator block that measures the construct. The first stage, the construct is declared reliable if it has a composite reliability value greater than 0.70 (Ghozali & Latan, 2012). The output results from the outer model with testing composite reliability are as follows:

Table 17. The Composite Reliability Value of the Research Model

Variable	Composite Reliabity	Terms	Information
Job satisfaction	0.930	> 0.7	Reliable
Employee Performance	0.934	> 0.7	Reliable
Compensation	0.918	> 0.7	Reliable
Organizational Communication	0.967	> 0.7	Reliable

Source: Results of analysis using SmartPLS 3.2.8 (2019)

Table 17. This shows that each variable has a composite reliability value greater than 0.7. Based on the intended results, it can be concluded that the research model has met the composite reliability value.

Cronbach's Alpha

The next stage is testing the Cronbach's alpha value. In this test, a construct is declared reliable if it has a Cronbach's alpha value above 0.60 (Ghozali, 2012).

Table 18. Cronbach's Alpha Value from the Research Model

Variable	Cronbach's Alpha	Terms	Information
Job satisfaction	0.914	> 0.6	Reliable
Employee Performance	0.906	> 0.6	Reliable
Compensation	0.899	> 0.6	Reliable
Organizational Communication	0.962	> 0.6	Reliable

Source: Results of analysis using SmartPLS 3.2.8 (2020)

Table 18. shows that each variable has a Cronbach's alpha value above 0.6 So it can be concluded that the research model has met the value of Cronbach's Alpha.

Model Structural Testing (Inner Model)

This model is a specification of the relationship between latent variables which is also called inner relation. This test consists of 2 stages, namely the Determinant Coefficient of R Square (R^2) which is a test that calculates how much the independent latent variable explains the variance of the dependent latent variable and hypothesis testing which is a test of the research model hypothesis.

Test of the Coefficient of Determination / R Square (R^2)

The coefficient of determination test is carried out in order to measure how far the model's ability to explain the variance of the dependent variable. The value of the coefficient of determination is between 0 and 1.

Table 19. Value of R Square (R^2) from the Research Model

Construct	R-Square
Employee Performance	0866

Source: Results of analysis using SmartPLS 3.2.8 (2020)

Table 19. It shows that the R-square value on the Employee Performance variable (Y) is 0.866. This shows that 86.6% of the Employee Performance (Y) variable can be influenced by the Compensation (X1), Organizational Communication (X2), and Job Satisfaction (X3) variables, while the remaining 13.4% can be influenced by other variables besides the variables under study.

The simultaneous influence of compensation variables, organizational communication, and job satisfaction on performance can be done by calculating the F / F statistic using the formula below:

a. R2 = 0.866 (KP)

$$\text{F count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

F count = 0.2887 / 0.0010

F count = 288,7

Simultaneous significant test results were used to test Hypothesis 4 (H4) in this study. The calculated F value is 288.7 the F table value at (df1 = 4-1; df2 = 132-4) alpha 0.05 is 2.68. This means that F count> F Table (2.68). Thus H4 is accepted and Ho is rejected.

Hypothesis testing

Hypothesis testing between constructs was carried out using the bootstrap resampling method. The results of the calculation of the Hypothesis Test using SmartPls 3.2.8 can be seen from the Path Coefficient value, which is the t-statistic value of the relationship between variables in the study as shown in the table; 4.6. following:.

Table 20. Path Coefficient values, t-Statistics, and P-Values

Relations Between Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (| O /STDEV|)	P Values
Job Satisfaction -> Employee Performance	0.364	0.356	0.067	5,436	0.000
Compensation -> Employee Performance	0.389	0.394	0.071	5,466	0.000
Organizational Communication -> Employee Performance	0.294	0.300	0.044	6,616	0.000

Source: Results of analysis using SmartPLS 3.2.8 (2020)

The results of hypothesis testing using the SmartPLS 3.2.8 software in detail are as follows:

a. Compensation
   - Direct influence on employee performance

     Based on Table 4.6. It is known that the value of t statistics is 5,466, greater than the t table value of 1.657, and the value of P-Values = 0,000 which is less than α = 0.05. The coefficient value is positive, which is equal to 0.389, which means that the Compensation variable (X1) has a significant positive effect on the Employee Performance variable (Y) of 38.9%. Thus it can be concluded that the hypothesis H1 which states that "Compensation (X1) has a significant positive effect on Employee Performance (Y)" is accepted.

b. Organizational Communication
   - Direct influence on employee performance.

     From Table 4.6. It is known that the value of t statistics is 6.616, greater than the value of t table = 1.657, and the value of P-Values = 0.000 which is less than α = 0.05. The coefficient value is positive, which is 0.294, meaning that it has a positive effect on the Employee Performance variable (Y) of 29.4%. Thus, the hypothesis H2 which states that "organizational communication has a significant positive effect on employee performance" is accepted.

c. Job satisfaction
   - Direct influence on employee performance

     From Table 4.6. It can be seen that the value of t statistics is 5.436, which is greater than the value of t table = 1.657, and the value of P-Values = 0.000 which is less than α = 0.05. The coefficient value is positive, which is equal to 0.364, which means that it has a positive effect on the Employee Performance variable (Y) of 36.4%. Thus the hypothesis H3 which states that "There is an influence of Job Satisfaction (X3) on Employee Performance (Y)" is accepted.

DISCUSSION

The results of this study indicate the influence of each research variable in relation to the theory and review of the results of previous research which can be explained in a detailed discussion as follows.

Influence Analysis on Employee Performance

An analysis of the effect of each variable on employee performance is carried out in order to see the magnitude of the effect of compensation, organizational communication, and job satisfaction on employee performance.

Compensation

The results showed that compensation was proven to have a significant positive effect on the performance of PNS BPH Migas. The results of some of these studies are proven to support the results of previous studies, among others, conducted by Wijaya and Herminingsih (2015) that compensation has a significant positive effect on employee performance, also in line with the results of research by Ameliya (2017) which found that compensation has a significant positive effect on employee performance. , and similar to the results found by Hendro (2018) and Ilbert (2015) that compensation has a significant positive effect on employee performance.

Organizational Communication

The results of this study indicate that organizational communication is proven to have a significant positive effect on the performance of civil servants at BPH Migas. This result is in line with the results of several previous studies conducted, among others Wijaya and Herminingsih (2015) stated that organizational communication has a positive effect on employee performance, too in line with the results of research by Ameliya (2017) states that there is a unidirectional influence between organizational communication and employee performance. The results of the hypothesis have a positive effectmeans that the better the organizational communication at BPH Migas, the higher the employee's performance.

Job satisfaction

The results of this study show that job satisfaction has a significant positive effect on the performance of civil servants at BPH Migas, in line with the results of several previous studies, such as research by Hendro (2018) which found that there is a positive and significant influence between job satisfaction on employee performance, also in line with the results of research by Oxy Rindiantika Sari, Heru Susilo (2018), as well as research by Yuri Renata Riska, Aditya Wardhana (2018). The positive significant effect means that if job satisfaction has increased, the employee's performance will increase.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. The compensation variable has a significant positive effect on the performance of BPH Migas civil servants. The results of this study indicate that fair and proper compensation

by the organization to employees will contribute to improving employee performance. The highest dimension is non-financial compensation.

2. Organizational communication variables have a significant positive effect on the performance of BPH Migas civil servants. The results of this study indicate that the better the quality of communication that is built in an organization, the higher the employee's contribution to performance improvement. The dimension with the highest value is downward communication.

3. Job Satisfaction Variable has a significant positive effect on the performance of PNS BPH Migas. The results of this study indicate that the higher the employee's satisfaction with their work, the higher their performance. The dimension with the highest value is the relationship with colleagues.

4. Compensation variables, organizational communication, and job satisfaction simultaneously have a positive effect on the performance of civil servants at BPH Migas. Thus it can be concluded that compensation, organizational communication, and job satisfaction are the variables that contribute to determining the performance of civil servants at BPH Migas.

Suggestion

1. For Organizations
   a) Compensation has a significant positive effect on the performance of PNS BPH Migas. The dimension that is expected to receive special attention is non-financial compensation. Methods that can be done include the leadership / management of BPH Migas being able to optimize the provision of non-financial compensation to all employees, such as the ease of using leave rights (including sick leave and maternity leave), more transparent promotions, holidays with the extended family of BPH Migas employees (in in terms of conditions permitting).
   b) Organizational communication has a significant positive effect on employee performance. The dimension that is expected to receive special attention is downward communication. Things that can be done include the leadership giving clear directions to employees, especially regarding good procedures in accordance with the provisions so that the implementation / practices carried out can run well. Other steps that can be taken include reviewing and improving the Standard Operating Procedure (SOP) for the completion of each work in order to further simplify work procedures so that it will make it easier in practice / implementation in the field. Thus, it is hoped that the productivity of BPH Migas employees in completing work will also increase.
   c) Job satisfaction has a significant positive effect on employee performance. The dimension that is expected to receive special attention is the relationship with colleagues. The steps that can be taken include improving coordination between employees in carrying out tasks so that synergy between colleagues can be improved, for example by holding regular meetings at the echelon 2 unit level (Directorate / Secretariat) both offline and online regularly (monthly or quarterly). involving all employees at all levels of position. The agenda discussed in these regular meetings is

not limited to matters directly related to work completion, but can also be extended to other matters related to personnel aspects.

d) The results of this study indicate that the compensation variables, organizational communication, and job satisfaction simultaneously have a positive effect on the performance of civil servants at BPH Migas. These results can be used as suggestions and input to the leadership / management of BPH Migas in formulating policies in Human Resources management midwives for the progress of the organization.

2. For Further Researchers

a) In order to explore other variables that may affect employee performance such as: leadership style, career development, organizational commitment, motivation, organizational culture, organizational climate, employee engagement, and other variables.

b) In order to develop a research model by developing a more varied population and sample so that it can be a useful input for the company.

c) In order to use a research object that is different from this research, namely employees other than those who have civil servant status.

d) The research sample is suggested to use more samples so that the results obtained are relatively more accurate.

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