Analysis of the Relationship between Cultural Communication, Satisfaction, Transformation, and Work Productivity of Employees of the Regional Development Planning Agency (Bappeda) of Mataram City, Nusa Tenggarat

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KEY WORDS	ABSTRACT
Communication, Culture, Satisfaction, Transformation and Work Productivity	The results of this study aim to: (1) to find out the relationship between communication, organizational culture, job satisfaction, transformation and work productivity of Mataram City Bappeda employees and (2) to find out the communication relationship, organizational culture, job satisfaction, transformation and work productivity of Mataram City Bappeda employees, both directly and indirectly. This research is included in explanatory research, because this research intends to explain the causal relationship (cause and effect) between variables through testing the hypothesis that has been formulated. The population of this study is all employees of the Mataram City Bappeda which totals 63 employees who are also respondents. The hypothesis proposed in this study is that there is a direct positive and significant relationship between communication, organizational culture, job satisfaction and the transformation and work productivity of Bappeda employees. There is a positive and significant relationship between communication, organizational culture, and job satisfaction, and work productivity through transformation. The validity test of the research instrument uses construct validity, and is called valid if the correlation coefficient is positive and greater than 0.30 The reliability test is carried out with a Cronbach Alpha greater than 0.60. The analysis method used is path analysis. The results of this study show that communication, organizational culture and job satisfaction are not directly positively and significantly related to transformation. The results of this study show that communication, organizational culture and job satisfaction are directly positively and significantly related to work productivity. Communication, organizational culture, and job satisfaction are not indirectly positively and significantly related to work productivity through transformation. The suggestion from the results of this study is that the Mataram City Bappeda (1) should evaluate the pattern and technique of implementing the main tasks and old functions (2) maintain the relationship between the three variables (communication, culture and satisfaction) and work productivity (3) should pay attention to the competence of its employees' human resources.

1. Introduction

To be able to carry out regional development operational activities, the Mataram City Bappeda is transforming. The transformation in question is a management transformation with a restructuring dimension. Transformation seeks to change oneself in the form of character or character conditions through a gradual process of metamorphosis, from bad things to better (http://www.setneg.go.id).

Thus, the work productivity of Mataram City Bappeda employees can be evaluated for the advantages and disadvantages that occur. The intended work productivity is employee performance or performance appraisal, which is work appraisal. This is because work assessment is an evaluation factor for the organization on employee work and also an evaluation for the employees themselves as a manifestation for increasing work productivity.

"Therefore, in the future, bureaucrats are expected to have competence not only in the form of knowledge and skills as well as broad insight into their work, but also in the form of basic knowledge of social psychology, stable emotional intelligence, and the ability to communicate well and in establishing interpersonal relationships (Goleman, 1996)"

Human resources (HR) apparatus is a very important bureaucratic resource. A good bureaucratic institution can only run if it is filled and run by human resources who have adequate commitment and competence in carrying out their government duties and work, accompanied by behavior and attitudes that are consistent with the mission of their existence in providing services to the community.

The government has tried to respond to environmental dynamics, by giving greater authority to the regions to carry out the management of their regions. The implementation of Law No. 32 and 33 of 2004 has signaled the government's commitment to responding to the dynamics of society. However, in its implementation, regional autonomy still gives rise to phenomena that are not expected.

In the local context, there are several general understandings that the implementation of regional autonomy is still interpreted inappropriately, so that there is a process as if "regional delegation" is the implementation of an understanding of regional autonomy. Independence has not been interpreted as an opportunity for synergy and forming networking between regions, but instead there is a tendency to increase competition which is ultimately less beneficial to the community.

The success or failure of an organization/company is determined by the right management. In simple terms, management is defined as the process of achieving organizational goals through the activities of others (Syafaruddin, 2015).

Meanwhile, (Hofstede, 1984) reveals a broader management, "which includes the coordination of the efforts of a number of people and the use of economic and technical resources to achieve the final goal" (House et al., 2004).

The problems that arise about work productivity are an indication that the role of management as human resource management is very necessary. This is a way to increase employee work productivity. Sometimes the progress of an organization is not balanced by good resources. This work productivity can decrease due to unfair competition and social jealousy among its members. Lack of understanding in mindset will result in a decline in progress in organizational improvement. This became a polemic in the organization.

Employee work productivity often decreases due to discomfort at work, minimal wages and also dissatisfaction at work (Almigo, 2004).

The challenge faced by government organizations in improving their apparatus to be more productive and professional is organizational reform or change management. As stated by (Osborne & Plastrik, 1997) that reform is a fundamental transformation of the system of government organizations to support the increase of effectiveness, efficiency, adaptability and capacity in carrying out organizational innovation (Kadjatmiko, 2002:32).

Transformation is directed at changes that have the dimension of restructuring, revitalization and refunctionalization Restructuring is an action taken to change the structure that is seen as not in accordance with the demands of the times and is considered ineffective in advancing the organization. Revitalization is an effort to provide additional energy or power to organizations or institutions in

order to optimize their performance. Refunctionalization is more related to actions or efforts to re-function something that previously did not work (Kadjatmiko, 2002:32).

Jones (1998:513-515) said that in addition to that, there are three types of change, namely reengenerating, restructuring, and innovation (Winardi, 2006).

In Human Resource Management (HRDM) there are four factors that tend to make changes, namely: planning, participation, communication and providing additional rewards. It is hoped that employees will not oppose the changes that will be introduced, but will provide support for the changes (Siagian, 2007).

(Fukuyama, 1996) stated that the lack of open communication between the apparatus, "this is still related to the existing conditions of distrust that provide diagonal communication facilities, and the low idea for development because the relationship is still seen in the context of "who" is speaking and not "what" is being discussed" (BAPPENAS, 2004:12).

The supporting factor for the determinants of creativity in an organization is organizational culture. (Ochse, 1990) stated that creativity is the grandest human capital asset that depends on expertise and participation. (Organizational culture serves to overcome the problem of external adaptation and internal integration (Dharma and Akib, 2004:22).

(Bruns, 2008) states that creativity and innovation are rooted in cultural values such as equality, freedom and participation. (Dharma and Akib, 2004:22).

In addition to the existence of organizational culture as a supporting factor for organizational success, there is job satisfaction of employees. This job satisfaction is a general, individualized attitude about how a person feels about his or her job. Job satisfaction is considered the result of the employee's experience in relation to his own values such as what is desired and expected of his or her work. Thus, it

can increase work productivity which is a result of the work of an employee (Almigo, 2004).

With the enactment of regional autonomy, each region has carried out organizational reforms for organizational units that no longer require uniformity as in the previous period. So that governments throughout Indonesia can be considered to be responding to the implementation of the Regional Autonomy Law.

The restructuring of the Mataram City Bappeda includes the expansion/addition of echelon III (Fields), originally in Bappeda there were 4 (four) fields and 1 (one) secretary to 5 (five) fields and 1 (one) secretary, while in echelon IV (Section) there were originally 16 (sixteen) Sections and (three) Sub-Divisions reduced to 13 (thirteen) Sections and 3 (three) Sub-Sections. With these changes, the main tasks and functions of each section and sub-field will change.

To find out the ongoing restructuring that occurred in the Mataram City Bappeda, and to continue previous research on open communication and job satisfaction whose results were changes and increased work productivity, it is necessary to review it as a reference in the implementation of research that can be used as a source. In addition, it will also examine the theoretical reflection of management transformation and human resource management about change supported by three factors, namely communication, participation (organizational culture), and additional rewards (job satisfaction).

From the above background description, the problems in this research can be formulated, namely:

- Is there a positive and significant relationship between communication and the transformation and work productivity of Mataram City Bappeda employees?
- Is there a positive and significant relationship between organizational culture and the transformation and work productivity of Mataram City Bappeda employees?

- Is there a positive and significant relationship between job satisfaction and the transformation and work productivity of Mataram City Bappeda employees?
- Is there a positive and significant relationship between transformation and the work productivity of Mataram City Bappeda employees?
- Is there a positive and significant relationship between communication, organizational culture, and job satisfaction together with the transformation of the Mataram City Bappeda?
- Is there a positive and significant relationship between communication, organizational culture, job satisfaction together and the work productivity of Mataram City Bappeda employees?
- Is there a positive and significant relationship between communication, organizational culture, and job satisfaction together indirectly with employee work productivity through transformation in Bappeda Mataram City?

The purpose of this study is to test and analyze each independent variable that is interrelated individually or simultaneously with dependent variables. The variables tested and analyzed are:
- Is there a positive and significant relationship between communication and the transformation and work productivity of Mataram City Bappeda employees?
- Is there a positive and significant relationship between organizational culture and the transformation and work productivity of Mataram City Bappeda employees?
- Is there a positive and significant relationship between job satisfaction and the transformation and work productivity of Mataram City Bappeda employees?
- Is there a positive and significant relationship between transformation and the work productivity of Mataram City Bappeda employees?
- Is there a positive and significant relationship between communication, organizational culture,

and job satisfaction together with transformation in the Mataram City Bappeda?
- Is there a positive and significant relationship between communication, organizational culture, and job satisfaction together with the work productivity of Mataram City Bappeda employees?
- Is there a positive and significant relationship between communication, organizational culture, and job satisfaction together indirectly with employee work productivity through transformation in the Mataram City Bappeda?

The benefits of this research result are:
- Academically, this research is expected to obtain a more in-depth scientific theoretical study so that it can be used as a scientific conceptual reference for improvements in decision-making related to the restructuring of the regional apparatus organization and can contribute to the existence of human resource development (HR).
- Practically, the results of this research are expected to be useful as input and contribution of thoughts, especially for the Mataram City Bappeda, in an effort to solve problems related to human resource development (HR), the performance of local government apparatus, in the future.
- The results of this research can be used by the wider community in forming and creating the establishment of their organizations.

2. LITERATURE REVIEW

The Relationship between Communication, Organizational Culture, Job Satisfaction, Transformation and Work Productivity

1. The Relationship between Communication and Work Transformation and Productivity

Viewed from a theoretical point of view, communication still occurs between individuals or groups in an organization, thus creating a common perception of the existence of the organization. The presentation of ideas, facts and information can

provide clues to be more optimal in the implementation of organizational operations.

One of the supporting factors for transformation is communication, where to make changes needs to be socialized for the purpose. So that employees are ready to face the changes that will be made by the organization.

As the results of research on open communication are, "Through open communication, individuals can transfer their thoughts or information to other individuals. Relationship Open communication there is a change or increase in effective contributions in the organization (Levine & Prietula, 2014). Thus, communication and transformation have a positive and significant relationship in the development of the organization for the better.

Mardianto, (http://emprint.ums.ac.id/838/1/6 accessed 28 May 2008 18:21; 08) conducted a research with the title Analysis of the Influence of Communication of Subordinate Superiors and Motivation on Performance at PT Bank Pembangunan Daerah (BPD) Central Java Surakarta Branch. The results found in this study are found that communication and motivation together affect performance.

The relationship between communication and work productivity can be a determinant of success. In human resource management (HRM), communication is the application of behavior in the organization, so that there is creativity among organizational members to optimize the products and or services that have been prepared. Communication occurs horizontally and vertically, starting from communication between superiors and subordinates, or vice versa from subordinates to superiors and fellow members of the organization. This needs to be studied to prove the theory that has been presented by experts.

2. The Relationship between Organizational Culture and Work Transformation and Productivity

The relationship between organizational culture and transformation can occur, this (Denison & Mishra, 1995) in (Denison et al., 2004) identifies four basic views on organizational culture that can be translated into four different hypotheses, namely:

a. The consistency hypothesis – the idea that common perspectives, beliefs and communal values among participants in an organization expand internal conditions and increase the understanding of group members' self-identification as part of their group.

b. Mission hypothesis – the idea that a sense of having a common goal, direction and strategy can coordinate and galvanize members of the organization toward a common goal.

c. The engagement hypothesis – the idea that engagement and participation will contribute to a sense of responsibility and ownership, as well as to the commitment and loyalty of the organization.

d. Adaptability hypothesis – the idea of norms and beliefs that accelerate an organization's ability to receive, interpret and translate messages from the environment into the organization, as well as the behavioral growth that supports the existence, growth and development of the organization. (Schein, 2010).

The last two bihypotheses, namely three and four, tend to provide opportunities for change and adaptability to the environment. Thus, there is a significant influence between culture, in this case, organizational culture and transformation.

Similarly, the relationship between culture and work productivity obtained positive and significant results. Where hypotheses one, two and three show consistency as the owner of the organization and the existence of the same strategy as mobilizing organizational members towards a common goal. Thus, culture, in this case organizational culture, has a relationship with the work productivity of its members/employees.

3. The Relationship Between Job Satisfaction and Job Transformation and Productivity

Employee job satisfaction can affect organizational change, as in the previous research (Denison & Mishra, 1995) in Darma and Akib (2004) which in bihypotheses one and three focused on the internal dynamics of the organization. In the sense that members or groups and management in the organization strive to improve the process of fulfilling the needs of its members to be more creative and productive.

In Human Resource Management (HRDM), one of the supporting factors to make changes is additional rewards. (Siagian 2007:314) This will ensure that changes are implemented in accordance with the organization's expectations.

Research supporting the relationship of job satisfaction with several variables, one of which is employee work productivity as a result of research conducted by Blumn (1949) in Haryani (1998) and Stone et al (1992) which shows that there is a correlation between increasing job satisfaction to increase employee work productivity (Rahayuningsih, 2006:42).

(Almigo, 2004) conducted a study on the Relationship Between Job Satisfaction and Employee Work Productivity. From the basil analysis, it is shown that there is a positive and significant relationship between job satisfaction and employee productivity. So job satisfaction can be considered as a determining factor for an employee to increase his work productivity.

4. The Relationship between Transformation and Work Productivity

Organizational transformation is taken to answer challenges that threaten the survival of the organization. (Burke & Litwin, 1992; Osborne & Plastrik, 1997). Organizational transformation with a human performance technology approach is an objective and systematic approach to employees and organizational behavior to improve the achievement

of organizational results economically and effectively in an effort to increase organizational value (Pershing, 2006; Stolovitch et al., 1992). The expected results in organizational transformation with this approach are results-driven systems with a productivity orientation. So between transformation and work productivity, there is a positive and significant relationship.

Conceptual Framework

In an effort to carry out work, the organization maintains its vision and mission so that goals can be achieved in accordance with the targets that have been set. For government organizations such as the Regional Development Planning Agency (Bappeda), they still have provisions in carrying out activities. With the changes that are happening today, it does not solely change the pattern of employee activities. However, it still maintains the pattern and system that it has and maintains the existing supporting factors.

According to Siagian (2007: 312) changes occur for two reasons. First, changes initiated by the organization itself, for example due to decreased productivity, competitiveness needs to be increased, employees retire, organizational efforts expand or narrow, changes in organizational strategy, changes in market share and various other internal factors. Second, changes occur as an organizational response to various external factors, but with a strong impact on the organization concerned. Changes that occur in the environment can take various forms such as changes in the economic field, politics, government policy or the impact of scientific development.

Siagian, (2007:314) mentioned four factors of the tendency to understand change, namely: planning, participation, communication, and providing additional rewards. It is hoped that employees will not oppose the changes that will be introduced, but will support the changes. In addition, there are three types of change, namely reengnering, restructuring, and innovation (Jones, 1998:513-515 in Winardi, 2004: 8).

Achieving this goal includes how far productivity or productivity is produced by employees according to their job description, and how much benefit they and others are. The limitation of the scope of the study is more directed towards problems related to the nature of work for employees.

Human Resource Management (HRDM) in the public sector seeks to reveal human beings as a whole resource in the conception of complete and comprehensive nation development. The problems faced by organizations (countries) are increasingly complex because management has to face technological advances, restrictions on various government regulations, growth of national and international competition (globalization), demands to increase employee attention. (Sedarmayanti, 2007:349)

The Mataram City Bappeda has a hierarchy or leadership line starting from the organization itself, then continued with the internal environment. In the internal environment, communication is established, namely vertical and horizontal communication consisting of communication from subordinate superiors and vice versa, communication between employees.

The culture of organization is the vision of Bappeda to be maintained so that the rich feel that they have a better organization. The culture is in accordance with the rules set by the government such as compliance with working hours, wearing uniforms, using and maintaining office property and working by following the methods set by the office.

(Almigo, 2004) used regression analysis to see how much correlation there is between the variable job satisfaction and the productivity variable. From the basil analysis, it is shown that there is a positive and significant relationship between job satisfaction and employee productivity, so job satisfaction can be considered as a determining factor for an employee to increase his work productivity. Job satisfaction can be felt by employees if the wages or salaries obtained are in accordance with the activities carried out. In addition, in return, more salaries are given in the form of incentives with overtime pay. Employees will feel satisfied if they are placed according to their skills and pay attention to the weight and lightness of the work given. Worker outcomes can be done well when supported by a comfortable work environment and more important work safety. Employees will feel satisfied if the leadership has a leader's attitude that supports the work given and does not get a monotonous job so that it quickly bores employees.

The change is in the form of restructuring with a more effective arrangement of tasks by reducing or increasing work units. Based on Regional Regulation No. 18 of 2001, the City of Matarm restructured all parts within the scope of its organization. No more with Bappeda as a government agency under the Mayor with responsibility through the Mataram City Secretary to carry out a restructuring which of course has a dimension to change management.

The restructuring of the Mataram City Bappeda includes the expansion / addition of echelon III (Fields), originally in Bappeda there were 4 (four) fields and 1 (one) secretary to 5 (five) fields and 1 (one) secretary, while in echelon IV (Section) there were originally 16 (sixteen) sections and 3 (three) Sub-Divisions reduced to 13 (thirteen) Sections and 3 (three) Sub-Sections. With these changes, the main tasks and functions of each field, section and sub-field will also change. As an effort to increase the faith and devotion of the members of the organization and in accordance with the vision of Mataram City, on Friday which was initially carried out sports activities were also replaced by conducting IMTAQ.

In the research of (Robbins & Judge, 2013), the results obtained were leadership models, dependencies, friendship relationships, organizational culture, and value systems. In the end, there are expected changes so that there is a more optimal service to the community.

Productivity runs well supported by several factors that have been explained above, where good communication is established, a complete

organizational culture and better job satisfaction. Changes made to make productivity activities more efficient. So employee work productivity is influenced by several factors, including communication, organizational culture, job satisfaction and organizational transformation. With several descriptions about the importance of change in the organization, especially in the Bappeda of Mataram City, West Nusa Tenggara. So, a frame of thought can be prepared that is used as a reference in conducting this research.
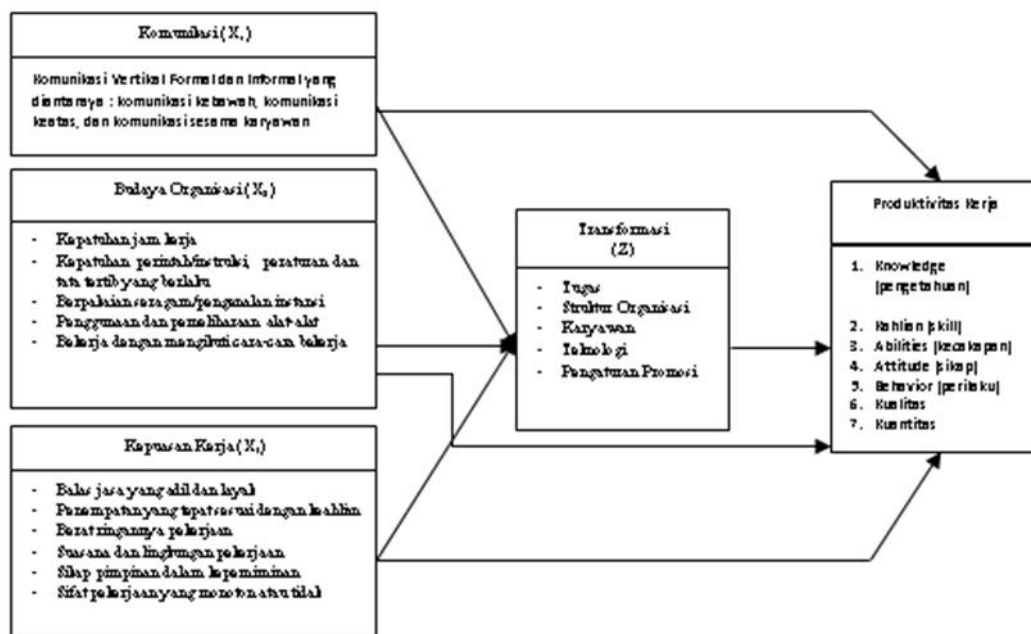
The frame of thought can be described:

Figure 1. Conceptual Framework

Hypothesis

Based on the formulation of the problem, the objectives that have been prepared in the initial part, and the conceptual framework described above, a hypothesis of this research can be made.

H1 = There is a positive and significant relationship between Communication and Transformation and Work Productivity.

H2 = There is a positive and significant relationship between Organizational Culture and Transformation and Work Productivity.

H3 = There is a positive and significant relationship between Job Satisfaction and Job Transformation and Productivity.

H4 = There is a positive and significant relationship between Transformation and Work Productivity.

H5 = There is a positive and significant relationship between Communication, Organizational Culture, and Job Satisfaction together with Transformation.

H6 = There is a positive and significant relationship between Communication, Organizational Culture, and Job Satisfaction together with Work Productivity.

H7 = There is a positive and significant relationship between Communication, Organizational Culture, and Job Satisfaction together

indirectly with Work Productivity through Transformation.

3. Methodology

Variable Identification

In accordance with the conceptual framework, the variables in this study can be identified as follows:

1. Exogenous or independent variables consisting of communication (X1), organizational culture (X2), and job satisfaction (X3).

2. Endogenous or dependent variables consisting of:

- Intervening endogenous variable, i.e. transformation (Z)

- Endogenous variable of work productivity (Y)

The relationship contained in the conceptual framework, that this study contains:

1. Variable X (exogenous)/independent variable/independent variable:

- Variable X1 is: Communication, with the indicators being studied are formal and informal vertical communication which includes communication from superiors to subordinates and from subordinates to superiors as well as communication between employees;

- Variable X2 is culture, in this case organizational culture, which is an indicator of compliance with working hours, compliance with superiors' instructions/orders, wearing uniforms to work, using and maintaining office equipment, working by following the working methods that have been determined by the agency,

- The X3 variable is satisfaction, in this case job satisfaction, the indicators of which are fair and decent service returns, placement in accordance with expertise, the light weight of the work, the atmosphere and environment of the work, the attitude of the leader in leadership, the monotonous nature of the work or not, satisfaction with the guarantees given.

2. Variable Z (endogenous) intervening variable/intermediate variable, namely transformation and its indicators, are tasks, organizational structure, employees, and technology, and promotion arrangements.

3. Variable Y (endogenous) variable is a bound/variable dependent, namely employee work productivity whose indicators are knowledge, skills, ability, attitude, behavior, work quality, and quantity of work.

Oriented from the conceptual framework above, this study analyzes the relationship between communication, organizational culture and job satisfaction with the transformation and work productivity of Mataram City Bappeda employees.

Operational Definition

Operational definition (Purbangkoro, 2000:24) is a definition given to a variable by giving meaning or specifying an activity. (Sekaran, 2006) interprets the definition of operational as a concept to make it measurable, done by looking at the dimensions of behavior, aspects, or traits shown by the concept.

1. Communication (X1): namely the perception of the level of behavior, attitudes, traits between superiors and subordinates, subordinates and superiors, and fellow colleagues.

1) Communication to subordinates is the perception of the level of giving instructions, instructions, reprimands, and praise to subordinates.

Measured by:

- To what extent is the frequency of giving instructions

- To what extent is the frequency of giving instructions/commanders

- To what extent is the frequency of giving warnings

- To how far the frequency of giving praise is.

2) Communication to superiors: that is, perception of the level of submission of reports, opinions, complaints, and suggestions to superiors.

Measured by:
- Up to what frequency is the submission of reports
- To what extent is the frequency of expressing opinions
- To what extent is the frequency of submitting complaints
- To what extent is the frequency of delivering suggestions

3) Communication with fellow employees: that is, perception of the level of communication activities, information, task completion, and information delivery from superiors.

Measured by:
- Communication activities carried out with co-workers;
- Communication in the form of information and ideas for completing tasks;
- Communication in the delivery of information on task completion patterns;
- Communication in the delivery of information sourced from superiors and leaders.

2. Organizational Culture (X2) is the perception of the level of compliance with duties during working hours, work orders, uniforms, equipment maintenance.

Measured by:
- Compliance of employees/employees during working hours;
- Employee compliance with orders/instructions from the leadership, as well as obedience to applicable rules and regulations;
- Wear workplace uniforms/agency identification clothing;
- Use and maintain office equipment carefully.

c.   Job Satisfaction (X3): i.e. the perception of the level of reciprocity, placement, work, work atmosphere, leadership, and nature of work.

Measured by:
- Fair and decent retribution;
- Proper placement according to his or her skill set;
- Light weight of work;
- Work atmosphere and environment;
- Leadership attitude in leadership;
- The monotonous nature of the work or not;
- The nature of the tasks according to the conditions;
- Guarantees after performing tasks.

d.   Transformation (Z): i.e. perception of the level of change in tasks, organizational structure, expectations, technology and promotion.

Measured by:
- Changes in employee duties to be more efficient;
- Streamlining organizational structures can result in more effective work;
- Employee expectations before and after the change;
- Organizational development technology that improves employee activities;
- Promotion settings.

e.   Work Productivity (Y): i.e. perception of the level of knowledge, expertise, skills, attitudes, behaviors, quality, and quantity of work.

Measured by:
- Knowledge
- Skills
- Abilities
- Attitude
- Behavior
- Quality of work
- Working quantity

Variable Measurement Scale

The variable measurement scale in this study uses the Likert Scale. According to Sugiyono (2008:132), the Likert Scale is used to measure the attitudes, opinions, and perceptions of a person or a group of people about social phenomena. With the Likert Scale, the variables to be measured are

described as variable indicators. Then the indicator is used as a starting point to compile instrument items that can be in the form of questions. From the variables in this study, three (3) statements were used "Strongly Agree" to "Strongly Disagree", "Very Positive" to "Very Negative", and "Agree" to "Never" with a score of 5 to 1 each.

For "Agree", "Often", "Sometimes", "Almost Never (HTP)", and "Never (TP)" statements for communication variables. For "Strongly Agree", "Agree", "Doubt", "Disagree", and "Strongly Disagree", used for the variables of job satisfaction, transformation, and work productivity. For the statements "Very Positive", "Positive", "Neutral", "Negative", and "Very Not Positive", it is used on the organization culture variable.

The following are the codes and answer scores of the questionnaire used:

1.   For Communication Variables:

Agree with the code   = Sa and score 5
Often with codes   = Sb and score 4
Sometimes with code   = KK and score 3
Almost Never with code   = HTP and score 2
Never With Code   = TP and score 1

2.   For organizational culture variables:

Very Positive with the code   = SP and score 5
Positive with code   = P and score 4
Neutral with code   = Na and score 3
Negative with code   = Nb and score 2
Very Not Positive with code   = STP and score 1

3.   For Job Satisfaction Variables:

Strongly Agree with the code   = SS and score 5
Agree with the code   = S and score 4

Doubts with the code   = RR and score 3
Don't agree with the code   = TS and score 2
Strongly Disagree with the code   = STS and scores 1

4.   For Transform Variables:

Strongly Agree with the code   = SS and score 5
Agree with the code   = S and score 4
Doubts with the code   = RR and score 3
Don't agree with the code   = TS and score 2
Strongly Disagree with the code   = STS and score 1

5.   For Work Productivity Variables:

Strongly Agree with the code   = SS and score 5
Agree with the code   = S and score 4
Doubts with the code   = RR and score 3
Don't agree with the code   = TS and score 2
Strongly Disagree with the code   = STS and score 1

Analysis Method

In this study, the tool used to estimate the data is an Instrument Test which is independent of the Validity Test and the Reliability Test. In addition, this study also uses the Classical Assumption Test which functions to determine whether the results of the analysis are biased or not.

a.   Test Instruments

1.   Validity Test

Validity is a measure of how accurately a test tool performs its size function. An instrument is said to be valid if it is able to measure what is desired, and can reveal data from the variables being researched appropriately. The high and low validity of the instrument shows the extent to which the data collected does not deviate from the description of

the variables being studied. By using the validity instrument, the research results automatically become valid.

If the validity obtained is higher, the more the text will hit the target and show more what should be shown. This validity test is carried out with a validity interval, where the criteria used come from the test tool which is obtained from the product moment correlation coefficient. If the correlation coefficient is low and insignificant, the item in question is lost. In this test, the assumption is used that the correlation value with the Person Product Moment method is high, so it is said to be valid. The validity criteria for each item or question item is if the coefficient between the score of the question item and the total score of $\square 0.30$ means that the item or question item is valid.

2. Reliability Test (Reliability Test)

A measurement tool is said to be reliable if it gets the same results from the symptoms of unchanged measurements carried out at different times. Reliability is an index that shows the extent to which a measuring instrument is reliable or reliable (Singarimbun & Effendi, 1995).

Reliability testing/reliability test using interpretation correlation coefficient guidelines with criteria ranging from very low to very strong criteria. This according to Sugiyono (2008:250) can be presented in the table below:

Table 1. Interpretation Correlation Coefficient Guidelines

No.	Interval Alpha Croncbach	Criterion
1	0,000 – 0,199	Very Low
2	0,20 - 0,399	Low
3	0,40 - 0,599	Keep
4	0,60 - 0, 799	Strong
5	0,80 - 1,000	Very Powerful

Source: Sugiyono (2008:250)

b. Classic Assumption Test

1. Normality

The purpose of the normality test is to find out that a data follows or approaches the normal distribution. Good data is data that has a pattern like normal distribution, that is, the distribution of data is not skewed to the left or right. The criteria used in the normality test were based on the comparison of the critical ratio value with the t table value at a significance level of 0.05 (critical value = 1.96) and a significance level of 0.01 (critical value = 2.58). The normality test criteria used in this study is that if the critical ratio value is less than ± 2.58 at a significance level of 0.01 (1%), then it meets the assumption of normality.

2. Multicollinearity Test

The occurrence of multicollinearity in a combination of variables can be observed through the determinants of the covariance matrix. A really small determinant indicates the presence of multicollinearity so the data cannot be used for the analysis being performed.

To detect the presence or absence of multicollinearity in the path model is first the R^2 value produced by an empirical path model estimation is very high, but individually

independent variables are not significantly related to dependent variables. Second, if there is a fairly high correlation between independent variables, then this is an indication of multicollinearity. Third, multicollinearity can also be seen from (1) the value of tolerance and its opponent (2) the variance inflation factor (VIF).

3. Heteroscedasticity Test

This assumption states that whether in the path model becomes a variant inequality of the residual of one observation to another. If the variance of one residual one observation is fixed, then it is called homoskedasticity. One way to detect heteroscedasticity is the Glacier Test or Park Test. In this study, the test used to detect the presence of heteroscedasticity is the Glasjer test. This tool is used to regress or relate the residual absolute value to all independent variables. If the results of the residual absolute regression regression for all independent variables have an insignificant t-calculation value, then it can be said that the research model escapes the existence of heterogeneity.

5. Data Analysis and Hypothesis Testing Techniques

This study uses the Path Analysis model. Path Analysis is a structural analysis tool used to test the hypothesis proposed. Path Analysis can be used to calculate the total influence/relationship, direct relationship, and indirect influence/relationship for each endogenous construct.

The steps in Path Analysis are as follows:

a. Creating a path analysis equation;

b. Determining the influence/relationship of each exogenous variable on the endogenous variable;

c. Determining the influence/relationship of residual variables = $\sqrt{1-R^2}$

The analysis model used in this study can be presented in the following structural equations:

$$Z = \beta_1 X_1 + e_1 \tag{1}$$

$$Y = \beta_2 X_1 + e_2 \tag{2}$$

$$Z = \beta_3 X_2 + e_3 \tag{3}$$

$$Y = \beta_4 X_2 + e_4 \tag{4}$$

$$Z = \beta_5 X_3 + e_5 \tag{5}$$

$$Y = \beta_6 X_3 + e_6 \tag{6}$$

$$Y = \beta_7 Z + e_7 \tag{7}$$

$$Z = \beta_1 X_1 + \beta_3 X_2 + \beta_5 X_3 + e_8 \tag{8}$$

$$Y = \beta_1 X_1 + \beta_3 X_2 + \beta_5 X_3 + e_9 \tag{9}$$

$$Y = \beta_1 X_1 + \beta_3 X_2 + \beta_5 X_3 \times \beta_7 Z + e_1 \tag{10}$$

Where:

X_1 = Communication Variables

X_2 = Organizational Culture Variables

X_3 = Job Satisfaction Variables

Z = Transformation Variables

Y = Work Productivity Variables

β = Path Coefficients

e = Residual Variables

In this analysis, it is necessary to test the suitability of the model used to measure the degree of conformity between the hypothetical model and the presented data. There are several conformity indices and cut-off values to test the acceptance or rejection of a model (conformity test) as presented in table 3.1 above.
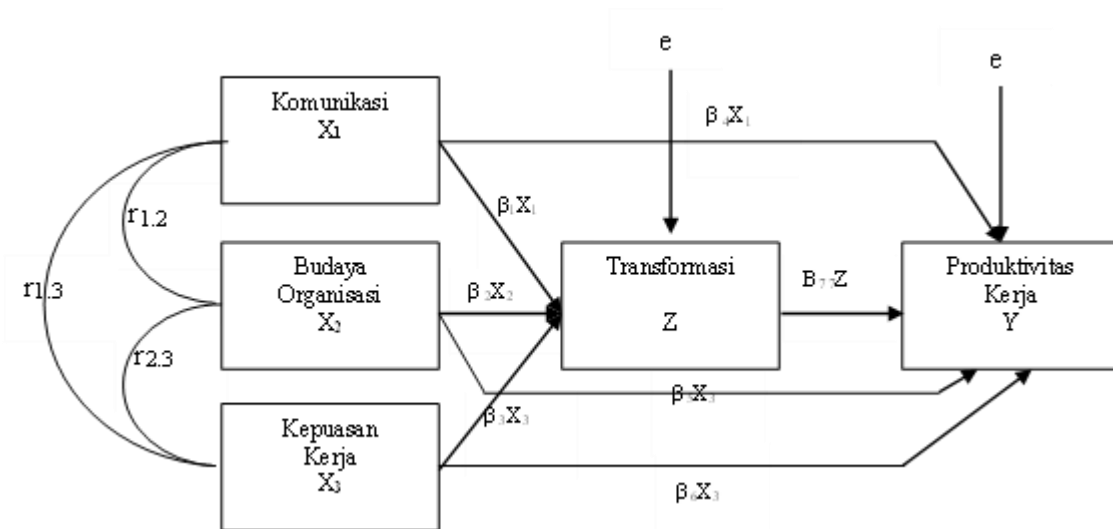
Here's a picture of Path Analysis

Figure 2. Path Analysis Model

Information:

β   =   Path Coefficients

e   =   Residual Variables

r   =   Correlation Coefficient

3. Result and Discussion

Analysis Method

a.   Validity and Reliability Tests

1.   Validity Test of Research Variable Indicators

The importance of the validity of the research instrument will support the success or failure of a research. Each variable used during the research, an instrument (questionnaire) was distributed to 63 employees of Bappeda Mataram City as a primary data source or respondent. The validity test in this study uses construct validity, which is tested by correlating each question or item with a total score for each variable. An item on a questionnaire is called valid if the coefficient is positive and greater than 0.30. The results of the validity test are fully described below.

a)   Validity Test of Communication Variable Indicators (X1)

The results of the validity test for question items as an indicator of the communication variable (X1) have values above construct validity, namely with the lowest value of 0.432 in the second question.

The validity test of communication variable indicators can be used as a reference for better and more accurate in the distribution of questionnaires that will be answered by respondents. In addition, the validity of communication variable indicators requires caution, so that the concept of the questions given is in accordance with the empirical circumstances in this study.

The following results of the validity test of communication variable indicators that have been tested manually and computerized programs can be presented in the form of a table as follows

Table 2. Validity Test of Communication Variable Indicators (x_1)

No.	Statement Item	Correlation Coefficients	Information
1	Question 1	0.583	Valid
2	Question 2	0.432	Valid
3	Question 3	0.494	Valid
4	Question 4	0.714	Valid
5	Question 5	0.621	Valid
6	Question 6	0.748	Valid
7	Question 7	0.614	Valid
8	Question 8	0.766	Valid
9	Question 9	0.536	Valid
10	Question 10	0.628	Valid
11	Question 11	0.696	Valid
12	Question 12	0.588	Valid

Source: Data Processed

From table 2 above, it can be stated that all questions of the communication variable at α = 0.05 are valid, so that the overall score of the indicators can provide a good representation of the communication variable.

b) Testing the Validity of Indicators of Organizational Culture Variables (X2)

The results of the validity test on the questions of the organizational culture variable (X2) with 11 questions were obtained with a strong construct with an average value above 0.3. From the results of data processing instruments for indicators of organizational culture variables, it was obtained that each statement has a strong construct. However, it has the smallest score on the 8th question with a value of 0.622. This means that the validity of the indicators supports the implementation of research to continue.

The following will be presented the results of the validity test in the form of the following table:

Table 3. Validity Test of Indicators of Organizational Culture Variables (X_2)

No.	Statement Item	Correlation Coefficients	Information
1	Question 1	0.738	Valid
2	Question 2	0.744	Valid
3	Question 3	0.695	Valid
4	Question 4	0.772	Valid
5	Question 5	0.776	Valid
6	Question 6	0.878	Valid
7	Question 7	0. 791	Valid
8	Question 8	0.622	Valid
9	Question 9	0.692	Valid
10	Question 10	0.719	Valid
11	Question 11	0.653	Valid

Source: Data Processed

From table 3 above, it can be stated that all questions about organizational culture variables at α = 0.05 are valid, so that the overall scores of these indicators data provide a good representation of the organizational culture variables.

c) Validity Test of Variable Indicators of Job Satisfaction (X3)

The results of the validity test of the question items as an indicator of the job satisfaction variable (X3) can be seen in the following table:

Table 4. Validity Test of Variable Indicators of Work Satisfaction (x_3)

No.	Statement Item	Correlation Coefficients	Information
1	Question 1	0.510	Valid
2	Question 2	0.614	Valid
3	Question 3	0.541	Valid
4	Question 4	0.658	Valid
5	Question 5	0.733	Valid
6	Question 6	0.677	Valid
7	Question 7	0.613	Valid
8	Question 8	0.742	Valid

Source: Data Processed

From table 4 above, it can be stated that all questions about the job satisfaction variable at α = 0.05 are valid, so that all of these indicators can provide a good representation of the job satisfaction variable. However, the smallest value obtained from the validity test was the value of question item 1 with a value of 0.510

d) Validity Test of Transform Variable Indicator (Z)

The results of the validity test of the question items as an indicator of the transformation variable (Z) are presented in the following table:

Table 5. Validity Test of Transform Variable Indicator (Z)

No.	Statement Item	Correlation Coefficients	Information
1	Question 1	0.530	Valid
2	Question 2	0.650	Valid
3	Question 3	0.390	Valid
4	Question 4	0.521	Valid
5	Question 5	0.628	Valid
6	Question 6	0.533	Valid
7	Question 7	0.650	Valid
8	Question 8	0.540	Valid
9	Question 9	0.572	Valid
10	Question 10	0.664	Valid
11	Question 11	0.600	Valid
12	Question 12	0.608	Valid

Source: Data Processed

The transformation variable (Z) has a construct validity value above 0.03. This means that the indicators used support the implementation of the research. However, the smallest validity value is found in question item 3 with a validity value of 0.390. Validity Test Results

e) Validity Test of Variable Indicators of Work Productivity (Y)

The results of the validity test of the question items as an indicator of the work productivity variable (Y) can be presented in the following table:

Table 6. Validity Test of Variable Indicators of Work Productivity (Y)

No.	Statement Item	Correlation Coefficients	Information
1	Question 1	0.745	Valid
2	Question 2	0.858	Valid
3	Question 3	0.890	Valid
4	Question 4	0.769	Valid
5	Question 5	0.820	Valid
6	Question 6	0.807	Valid
7	Question 7	0.767	Valid

Source: Data Processed

From table 6 above, it can be stated that all questions about employee work productivity variables at α = 0.05 are valid, so that the overall scores of these indicators can provide a good representation of the work productivity variable.

2. Testing the Feasibility of Research Variables

The reliability test in this study was conducted with Cronbach Alpha (α). The instrument is said to be reliable if it has a Cronbach Alpha (α) value □ 0.60. The reliability results are presented in the following table:

Table 7. Results of the Reliability Test of Research Variables

No.	Variable	Coefficient Alpha Cronbach	Information
1	Communication (X1) Items 1-12	0,858	Reliable
2	Organizational Culture (X2) Items 1-11	0,915	Reliable
3	Job Satisfaction (X3) Items 1-8	0,791	Reliable
4	Transformation (Z) Items 1-12	0,816	Reliable
5	Work Productivity (Y) Items 1-7	0,911	Reliable

Source: Data Processed

From table 7. Above, it can be stated that all variables studied at α = 0.05 have reliable status. The results of each Cronbach Alpha (α) were 85.8% for the communication variable, 91.5% for the organizational culture variable, 79.1% for the job satisfaction variable, 81.6% for the transformation variable, and 91.1% for the work productivity variable. The criteria of all these variables can be said

to be very strong, so that the five research variables (X1, X2, X3, Z, and Y) can be analyzed by Path Analysis.

Descriptive Statistical Analysis

This analysis is intended to determine the distribution of the frequency of respondents' answers from the list of questions that are distributed and contain variables of communication, organizational culture, job satisfaction, transformation and employee work productivity.

a.   Communication Variables (X1)

The frequency processing of each question item on the communication variable amounted to 12 questions. Data processing is carried out with computerized programs. The alternative answer used

is the Likert Scale, ranging from agree, often, sometimes, almost never, and never.

Of the alternative answers given by the respondents, they have different frequencies. This can be interpreted that respondents have alternative compatibility of the communication they convey and there is a burden in asking various questions aimed at completing the assigned tasks. By paying attention to the operational definition and the question items asked, there is doubt and lack of communication with other employees. In addition, from empirical data, it is known that respondents/employees of the Mataram City Bappeda are still reluctant and still rigid in receiving and conveying information.

From the results of data processing on the frequency of each answer to the question item is presented in the following table:

Table 8. Frequency Distribution of Communication Variable Items (X_1)

No.	Variable Communication	Answer Value									
		1		2		3		4		5	
		F	%	F	%	F	%	F	%	F	%
1	Item 1	1	1.6	0	0	13	20.6	25	39.7	24	38.1
2	Item 2	2	3.2	0	0	9	14.3	37	58.7	15	23.8
3	Item 3	12	19.0	4	6.3	17	27.0	21	33.3	9	14.3
4	Item 4	9	14.3	9	14.3	19	30.2	17	27.0	9	14.3
5	Item 5	3	4.8	1	1.6	6	9.5	29	46.0	24	38.1
6	Item 6	0	0	3	4.8	28	44.4	16	25.4	16	25.4
7	Item 7	7	11.1	13	20.6	20	31.7	15	23.8	8	12.7
8	Item 8	3	4.8	3	4.8	34	54.0	12	19.0	11	17.5
9	Item 9	0	0	0	0	1	1.6	40	63.5	22	34.9
10	Item 10	1	1.6	1	1.6	6	9.5	36	57.1	19	30.2
11	Item 11	1	1.6	2	3.2	24	38.1	21	33.3	15	23.8
12	Item 12	0	0	2	3.2	17	27.0	25	39.7	19	30.2

Source: Data Processed

b.   Organizational Culture Variables (X2)

The processing of the frequency of each question item on the organizational culture variable amounted to 11 questions. Data processing is carried out with computerized programs. The alternative used is the Likert Scale, ranging from very positive, positive, neutral, negative, and very unpositive.

Of the alternative answers given by the respondents, they have different frequencies. This can be interpreted as having an alternative to obeying the culture owned by the organization, but still participating in decision-making and the freedom to ask various questions aimed at completing the assigned tasks. The statement submitted about the alternative answers submitted, respondents responded

a lot with approval and strongly agreed with the culture that existed in their work environment.

From the results of data processing on the frequency of each question item answer is shown in the following table:

Table 9. Frequency Distribution of Organizational Culture Variable Items (X_2)

No.	Variable Communication	Answer Value									
		1		2		3		4		5	
		F	%	F	%	F	%	F	%	F	%
1	Item 1	0	0	1	1.6	3	4.8	32	50.8	27	42.9
2	Item 2	0	0	0	0	7	11.1	31	49.2	25	39.7
3	Item 3	1	1.6	1	1.6	6	9.5	42	66.7	13	20.6
4	Item 5	0	0	0	0	5	7.9	31	49.2	27	42.9
5	Item 6	0	0	0	0	15	23.8	23	36.5	25	39.74
6	Item 7	0	0	0	0	11	17.5	33	52.4	19	30.2
7	Item 8	0	0	0	0	8	12.7	27	42.9	28	44.4
8	Item 9	0	0	3	4.8	8	12.7	40	63.5	12	19.0
9	Item 10	0	0	0	0	10	15.9	40	63.5	13	20.6
10	Item 11	0	0	0	0	10	15.9	36	57.1	17	27.0
11	Item 12	0	0	2	3.2	7	11.1	42	66.7	12	19.0

Source: Data Processed

c. Job Satisfaction Variable (X3)

Job satisfaction referred to in this study is an attitude of employees or employees that shows the level of satisfaction with their duties, the organizational environment and the guarantees obtained from the organization. The indicators used are in the form of reciprocity, placement according to their expertise, and responding to the work given, whether they are notable or not.

The processing of data collection results with a computerized program was obtained from the frequency of each question item on the job satisfaction variable which amounted to 8 items. The questions asked used alternative answers with the

Likert Scale, ranging from strongly agree to strongly disagree.

The results of the descriptive analysis showed that respondents responded to job satisfaction very well. Employees feel adequate to meet their needs, although not completely. This means that psychologically, employees as respondents already feel appreciated by being included in the work activities of the Mataram City Bappeda. As in the frequency of the answers given is greater than the yes answer, which is also supported by the very agree answer.

From the results of data processing on the answers to each question item are presented in the following table:

Table 10. Variable Frequency Distribution of Job Satisfaction Variables (X_3)

No.	Variable Communication	Answer Value									
		1		2		3		4		5	
		F	%	F	%	F	%	F	%	F	%
1	Item 1	0	0	0	0	5	7.9	39	61.9	19	30.2
2	Item 2	0	0	1	1.6	4	6.3	43	68.3	15	23.8
3	Item 3	1	1.6	0	0	6	9.5	43	68.3	13	20.6
4	Item 4	0	0	0	0	3	4.8	45	71.4	15	23.8

No.		Answer Value									
		1		2		3		4		5	
		F	%	F	%	F	%	F	%	F	%
5	Item 5	0	0	0	0	8	12.7	37	58.7	18	28.6
6	Item 6	1	1.6	1	1.6	16	25.4	37	58.7	8	12.7
7	Item 7	0	0	0	0	11	17.5	43	68.3	9	14.3
8	Item 8	0	0	0	0	17	27.0	40	63.5	6	9.5

Source: Data Processed

d. Transformation Variable (Z)

Transformation is defined in this study as a state of change that occurs in the organization. The change that occurred was restructuring. With indicators of changing tasks to be more efficient, streamlining organizational structures to be able to produce more effective work. With the restructuring carried out by the Mataram City Bappeda, there are expectations that employees want to be better and experience better rank development and position promotion.

The respondents' responses about changes in the Mataram City Bappeda environment can be said to be relevant to the current situation. This means that the changes made by the government, in this case the Mataram City Bappeda are intended to be of course the arrangement of promotion and placement with an organizational structure in accordance with the main tasks of each field. In addition, the use of technology in data and information management is better than in times before the change.

The data processing obtained as a result of the frequency of each question item is shown in the following table:

Table 11. Frequency Distribution of Transformation Variable Items (Z)

No.	Variable Communication	Answer Value									
		1		2		3		4		5	
		F	%	F	%	F	%	F	%	F	%
1	Item 1	0	0	1	1.6	8	12.7	48	76.2	6	9.5
2	Item 2	0	0	1	1.6	9	14.3	50	79.4	3	4.8
3	Item 3	0	0	0	0	7	11.1	52	82.5	4	6.3
4	Item 4	0	0	2	3.2	14	22.2	45	71.4	2	3.2
5	Item 5	0	0	1	1.6	10	15.9	49	77.8	3	4.8
6	Item 6	0	0	0	0	10	15.9	46	73.0	7	11.1
7	Item 7	0	0	1	1.6	13	20.6	43	68.3	6	9.5
8	Item 8	0	0	0	0	7	11.1	49	77.8	7	11.1
9	Item 9	0	0	0	0	1	1.6	54	85.7	8	12.7
10	Item 10	0	0	0	0	7	11.1	47	74.6	9	14.3
11	Item 11	0	0	1	1.6	10	15.9	42	66.7	10	15.9
12	Item 12	0	0	0	0	10	15.9	47	74.6	6	9.5

Source: Data Processed

e. Work Productivity Variable (Y)

Work productivity means the performance of Mataram City Bappeda employees. From several studies conducted by researchers and about this work productivity, several questions can be asked according to the circumstances of the location being studied. The question items asked were the employee's expertise, attitude, behavior, quality of work, and quantity of work.

The results of the questionnaire on work productivity in the Mataram City Bappeda can be said to be in accordance with the main tasks and functions of the

employees. This means that all respondents agree to the placement process according to their expertise. In addition, the quality and quantity of employees are better than before.

From the results of data processing on the answers to each question item are presented in the following table:

Table 12. Item Frequency Distribution Variable Work Productivity (Y)

No.	Variable Communication	Answer Value									
		1		2		3		4		5	
		F	%	F	%	F	%	F	%	F	%
1	Item 1	0	0	0	0	3	4.8	39	61.9	21	33.3
2	Item 2	0	0	0	0	2	3.2	45	71.4	16	25.4
3	Item 3	0	0	0	0	0	0	45	71.4	18	28.6
4	Item 4	0	0	0	0	2	3.2	44	69.8	17	27.0
5	Item 5	0	0	0	0	3	4.8	47	74.6	13	20.6
6	Item 6	0	0	0	0	2	3.2	49	77.8	12	19.0
7	Item 7	0	0	0	0	8	12.7	43	68.3	12	19.0

Source: Data Processed

Classic Assumption Test

As a follow-up effort in the implementation of the analysis with correlation with Path Analysis to ensure that the variables to be analyzed can be used, it is necessary to carry out a classical assumption test. The function of the classical assumption test is to test whether the path model finds a correlation between free and bound variables.

The classical assumption test used in this study is the Normality Test, the Multicoloniarity Test, and the Heteroskesdasticity Test.

a. Normality Test

Normal distribution is very important in inorganic statistics to find out whether the research variable is normally distributed or not. The normality test was carried out to test two paths to be tested, namely the relationship between communication variables, organizational culture, job satisfaction with transformation and the relationship between communication variables, organizational culture, job satisfaction and work productivity.

A data has a variable adjacent to what is seen on the normal visual display of the probability plot. Detect by looking at the spread of data (dots) on the diagonal axis of the graph. The basis for decision-making is:

1) If the data spreads around the diagonal and follows the direction of the diagonal line, then the path model fulfills the assumption of Normality;

2) If the data spreads far from the diagonal line and/or does not follow the direction of the diagonal line, then the path model does not meet the assumption of Normality.

Based on the two decisions made above, we need to show the scatterplot of the two paths, namely the relationship between communication variables, organizational culture, job satisfaction with transformation and the relationship between communication variables, organizational culture, job satisfaction with work productivity. If lines 1 and 2 have a distribution of data around the diagonal and follow the direction of the diagonal line, then the path model meets the normality.

The view of the two images is presented below:
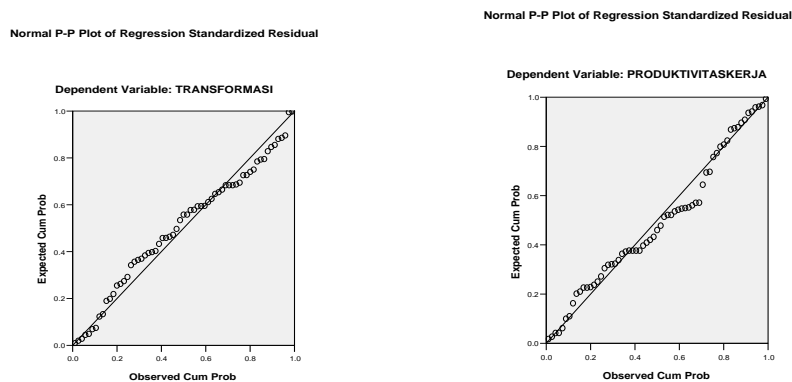
Source: Data Processed

Figure 3 & 4 Normalplot Relationship of Communication Variables (X1), Organizational Culture (X2), and Job Satisfaction (X3) with Transformation (Z) and Work Productivity (Y)

The two images in question are the results of the normality test of the relationship between communication variables, organizational culture, and job satisfaction with transformation and work productivity. From the image, it can be seen that there is a data spread away from the axis following the direction of the diagonal line and not far from deviation. Thus, the relationship between communication variables, organizational culture, job satisfaction with transformation and work productivity turned out to be normal.

b.   Multicoloniality Test

This test is intended to find out whether there is a relationship between independent variables, to find out whether multicoloniarity occurs or not. The multicolonial test can have several conditions, namely:

1.   The correlation results between independent variables in the first track were obtained and the highest correlation value was the organizational culture variable (X2) with job satisfaction (X3) with a value of -0.495 or 49.5%, followed by the correlation of the communication variable (X1) with organizational culture (X2) with a magnitude of -0.464 or 46.4%. The lowest correlation value is the correlation of the communication variable (X1) with job satisfaction (X3), which is -0.000 or 0%. From the value of the third value, the correlation between independent variables is below the value of 90%, so there is no multicollinearity. The correlation results between variables in the second track have the same value, where the correlation between the communication variable (X1) and job satisfaction (X3) is the lowest which is -0.004 or 4% and the highest is the correlation between the organizational culture variable (X2) and the work satisfaction variable (X3) with a magnitude of -0.496%. Thus, the multicoloniality test on the first and second paths does not occur multicolonialism.

2.   In the table of multicolonial coefficients in static colinearity, it is seen that tolerance has a value of less than 1. In the first track, each variable has a value of less than 1, namely the communication variable (X1) with a value of 0.714, organizational culture (X2) 0.540 and job satisfaction (X3) 0.688. Likewise, in the second track, namely the correlation of independent/independent variables with boundary/dependent variable Y, the same values were obtained, namely the communication variable (X1) 0.714, the organizational culture variable (X2) 0.540 and job satisfaction (X3) 0.688

3. The magnitude of the VIF (Variance Inflation Factor) coefficient, line 1 is due to the VIF coefficient of the communication variable (X1) of 1,400; and organizational culture variables (X2) of 1,853, and job satisfaction (X3) of 1,454; and path 2 of the VIF coefficient of communication variables (X1), organizational culture variables (X2), and job satisfaction (X3) have the same value as the first track, namely the communication variable (X1) of 1,400; and organizational culture variables (X2) of 1,853, and job satisfaction (X3) of 1,454;

4. From the results of the multicoloniality test using two paths, the first path is transformation (Z) of dependent variables and communication (X1), organizational culture (X2), and job satisfaction (X3) of independent variables. For the second track, work productivity (Y) dependent variables and communication (X1), organizational culture (X2), and job satisfaction (X3) independent variables. The two paths of multicoloniality test results can be presented in the form of a table.

Table 13. Results of the First and Second Pathway-Free Variable Multicoloniality Test

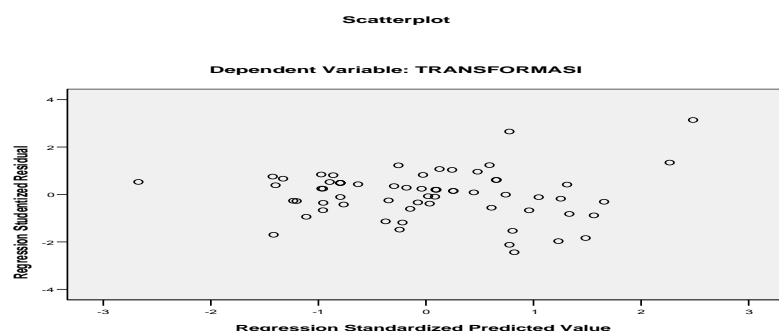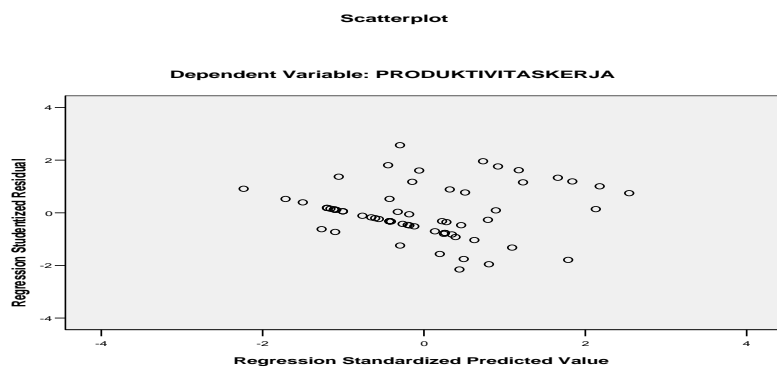| No.	Variable	Communication (X1)	Organizational Culture (X2)	Job Satisfaction (X3)	Tolerance	VIVID
1.	Communication (X1)	1.000	-0.495	-0.000	0.714	1.400
2.	Organizational Culture (X2)	-0.464	1.000	-0.495	0.540	1.853
3.	Job Satisfaction (X3)	-0.000	-0.495	1.000	0.688	1.454

Source: Data Processed

c. Heteroskesdasticity Test

In the heterkedasticity test, the results were obtained using plot charts, where the results of the scatterplots graph of points are randomly spread and scattered above or below the number 0 on the Y axis.

The results of the heterokesdasticity test are presented in the form of the following figure:

Source: Data Processed

Figure 5 & 6 Scatterplot Relationship of Communication Variables (X1), Organizational Culture (X2) and Job Satisfaction (X3) with Transformation (Z) and Work Productivity (Y)

Hypothesis Test

Based on the results of the path coefficient test as described in each of the above paths, the following hypothesis test results were obtained:

a.   The first hypothesis proposed is that there is a positive and significant relationship between communication and transformation and work productivity. From each result of the relationship between communication and transformation, there is no positive and significant relationship. Thus, transformation/change with the dimension of restructuring has nothing to do with the Mataram City Bappeda. For communication relationships, there is a positive and significant relationship with work productivity received by the Mataram City Bappeda. The standard path coefficients of beta coefficients are directly related to communication with transformations have a value of 0.245 with significance = 0.053, so there is no significance or no relationship occurs, because the significance value of this relationship is greater than the significant probability of 0.5%. The coefficient of the standardized path coefficients beta direct relationship for communication with work productivity has a value of 0.310 with significant = 0.013, which is positive and significant. The findings of this study

only support a positive and significant relationship between communication and work productivity. And supported by the results of the test conducted by Mardianto on the influence of communication and motivation on performance.

b.   The second hypothesis is that there is a positive and significant relationship between organizational culture and work transformation and productivity. From the results of each path analysis carried out, the results were obtained that there was a path coefficient with a standardized coefficients beta value of 0.234 with a significant = 0.065. This means that there is no significant relationship with being influenced by the larger outside of the model. The findings in the research at the Mataram City Bappeda show that there is no relationship between organizational culture and transformation with a restructuring dimension. The Mataram City Bappeda made changes due to the status of Type B that was initially owned, changed to Type A. This is certainly a form of demand to make changes. For the relationship between organizational culture and work productivity, the results were obtained that there was a path coefficient with a standardized beta coefficients value of 0.434 with a significant 0.000. Thus, the results of this finding occurred in the Mataram City Bappeda, and the test results continued the results of previous research by

Rahayuningsih which tested the relationship between organizational culture and work productivity.

c. The third hypothesis is that there is a positive and significant relationship between work efficiency and work transformation and productivity. The purpose of this hypothesis test is to test MSDM about change, namely additional rewards, part of job satisfaction, as a factor that causes the change itself. For the relationship between job satisfaction and work productivity, the research conducted by Almigo continues.

The results of the path analysis test on the relationship between job satisfaction and transformation were obtained that the path coefficient with the value of standardized coefficients beta was 0.247 with a significant = 0.051. Which means that the relationship between job satisfaction and transformation is not significant. Thus, the results of this finding have nothing to do with the Mataram City Bappeda with the restructuring that has been carried out. For the results of the test analysis of the relationship between job satisfaction and work productivity, the results were obtained that there was a path coefficient with a standardized coefficients beta value of 0.507 with a significant = 0.000. Thus, the results of these findings were received by the Mataram City Bappeda and had something to do with the performance of employees. For this reason, the Mataram City Bappeda continues to seek additional rewards, because not only does it increase the needs of life, but the results can also be psychological, namely social and intellectual needs.

d. The fourth hypothesis is that there is a positive and significant relationship between transformation and work productivity. The results obtained in this study with a standardized beta coefficients value of -0.005 with Significant = 0.972. The results of this finding have nothing to do with the Mataram City Bappeda and MSDM regarding changes with the restructuring dimension. The Mataram City Bappeda needs to pay attention to three steps in making changes, namely disbursement, movement and refreezing. First, the meaning of dilution in question is an effort to get rid of old habits and views so that new habits and views can be learned. The second is movement, which means making changes so that members or employees master new ways, and atmospheres and accept them as necessary. The third is refreezing which means that the new methods, methods, views and conditions, because they have been accepted as natural and necessary, are implemented effectively in practice. In addition, changes also need to consider the geographical location, size and competence of employees in the organization. Thus the fourth hypothesis is rejected, and what is accepted is that there is no positive and significant relationship between transformation and work productivity. The empirical data obtained that work productivity is better, occurs because of the demands of the government and city government leaders who want parallels with other regions.

e. The fifth hypothesis is that there is a positive and significant relationship between communication, organizational culture, and job satisfaction together with transformation. The results of the hypothesis test by analyzing the relationship path of the three independent variables, namely communication, organizational culture, and job satisfaction directly with the dependent variable, namely transformation, obtained different standardized beta coefficients. For the relationship of communication with transformation, it has a value of 0.168 with Significant = 0.256. For the relationship between organizational culture and transformation, it has a value of 0.049 with significance = 0.771. The relationship between job satisfaction and transformation has a value of 0.169 with a significant value of 0.262. This means that there is no positive and significant relationship. Then the hypothesis proposed was rejected.

f. The sixth hypothesis is that there is a positive and significant relationship between communication, organizational culture, and job satisfaction together with work productivity. The results of the hypothesis test by analyzing the relationship path of the three independent variables, namely communication,

organizational culture, and job satisfaction directly with the dependent variable, namely work productivity, obtained different standardized beta coefficients. For the relationship between communication and work productivity, it has a value of 0.110 with significance = 0.399. For the relationship between organizational culture and work productivity, it has a value of 0.161 with a significant = 0.283. For the relationship between job satisfaction and work productivity, it has a value of 0.384 with a significant = 0.005. This means that of the three variables, there is only one variable that is positively and significantly related, namely job satisfaction and work productivity.

This is related to empirical data at the Mataram City Bappeda and only the results of tests that have been carried out by Almigo on the relationship between job satisfaction and work productivity can be proven.

g. The seventh hypothesis is that there is a positive and significant indirect relationship between communication, organizational culture and job satisfaction together with work productivity through transformation. The results of the hypothesis test on the indirect relationship between the three variables, namely communication, organizational culture, and job satisfaction through transformation, it was seen that the acquisition of each value such as the indirect relationship between communication and work productivity through the transformation of standardized coefficients was 0.140, the indirect relationship between organizational culture and work productivity through standardized coefficient transformation was 0.170, and the indirect relationship between satisfaction Work with work productivity through standardized coefficient transformation is 0.415. Thus, what is acceptable is the relationship between job satisfaction and work productivity.

Discussion and Analysis

In this section, the analysis of the research results that have been discussed in the previous chapter will be discussed. The results of this study analysis show the relationship between communication, organizational culture, and job satisfaction with the transformation and work productivity of Mataram City Bappeda employees which shows a varied relationship. To describe the relationship between these variations, it will then be described as a combination of empirical findings from previous research results so that a new construct and or the development of existing theories are obtained. The discussion ended with a description that can be used as a basis for reference in future research.

a. Positive and Significant Relationship Between Communication Variables (X1) and Transformation Variables (Z) and Work Productivity Variables (Y) of Mataram City Bapeda employees

Based on the results of the test coefficient, the direct positive and significant relationship path communication with the transformation is 0.245 with a significant = 0.053 above the significant probability of 0.5. This means that every communication activity carried out has nothing to do with the changes made in the Mataram City Bappeda, the relationship exists is the existence of other factors such as the Mayor's decision in the form of a Regional Regulation. This was obtained from the results of interviews with the parties who drafted the Mataram City Regional Regulation. Based on the results of the test, it can be concluded that there is no positive and significant relationship between communication and transformation in the Mataram City Bappeda which is supported by empirical data.

The MSDM explained by Siagian (2007:225) states that in making changes, communication must be carried out first so that members can accept the changes that will be made. Thus, MSDM needs to be studied about the importance of communication in organizational change. In addition, in this study, it is possible to review the theory of communication and the changes needed in what form and technique are appropriate. Communication is an important basis for all change efforts that organizations will make (Schuler & Jackson, 1996:119).

There is a relationship between communication variables and work productivity. The results obtained by direct calculation that the communication has a positive and significant relationship with work productivity with a result of 0.310 and a significance of 0.013 is below or less than the significance of 0.5. This also proves the results of research conducted by Mardianto with his research on the influence of communication between superiors and subordinates on work productivity at BPD East Java Surakarta Branch. The results of the research support Imron's research in three districts on the island of Lombok, West Nusa Tenggara, about open communication resulting in changes in the organizational environment and services to the community in meeting health needs. In MSDM about change, communication is needed by conveying information about changes.

b. Positive and Significant Relationship between Organizational Culture Variables (X2) and Transformation Variables (Z) and Work Productivity Variables (Y) of Mataram City Bappeda Employees.

Based on the results of testing the coefficient of the organizational cultural relationship with transformation and work productivity, the results of each standardized beta coefficient were 0.234 and 0.065 significant for the relationship between organizational culture and transformation. This hasl means that organizational culture has nothing to do with the transformation with a restructuring dimension in the Mataram City Bappeda. Bappeda adheres to the Regional Regulation and the Regional Autonomy Law. Meanwhile, organizational culture has its own value to Bappeda in the development of organizational changes.

The results of the path coefficient test for organizational culture relations with work productivity were obtained with standardized beta coefficient results of 0.434 and significant 0.000. Thus, there is a positive and significant relationship between organizational culture and work productivity. This means that the events or organizational culture in Mataram City support MSDM regarding the factors that occur in work productivity by providing opportunities for employees to participate in decision-making. Employee compliance with government regulations that apply in Mataram City even though there are some employees who leave during working hours that have urgent interests and unforeseen interests.

c. Positive and Significant Relationship between Job Satisfaction Variable (X3) and Transformation Variable (Z) and Work Productivity Variable (Y) of Mataram City Bappeda Employees.

Based on the results of testing the coefficient of the path coefficient of the relationship between job satisfaction and transformation and work productivity, the results of each relationship were obtained, namely the relationship between job satisfaction and transformation and the relationship between job satisfaction and work productivity. For the relationship between job satisfaction and transformation, a standardized beta coefficient of 0.247 and a significant 0.051 were obtained. This means that there is no positive and significant relationship between job satisfaction and transformation/change.

For the results of the test coefficient of the path relationship between work efficiency and work productivity, a standardized beta coefficient value of 0.507 and a significant value of 0.000 was obtained. These results are supported by the results of previous research on the relationship between job satisfaction and work productivity conducted by (Almigo, 2004). The result is that there is a positive and significant relationship between job satisfaction and the work productivity of employees of PT. Sriwijaya Fertilizer.

d. Positive and Significant Relationship between Transformation Variables (Z) and Work Productivity Variables (Y) of Mataram City Bappeda Employees

Based on the results of the test of the path coefficient of the direct relationship between the transformation variable and the work productivity variable, the

standardized beta coefficient was -0.005 and the significant 0.972 was obtained. These results show that the work satisfaction variable has no positive and significant relationship with a significant value greater than 0.05. This means that the transformation with a restructuring dimension consisting of tasks, structures, people/employees, and technology has nothing to do with work productivity. This result is influenced by a greater extent outside the model.

Thus, the current system of changes needs to be considered and will be even better if it is further improved. In accordance with the theory of Leavitt (1965:1145) in Winardi (2001:262) that tasks related to existing work are simple or complex, new or repetitive. For organizational structure, whether the communication system, authority and responsibility, and the individual has attitudes, personal styles, and motivations to work. For this reason, this research needs to be re-conducted as a study to regulate and organize the restructuring system that is adjusted to the state of the organizational environment.

e.   Positive and Significant Relationship between Communication Variables (X1), Organizational Culture Variables (X2), and Job Satisfaction Variables (X3), simultaneously/together with Transformation Variables (Z) in Mataram City Bappeda.

Based on the results of the analysis of the path analysis of the direct relationship between communication variables, organizational culture, and job satisfaction together with the transformation, different unstandardized beta coefficient results were obtained. For the communication variable with transformation, it has a beta coefficient value of 0.168 with a significant value of 0.256. For the organizational culture variable with transformation, it has a beta coefficient value of 0.049 with a significance of 0.771. For the variable of job satisfaction with transformation, it has a value of 0.169 with a significance of 0.262. This means that the three variables are not related to the transformation with a restructuring dimension. In

addition, the results of this study do not support MSDM regarding the factors that support change, there are four of them, including planning, participation which is a dimension of organizational culture, communication, and additional rewards (Siagian, 2007: 312-315). The purpose of this change is actually to improve organizational governance due to the demands of the times.

f.   Positive and Significant Relationship between Communication Variables (X1), Organizational Culture (X2), and Job Satisfaction (X3) simultaneously/together with the Work Productivity Variables (Y) of Mataram City Bappeda Employees.

Based on the results of the analysis of the path analysis of the direct relationship between communication variables, organizational culture, and work satisfaction together with work productivity, different unstandardized beta coefficients were obtained. For the communication variable with work productivity, it has a value of 0.110 with a significant = 0.399. For the organizational culture variable with work productivity, it has a value of 0.161 with significance = 0.283. For the variable job satisfaction with work productivity, it has a value of 0.384 with a significant = 0.005. This means that only the variable of job satisfaction is related to work productivity. In addition, the results of this study are also supported by the results of (Almigo, 2004) research.

g.   Positive and Significant Relationship between Communication Variables (X1), Organizational Culture (X2), and Job Satisfaction (X3) simultaneously/together indirectly with Work Productivity Variables (Y) through Transformation Variables (Z)

As the results of the path test described above about the positive and significant relationship between communication variables, organizational culture, and job satisfaction together with productivity through transformation obtained the results of the indirect relationship of the three variables of communication (X1), organizational culture (X2), and job satisfaction (X3), with work productivity (Y) through

transformation (Z) can be done by calculation namely $(0.310+0.434+0.507) \times (0.005) = 0.032$ or the total relationship (X1, X2, X3, with Y) = $0.707+(0.310+0.434+0.507) \times (0.005) = 0.707+0.032 = 0.736$

If each relationship, namely the communication variable with work productivity through transformation, is detailed with standardized beta coefficients of 0.140 with a significant constant of 0.281, then there is no positive and significant relationship. For the relationship between organizational culture and work productivity through transformation, the result was 0.170 and a significant 0.251. For the relationship between job satisfaction and work productivity through transformation, the result was 0.415 and significant 0.002. The relationship between the free variable of job satisfaction and the bound variable through intermediaries has a significant relationship. Thus, it does not support the MSDM about change as well as the theory given by Jones (1998:513-515 in Winardi, 2004:8) about change that is very closely restructured according to empirical circumstances.

Implementation of Research Results

Based on the discussion above, the implications of the research results on changes in the Mataram City Bappeda can be explained as follows:

a. The results of the study showed that communication, organizational culture, and job satisfaction did not have a positive and significant relationship with the transformation variable. There is a relationship between each communication variable, organizational culture and job satisfaction with work productivity. This is why Bappeda must continue to pay attention to the purpose of transformation with a restructuring dimension.

There are several things that should be done by the Mataram City Bappeda, namely:

1)   The Mataram City Bappeda must continue to pay attention to the importance of communication,

organizational culture, and job satisfaction related to changes in its organizational environment. Changes have the goal of increasing work productivity/employee performance so that they can be more optimal in the development of organizational programs. Empirical data show that communication, organizational culture and employee job satisfaction have nothing to do with restructuring. The pattern of communication between superiors and subordinates and vice versa and between subordinates and their colleagues did not affect the change. In addition, for organizational culture, Bappeda which is under the Mayor through the Regional Secretary does not have a change in organizational culture. Still using a standard culture in accordance with personnel regulations.

2)   The Mataram City Bapeda in carrying out a transformation with a restructuring dimension, can be implicated in other institutions, because all other agencies in Mataram City continue to use a standard culture.

b.   The results of the study show that communication, organizational culture, job satisfaction, and transformation with a restructuring dimension cannot be operationalized. Which can be operated only for work productivity. This can be seen in various fields within the Mataram City Bappeda, that these employees carry out effective communication, including information from superiors to subordinates, and vice versa as well as communication relationships with employees regarding the work and responsibilities given. The culture of government organizations, which is a basic assumption in the form of togetherness, namely uniforms, slogans, and expressions of feeling, is well implemented. Thus, what must be done by the Mataram City Bappeda is:

1)   Keep directing employees through personal approaches so that what is conveyed is easy to understand. In this case, it can be done by inviting all employees to carry out their duties.

2) Continue to direct employees to deepen the main tasks and functions given. This is done by providing an explanation of what the purpose of the tupoksi is, the leader treats his nature fairly (not favoritism) towards his subordinates based on the existing tupoksi.

3) Increase employee knowledge through training activities related to an employee's obligations. Until now, there has been a priority for training activities intended for employees, administrative staff and other employees on a regular and continuous basis.

c. The results of the study showed that there was no relationship between job satisfaction and transformation, but there was a relationship with employee work productivity that was positively related. This should remain the most important concern for the Mataram City Bappeda. Because job satisfaction is something that is expected by all employees. The Mataram City Bappeda increases employee job satisfaction through increasing adequate rewards, both intrinsic rewards and extrinsic rewards. Intrinsic rewards can be in the form of adequate honorariums or other income that has been below the standard. Meanwhile, extrinsic rewards can be in the form of giving gifts, giving praise, giving instant promotions for outstanding employees and others that support the improvement of employee welfare.

d. From the results of research conducted at the Mataram City Bappeda, it can be concluded that the variables of communication, organizational culture, and job satisfaction do not have a positive and significant relationship with change. What can be produced is the relationship between communication, organizational culture, and job satisfaction with work productivity. The implementation of this study is that it is necessary to conduct re-research on the relationship between communication, organizational culture, and job satisfaction with changes with a restructuring dimension.

4. Conclusion

a. Each of the path analyses carried out obtained the results that the relationship between communication and transformation did not have a positive and significant relationship. Thus, transformation/change with the restructuring dimension has nothing to do with the Mataram City Bappeda. For the relationship between communication and work productivity, there is a positive and significant relationship and this is found in the Mataram City Bappeda;

b. Each of the path analyses carried out obtained the results that there was no positive and significant relationship between organizational culture and transformation. The findings at the Mataram City Bappeda show that the organizational culture that is carried out still uses the applicable regulations. They made changes due to the status of Bappeda which initially had a B status to A status as has been explained about the general picture of the Mataram City Bappeda. For a positive and significant relationship, there is a relationship between organizational culture and work productivity. This happened at the Mataram City Bappeda and its implementation was based on personnel regulations.

c. Each of the path analyses carried out obtained the results that job satisfaction with transformation did not have a positive and significant relationship. For job satisfaction and work productivity, there is a positive and significant relationship. The results of this study continue the results of research conducted by Almigo.

d. The results of the path analysis carried out were obtained that there was no positive and significant relationship between transformation and work productivity. In the Mataram City Bappeda and MSDM about changes with the restructuring dimension there is no connection;

e. The results of the hypothesis test by analyzing the relationship path of the three independent variables, namely communication, organizational culture, and job satisfaction, together directly with the dependent variable, namely insignificant transformation. This means that these three variables

do not have a positive and significant relationship with changes in the Mataram City Bappeda;

f. The results of the hypothesis test by analyzing the relationship path of the three independent variables, namely communication, organizational culture, and job satisfaction together directly with the dependent variable, namely productivity, there is no positive and significant relationship. This means that these three variables do not have a positive and significant relationship with work productivity in the Mataram City Bappeda;

g. The results of the hypothesis test with the analysis of the relationship path of the three independent variables, namely communication, organizational culture and job satisfaction, indirectly with the dependent variable, namely work productivity through transformation, there is no positive and significant relationship. The results of this research can be successful if done individually.

Suggestion

There are several things that should be done by Bappeda, namely:

a. In the absence of a positive and significant relationship between communication variables, organizational culture, and job satisfaction with a restructuring dimension in the organizational environment. Bappeda should evaluate the patterns and techniques for implementing the main tasks and old functions, so that the changes made can be accepted by employees.

b. The Mataram City Bappeda continues to maintain the relationship between communication, organizational culture, and job satisfaction with the work productivity of employees within its organization. So that these three variables can be implemented more optimally in the development of organizational programs.

c. Transformation with a restructuring dimension does not have a positive and significant relationship with work productivity, therefore Bappeda should pay attention to the competence of its human resources, so that the change can be clearly seen and related to the expected work productivity.

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