

**THE EFFECT OF ORGANIZATIONAL COMMUNICATION AND
TECHNOLOGY TRAINING ON THE PERFORMANCE OF THE ROLE OF JOB
SATISFACTION AS AN INTERVENING VARIABLE IN JEMBER REGENCY
TRANSPORTATION OFFICE EMPLOYEES**

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ABSTRACT

This study aims to analyze and explain the influence of organizational communication and technology training on employee performance, with job satisfaction as an intervening variable in the Jember Regency Transportation Office. The background of this research is based on the importance of the role of effective communication and mastery of technology in improving professionalism and quality of public services in the digital era. The research method used is a quantitative approach with an explanatory research type. The population in this study is all employees of the Jember Regency Transportation Office, with the number of samples determined using *the Slovin* formula. Data collection was carried out through the distribution of questionnaires, then analyzed using path *analysis* techniques with the help of *the SmartPLS* program. Overall, this study emphasizes that improving the quality of communication and directed technology training is an important strategy for the Jember Regency Transportation Office in creating a competent, service-oriented, and adaptive apparatus to the development of digital technology in supporting the implementation of professional and efficient public transportation.

Keywords: Organizational Communication, Technology Training, Job Satisfaction, Employee Performance, Jember Regency Transportation Office

INTRODUCTION

In the era of modern globalization, organizations around the world, both public and private sectors, face great challenges in improving the effectiveness and efficiency of employee performance (Lie et al., 2025). Rapid changes in the work environment are influenced by technological advancements, digitization of administrative processes, and public demands for more transparent and responsive services (Lubis, 2024). This condition requires every organization to have a high adaptability, especially in terms of internal communication and the use of technology training (Susanto & Erdiansyah, 2024). In government agencies, digital transformation is an important agenda to ensure information disclosure and accelerate public services (Pusparani, 2021). However, in the field, various obstacles are often encountered, such as limited ability of employees to operate technology, lack of directed organizational communication, and low participation in human resource development activities (Noor & Ahmadi, 2025). This situation has the potential to hinder the improvement of productivity and the quality of performance of the state civil apparatus which is the spearhead of the success of public services. Therefore, there is a need for a strengthening strategy in terms of training, communication, and the application of organization-based technology to answer the challenges of the current digital era (Dewi et al., 2022).

Employee performance is a fundamental component in determining the success of an organization, especially for government institutions that have direct responsibility for community services (Ilham, 2022). High performance reflects the maturity of professionalism, responsibility, and commitment of employees in completing tasks in accordance with the standards and work targets set (Dzulqarnain et al., 2024). In the context of government agencies, employee performance is also an indicator of measuring the effectiveness of institutions and the level of public trust in government administration (Siregar & Winarso, 2025). Employees who have good performance will be able to create efficient services, increase community job satisfaction, and strengthen the institution's reputation in the eyes of the public (Mokosolang et al., 2021). Therefore, every public organization must strive to create a sustainable coaching and development system to maintain and improve the quality of employee performance (Augustine, 2016). Factors such as relevant training, the application of adaptive technology training, and increased job satisfaction are crucial aspects that contribute to the achievement of the agency's strategic goals (Anjarrini et al., 2024).

Organizational Communication plays an important role in the development of reliable and professional human resources (Bachtiar et al., 2024). In an organizational context, communication skills are not only related to verbal conveyance, but also include the ability to listen, understand, and convey information effectively so as not to cause misunderstandings (Grace et al., 2024). Systematic organizational communication allows employees to develop interpersonal skills that help create synergistic work coordination between fields and between job levels (Fruit, 2025). Through training, employees learn to manage conflicts constructively, improve negotiation skills, and strengthen social interactions in the workplace (Nabila, 2025). Previous research has shown that continuous organizational communication can increase confidence, enrich insights, and strengthen teamwork morale which has a positive effect on improving employee productivity and

performance (Hasan et al., 2024). In the context of public organizations, organizational communication also supports the realization of public services that are humane, effective, and in line with the values of modern bureaucratic openness (Dewi, 2023).

In addition to communication skills, technology training is another aspect that plays a big role in improving employee performance (Alya Sharfina, 2024). The application of technology in organizations helps to speed up work processes, improve reporting accuracy, optimize communication across divisions, and create time and cost efficiencies (Naufalia et al., 2022). Information technology is now the main foundation in supporting digital-based governance. Through management information systems, staffing applications, and collaborative work platforms, employees can work in a more structured and transparent manner (Fauzi et al., 2022). However, the effective use of technology training requires digital skills and mental readiness from all employees (Sulistyojati & Harun, 2024). Employees' unpreparedness in adapting to technological changes often causes resistance to innovation and hinders the effectiveness of work systems (Shafira Maharani et al., 2025). Therefore, the synergy between technology development policies and strengthening training for employees is a strategic step to ensure optimal achievement of organizational goals (Astriyani et al., 2024).

Job satisfaction acts as a psychological bridge that strengthens the relationship between training, technology training, and employee performance improvement (Pusparani, 2021). Employees who are satisfied with their work will have high motivation to provide the best results for the organization (Indriasari et al., 2024). Job satisfaction is formed through positive work experience, recognition of performance, harmonious interpersonal relationships, and support from the organization for the development of individual competencies (Abdillah & Nugroho, 2024). In the context of Organizational Communication, job satisfaction arises when employees feel involved and empowered through improved communication skills that increase the effectiveness of interactions between employees (Purnomo & Hasanah, 2023). Likewise, in the application of technology training, the level of employee job satisfaction will increase if they feel that the technology used makes tasks easier, does not increase administrative burden, and provides room for creativity (Masrukhan & Isnaini, 2025). Thus, job satisfaction is an intervening factor that has the potential to strengthen the positive influence of technology training and training on improving performance (Busro, 2018).

Although the relationship between these variables has been extensively researched, various previous studies have shown that there are inconsistencies in results that are a gap in new research (*Research gap*). Some studies have found that organizational communication and technology training have a significant effect on employee performance through job satisfaction, but other studies have shown the opposite (Tiyas & Parmin, 2021), (Alya Sharfina, 2024), (Fruit, 2025) and (Setiawan, 2021). The difference in results shows that the influence between variables is not conclusive and needs to be explored further. In addition, the lack of accurate measurement instruments to assess the role of job satisfaction as an intervening variable is an obstacle in producing comprehensive empirical findings (Candana et al., 2023). Previous research has also not identified the possibility of intervening variables or other moderation that strengthen or weaken the relationship between these variables, especially in the local government sector which has different bureaucratic characteristics compared to the private sector (Lubis, 2024). Therefore, this research is important to be

conducted to answer various inconsistencies and deepen understanding of the relationship between these variables in the context of public organizations (Mujiati, 2025).

The Jember Regency Transportation Office is a relevant object to be studied considering its strategic role in the implementation of social programs such as social assistance, community empowerment, and social rehabilitation services. The performance achievements of the Jember Regency Transportation Office in indicators of improving facilities, infrastructure, and road facilities, safety socialization activities, and airport facilities and infrastructure show that the realization of targets has not been optimal, characterized by fluctuating and stagnant achievements even though various efforts have been made from year to year. This phenomenon indicates that there are factors that affect inconsistency in achievement, such as ineffective organizational communication, suboptimal technology training, and employee job satisfaction that have the potential to intervene in the influence of these two factors on the performance of employees of the Transportation Agency.

Table 1.
Performance Realization of the Jember Regency Transportation Office 2019-2024

Objectives	Target Indicators	Realization of Target Performance in Year					
		2019	2020	2021	2022	2023	2024
Improving the Quality of Transportation Infrastructure	Communication Infrastructure Index	47,9	48,84	49,78	50,72	51,66	52,6
Improving the Quality of Transportation Provision	Percentage of Road Completeness That Has Been Installed to Ideal Conditions	69,98	70	71	72	73	74
	Regency/City Connectivity Ratio	41%	42%	43%	44%	45%	46%
Increasing performance accountability and effectiveness in achieving regional apparatus performance targets	SAKIP Device Value Regions	81,00	81,01	81,02	81,03	81,04	81,05

Source : Data of the Jember Regency Transportation Office (2026)

Based on table 1. The realization of the performance of the Jember Regency Transportation Office 2025-2030 shows that the Transportation Infrastructure Index Target will gradually increase from 47.9 in 2025 to 52.6 in 2030, with an increase of around 1 point per year which reflects incremental improvement in infrastructure quality; In the aspect of the percentage of road completeness to ideal conditions, the target increased from 69.98% to 74% so that every year it is expected that there will be additional completeness of road facilities and infrastructure until it is close to ideal conditions; The regency/city connectivity ratio is also planned to increase slowly from 41% to 46%, which shows the gradual strengthening of inter-regional transportation networks; Meanwhile, the SAKIP value of the regional apparatus has only been slightly increased from 81.00 in 2025 to 81.05 in 2030, indicating that accountability performance is at a high level and the focus for the future is to maintain consistency and improve governance so that the quality of accountability is maintained.

The implications of this research are expected to make a significant contribution both from the theoretical and practical sides. Practically, the results of the research can be used as a basis for consideration for the Jember Regency Transportation Office in designing employee development strategies based on organizational communication and technology training. Through this study, it is hoped that institutions can build an applicable and sustainable training system, as well as create a work culture that supports increasing employee job satisfaction, especially related to the intervening role of job satisfaction in bridging the influence of training and technology on employee performance. The findings of this study are expected to provide a comprehensive overview of the mechanisms by which positive work experiences can increase organizational effectiveness through increased job satisfaction and employee performance.

The novelty of this research lies in the integration of organizational communication concepts and technology training which is tested simultaneously with job satisfaction as an intervening variable in the context of local government agencies. Unlike previous studies that tended to highlight one variable partially, this study combines a more comprehensive structural approach with measurement instruments that are contextual and relevant to the reality of Indonesian bureaucracy. In addition, this research is expected to be an empirical reference in identifying employee performance improvement models based on a combination of competency development and technology training adaptation. Thus, this research not only provides academic value but also practical contributions that can help public organizations in the region in improving governance and employee productivity in the era of modern government digitalization.

REVIEW OF LITERATURE

Organizational Communication (X1)

Organizational communication is a fundamental process in social life and organizational governance that involves the exchange and reception of messages or information between members in a network of interdependent relationships. (Alya Sharfina, 2024) Stating that organizational communication is the process of creating and exchanging

messages in a network of interdependent relationships to overcome an uncertain or changing environment. This definition emphasizes the importance of communication for organizational adaptation to the dynamics of the external environment.

Technology Training (X2)

Training is a short-term educational process that uses systematic and organized procedures to improve the ability and technical skills of employees in carrying out their specific tasks to be more effective and efficient (Wulandari et al., 2024) Training is not only limited to giving theory but emphasizes more on practical and direct application, so that employees can master the skills needed in their work (Rahmadin et al., 2022).

Job Satisfaction (Z)

Job satisfaction is a concept that relates to an individual's feelings towards fulfilling needs, expectations, and desires in various aspects of his or her life. (Mahardini et al., 2023) states that life job satisfaction is general psychological well-being or job satisfaction with life as a whole. This is reinforced by (Fruit, 2025) which defines job satisfaction as the subjective condition of a person who feels happy due to the fulfillment of the impulse or need that exists in him.

Employee Performance (Y)

Performance is generally understood as the result of work or the level of achievement of a person or group in carrying out tasks in accordance with the responsibilities and standards that have been set. Performance is the overall ability of a person to work optimally with rational sacrifice rather than the results achieved. Performance assessment is carried out by comparing work results with the specified standards, where results that reach or exceed standards show good performance, on the contrary show low performance (Tiyas & Parmin, 2021).

RESEARCH METHOD

This research uses a quantitative research method with a descriptive approach. The population in this study is Employees, namely ASN employees at the Jember Regency Transportation Office as many as 386 employees. In this study, the formula used *Slovin* provides a general reference to determine the sample size because the population number is known, The following sample count is based on the formula *Slovin* namely a total of 196 employees. In this study, the author used the *Probability Sampling* with saturated sampling techniques. Sugiyono, (2020) What is meant *Probability Sampling* is a sampling technique that provides equal opportunities or opportunities for each element or member of the population to become a sample. Sugiyono (2020) Technique *saturated sampling* is a sample determination technique when all members of the population are used as samples. In this study, to test the hypothesis, the research uses *Structural Equation Modeling* (SEM) with statistical tools *SmartPLS*. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural modeling, and path analysis.

RESULTS AND DISCUSSION

Outer Loading Test

Table 2.
Outer-Loadings Results

Z	Y	X1	X2				
Z1	0.808	Y1	0.822	X1.1	0.733	X2.1	0.812
Z2	0.881	Y2	0.867	X1.2	0.750	X2.2	0.812
Z3	0.739	Y3	0.827	X1.3	0.861	X2.3	0.819
Z4	0.878	Y4	0.921	X1.4	0.870	X2.4	0.743
Z5	0.862	Y5	0.813	X1.5	0.807	X2.5	0.802

Source: Researcher-processed data (2026)

The criteria for the factor of Outer-loadings with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the SmartPLS 3 calculation in the table above show that the value of cross-loadings above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

Construct Reliability and Validity

Table 3.
Construct Reliability and Validity Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Z	0.752	0.862	0.830	0.708
Y	0.831	0.779	0.865	0.845
X1	0.843	0.954	0.876	0.788
X2	0.858	0.862	0.898	0.837

Source: Researcher-processed data (2026)

The basis used in the reliability test is the Composite reliability coefficient value and Cronbach's alpha coefficients above 0.7. The results in the table above show that the questionnaire instrument in this study has met the requirements of the reliability test, such as the Composite reliability coefficient value and Cronbach's alpha coefficients > 0.70. Meanwhile, the root value of AVE and Rho_A of the same variable has been higher above < 0.70. This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

Structural Model Testing (Inner Model)

a. Calculation of Direct Influence Path Coefficient

Table 4.
Direct Influence Path Coefficient Value

Hypothesis	T Statistics	P values	Remarks
X1 > Y	1.105	0.002	Positive and Significant Effect
X2 > Y	0.567	0.001	Positive and Significant Effect
Z > Y	1.123	0.003	Positive and Significant Effect

Source: Researcher-processed data (2026)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- a. The effect of organizational communication (X1) on employee performance (Y) the analysis results showed that the T Statistics value was 1.105 and the p-value was 0.002. Because the p-value is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X1 (organizational communication) on Y (employee performance).
- b. The effect of technology training (X2) on employee performance (Y) the analysis results show that the T Statistics value is 0.567 and the p-value is 0.001. Because the p-value is lower than the significance level of α ($0.001 < 0.05$). This indicates that there is a significant positive influence of X2 (technology training) on Y (employee performance).
- c. The effect of job satisfaction (Z) on employee performance (Y) the results of the analysis showed that the T Statistics value was 1,123 and the p-value was 0.003. Because the p-value is lower than the significance level of α ($0.003 < 0.05$). This indicates that there is a significant positive influence of Z (job satisfaction) on Y (employee performance).

b. Calculation of Indirect Influence Pathways

Table 5.

Indirect Influence Path Coefficient

Hypothesis	T Statistics	P values	Remarks
X1 > Z > Y	1.816	0.004	Significant
X2 > Z > Y	1.769	0.004	Significant

Source: Researcher-processed data (2026)

The results given in Table 5. above show the indirect influence of the X1 variable (organizational communication) on the influence of the Y variable (employee performance) mediated by job satisfaction (Z), then the influence of the X2 variable (technology training) on the Y variable (employee performance) through the work satisfaction variable (Z) as mediation, as follows:

- a. The indirect influence from X1 (organizational communication) to Y (employee performance) which is mediated by the variable Z (job satisfaction) the results of the analysis show that the T Statistics value is 1.816 and the p-value is 0.004. Because the p-value is lower than the significance level of α ($0.004 < 0.05$). This indicates that there is a significant positive influence of X1 (organizational communication) on Y (employee performance) mediated by job satisfaction (Z).
- b. The indirect influence from X2 (technology training) to Y (employee performance) which was mediated by the Z variable (job satisfaction) the results of the analysis showed that the T Statistics value was 1.769 and the p-value was 0.004. Because the p-value is lower than the significance level of α ($0.004 < 0.05$). This indicates that there is a significant positive influence of X2 (technology training) on Y (employee performance) mediated by job satisfaction (Z).

Coefficient of Determination R^2

Table 6.
Adjusted R-squared coefficients

<i>Adjusted R-squared coefficients</i>	
Z	0,693
Y	0.665

Source : Data processed research (2026)

The above determination coefficients are presented in the form of *Adjusted R-squared coefficients* in table 6. Based on the *r-square value* in the table, it shows that job satisfaction is able to explain employee performance by 69.3% or categorized as moderate, and the remaining 30.7% is explained by other constraints outside those studied in this study. Meanwhile, employee performance was able to explain the variable job satisfaction of 66.5% or categorized as moderate correlation, and the remaining 33.5% was explained by other constraints outside of those studied in this study.

Organizational Communication Affects the Performance of Jember Regency Transportation Agency Employees

Communication is one of the fundamental elements in carrying out managerial functions and organizational coordination, including in the public sector such as the Jember Regency Transportation Office. Through good organizational communication, the flow of information can run effectively, policies can be understood appropriately, and coordination between employees can be realized more optimally. Therefore, this section discusses the findings of research on the influence of organizational communication on the performance of Jember Regency Transportation Office employees. The discussion was carried out based on the analysis of data results from respondents, and was associated with organizational communication theory and relevant previous research results. The main focus of this discussion is to explain how every aspect of organizational communication openness, downward communication, upward communication, horizontal communication, and the effectiveness of communication play a role in improving employee performance in carrying out their duties and responsibilities.

The results of the study show that organizational communication has a positive and significant influence on the performance of employees of the Jember Regency Transportation Office. The better the communication pattern that exists in the organization, the more the work effectiveness, discipline, and productivity of employees in carrying out their duties and responsibilities will increase. Openness in communication has been proven to make a great contribution to improving performance because it creates a transparent work atmosphere, fosters trust, and reduces misunderstandings in the execution of tasks. This condition encourages employees to be more motivated, feel appreciated, and be able to express their opinions openly without worry, thus having a positive effect on the accuracy of reporting and completing tasks. Downward communication also plays an important role in clarifying policy direction and work responsibilities. Leaders who deliver instructions clearly and consistently help employees understand organizational goals, focus their activities according to the vision of the Transportation Agency, and improve the efficiency of the implementation of field tasks and administrative activities.

In addition, upward communication provides space for employees to convey feedback, operational constraints, and improvement proposals directly to the leadership. The more open these communication channels are, the faster the organization will be able to adapt policies to real conditions on the ground. Leaders obtain accurate information, so that the decisions taken are more precise, responsive, and participatory. Meanwhile, horizontal communication strengthens coordination between employees and between fields, especially in the implementation of collective tasks such as traffic supervision and terminal arrangement. Effective collaboration between units creates work synergy, reduces task overlap, and increases team adaptability and productivity. All of these findings confirm that the effectiveness of communication is the main foundation in creating professionalism, increasing the speed of decision-making, and strengthening the overall image and performance of the organization.

Overall, the findings of this study reinforce the view that open, two-way, and effective organizational communication is an important element in creating a productive work environment at the Jember Regency Transportation Office. Through improving the quality of communication in all directions, downwards, upwards, and horizontally, employee performance can continue to be improved to support better public services. These results are in line with research conducted by (Kosasih, 2024) and (Rosul & Hartono, 2024) which states that organizational communication has a significant effect on employee performance in public sector organizations. In addition, a study by (Rosul & Hartono, 2024), (Syahfrizal & Pramudya, 2022), (Ardiansyah, 2021) and (Lubis, 2024b) It was also found that the aspect of openness and effectiveness of communication was the dominant factor that encouraged the increase in employee work productivity in local government agencies. Thus, the results of this study emphasize that good organizational communication is a determining factor for the success of the performance of government apparatus in carrying out community service functions.

Technology training affects the performance of Jember Regency Transportation Office employees

Training is one of the important strategies in human resource development that aims to improve employees' competencies, skills, and knowledge so that they can work effectively according to the demands of the organization. In the context of modern bureaucracy, the ability to master technology is one of the keys to the success of task implementation, especially in government agencies that are increasingly digitized. Therefore, this section discusses the results of research on the influence of technology training on the performance of Jember Regency Transportation Agency employees. The discussion was conducted by reviewing how much technology training contributes to improving technical skills, training transfer, work productivity, knowledge retention, and employee innovation and creativity as part of efforts to improve organizational performance.

The results of the study show that technology training has a positive and significant influence on the performance of employees of the Jember Regency Transportation Office. These findings confirm that improving employees' abilities in the field of technology plays an important role in improving work effectiveness and efficiency. Employees who are skilled in operating digital devices and transportation information systems are able to work faster, accurately, and in accordance with organizational standards. The training organized by the agency has been proven to improve employees' technical skills in managing technology-

based applications and work systems, which is reflected in the reduction of data input errors, increased access to information, and the efficiency of activity reporting. In addition, the training program has successfully achieved high knowledge transfer, where employees are able to apply the skills acquired directly into the job, such as the operation of digital traffic monitoring systems and online-based administrative services. This shows that training is not only theoretical, but also applicable and relevant to the needs of work in the field.

Furthermore, technology training has been proven to increase productivity, knowledge retention, and innovative abilities of employees. The increase in productivity is reflected in the increased volume of work that can be completed in a short period of time thanks to the implementation of digital systems that replace manual processes. Meanwhile, a high level of knowledge retention indicates that the training materials are retained and applied by employees in the long term, indicating the success of the training method that suits the needs of the job. Furthermore, technology training encourages the growth of innovation and creativity in the work environment. Employees are becoming more proactive in proposing new ideas, such as the development of transportation reporting applications and mobile-based work systems that increase operational flexibility. Thus, technology training not only improves technical competence, but also fosters an innovative culture that contributes to improving the quality of public services and the overall image of the organization.

Overall, the results of this study strengthen the understanding that targeted technology training has a significant influence on improving the performance of Jember Regency Transportation Agency employees. Through training that focuses on improving technical skills, applying learning outcomes, increasing productivity, knowledge retention, and developing innovation, employees become more competent, creative, and adaptive to the demands of digital transformation in the public transportation sector. These findings are also in line with research by (Mahendra et al., 2024), (Hamid et al., 2024), (Emil et al., 2024) and (Firman & Oktaviani, 2023) which states that technology-based training has a significant effect on the work effectiveness of government agency employees, and is strengthened by (Sulistya et al., 2023), (Affandi, 2021), (Sulistyojati & Harun, 2024) and (Maulidiyah, 2024) who found that the improvement of digital skills as a result of training is a major factor in increasing the productivity and efficiency of public services in the digital era of government.

Organizational Communication Affects the Job Satisfaction of the Jember Regency Transportation Agency

Organizational communication is one of the key factors that affect the level of employee job satisfaction in public organizations. Open, effective, and two-way communication creates a harmonious working atmosphere, fosters mutual trust, and strengthens the relationship between leaders and subordinates. This discussion focuses on the results of research that shows how organizational communication plays a role in increasing job satisfaction of employees of the Jember Regency Transportation Office based on indicators of communication openness, downward communication, upward communication, horizontal communication, and communication effectiveness.

The results of the study show that organizational communication has a positive and significant influence on the job satisfaction of employees of the Jember Regency Transportation Office. This means that the better the communication between leaders and employees, the higher the level of job satisfaction felt. Effective communication conditions encourage a sense of appreciation, listening, and a better understanding of the direction of

organizational policies. This fosters comfort and trust in the work environment, which in turn increases the enthusiasm and motivation of employees in carrying out their responsibilities. Open communication is an important indicator in building job satisfaction, because information transparency creates trust and strengthens relationships between individuals in the organization. Employees who enjoy open communication feel part of the decision-making process and understand organizational policies more clearly, so that work relationships become more harmonious and there are fewer misunderstandings.

Furthermore, *downward communication* and *upward communication* play an important role in strengthening employee job satisfaction. Clear instructions, policy reports, and work direction from leaders help employees understand responsibilities and reduce work stress levels. Meanwhile, upward communication provides an opportunity for employees to express ideas, inputs, or complaints, so that they feel heard and respected professionally. This condition creates a democratic, open, and participatory work atmosphere. On the other hand, horizontal communication between employees strengthens social interaction and team collaboration, thereby fostering a sense of togetherness and support in completing shared tasks. Finally, the effectiveness of communication is the main determining factor in increasing employee job satisfaction. When the work message is conveyed clearly and understood appropriately, employees can work more confidently and efficiently without confusion, which affects the improvement of psychological welfare and the quality of work relationships within the Jember Regency Transportation Office.

Overall, the results of this study reinforce that well-functioning organizational communication is the main factor that increases the job satisfaction of employees of the Jember Regency Transportation Office. Openness, clarity of information direction, providing space for opinions, harmonious working relationships, and the effectiveness of message delivery all contribute to increasing employee happiness and work motivation. These findings are in line with research conducted by (Ardiansyah, 2021), (Nurdin, 2023), (Lubis, 2024b), and (Mujiati, 2025) which explains that organizational communication has a positive relationship with the level of job satisfaction of government agency employees, and is supported by (A. Fauzi et al., 2022), (Nurdin, 2023), (Hasan et al., 2024), (Damayanti et al., 2024) and (Maulidiyah, 2024) which emphasizes that the effectiveness of communication is the dominant variable in increasing employee job satisfaction in the public sector. Thus, it can be concluded that effective organizational communication not only supports the achievement of work goals, but also creates a healthier, more open, and enjoyable work environment for employees.

Technology training affects job satisfaction of the Jember Regency Transportation Office

Technology training is one of the important instruments in improving employee competence while creating higher job satisfaction. In the era of digitization of public services, the ability of Jember Regency Transportation Agency employees to master information technology is an important factor that not only affects work effectiveness, but also their comfort and satisfaction with work. This section discusses the results of research on the effect of technology training on the job satisfaction of Jember Regency Transportation Agency employees based on five main indicators, namely improving technical skills, training transfer, increasing work productivity, knowledge retention, and increasing innovation and creativity.

The results of the study show that technology training has a positive and significant influence on the job satisfaction of employees of the Jember Regency Transportation Office. Training that is relevant to work needs makes employees feel valued and supported in developing their competencies, thereby fostering higher confidence, pride, and motivation. Improving technical skills through technology training has been proven to encourage employees to become more proficient in using digital devices, transportation information systems, and transportation applications to support daily operations. This new capability not only speeds up job completion and reduces technical barriers, but also provides personal satisfaction as employees feel increased efficiency and added value in their performance. In addition, the success of the training transfer shows that the knowledge gained does not stop at the theoretical level, but is applied directly in the implementation of tasks, such as the use of digital systems for traffic monitoring and service data management.

Furthermore, increased work productivity, knowledge retention, and innovative spirit are important indicators that strengthen the relationship between technology training and job satisfaction. Effective training allows employees to complete work faster and more accurately through the automation of work processes, thereby reducing psychological burden and stress. Employees feel satisfaction because they are able to achieve targets with more optimal results and gain a sense of meaningful individual achievement. High knowledge retention indicates the sustainability of the impact of training, where employees are still able to remember, understand, and utilize training materials in the long term, thereby increasing a sense of security in the face of technological changes. In addition, technology training also fosters a culture of innovation in the work environment, encouraging employee courage in conveying new ideas and digital-based creative solutions. This condition fosters a sense of belonging to the organization while increasing job satisfaction through recognition and appreciation for individual contributions to the development of public services.

Overall, the results of this study confirm that technology training is a factor that can increase employee job satisfaction at the Jember Regency Transportation Office. Through targeted and relevant training, employees become more skilled, productive, and feel valued in the process of developing their careers. These results are in line with the findings of the study (Affandi, 2021), (Syahfrizal & Pramudya, 2022), (Mahendra et al., 2024) and (Jannah et al., 2025) which concludes that technology-based training strengthens job satisfaction because it increases employee confidence and work competence. Similar support was also provided by (Bahasoan & Dwinanda, 2022), (Panjaitan & Fazri, 2023), (Setiawan, 2021) and (Maulidiyah, 2024) who found that digital training has a significant effect on job satisfaction through increased efficiency and opportunities for innovation in the public sector. Thus, technology training can be seen not only as an effort to improve skills, but also as an important strategy in building employee satisfaction and motivation in a sustainable manner.

Job satisfaction affects the performance of Jember Regency Transportation Agency employees

Job satisfaction is an important factor that plays a direct role in determining the quality of employee performance in the government sector. Employees who are satisfied with their work tend to show higher work morale, have a strong commitment to the organization, and provide maximum public service. Therefore, this section discusses the results of research on the influence of job satisfaction on the performance of employees of the Jember Regency Transportation Office, by reviewing five main indicators, namely salary or wages, promotion

opportunities, supervision or supervision, colleagues, and the nature or characteristics of work.

The results of the study show that job satisfaction has a positive and significant influence on the performance of employees of the Jember Regency Transportation Office. These findings indicate that the higher the level of satisfaction that employees feel with various aspects of their work, the more optimal the performance shown. Employees who are satisfied with their jobs tend to have higher motivation, loyalty, and a sense of responsibility in carrying out transportation service tasks and administrative work. Job satisfaction plays a role not only in improving psychological well-being, but also in encouraging work effectiveness and productivity. Salary or wage indicators are one of the dominant factors that influence this relationship, where the perception of fairness in financial compensation increases employee morale and work discipline. When remuneration is considered proportional to the responsibilities and risks of the job, employees are more motivated to achieve optimal performance. In addition, the existence of clear and fair promotion opportunities also strengthens employee motivation. The opportunity to develop in a career provides a sense of appreciation and encourages employees to improve their competencies and contributions to the organization.

Furthermore, aspects of supervision, relationships between colleagues, and work characteristics also play an important role in building satisfaction that directly affects employee performance. Supervision that is carried out openly, fairly, and provides constructive direction creates a positive working relationship between leaders and subordinates, so that employees feel cared for and more confident in carrying out their duties. Two-way communication in supervision helps to increase the clarity of work instructions and supports the achievement of more effective results. On the other hand, harmonious social relationships between employees foster a spirit of togetherness and create a comfortable working atmosphere, which ultimately encourages collaboration and work efficiency. Meanwhile, the compatibility of job characteristics with employees' abilities, interests, and personal values increases the sense of meaning at work, reduces boredom, and fosters professional pride. This condition encourages more consistent commitment and performance, emphasizing that job satisfaction is a key factor in realizing superior and sustainable employee performance within the Jember Regency Transportation Office.

Overall, the results of this study strengthen the understanding that a high level of job satisfaction has a positive effect on improving the performance of employees of the Jember Regency Transportation Office. Factors such as financial well-being, career opportunities, quality of supervision, social relationships, and job suitability all contribute to creating productive, loyal, and high-performing employees. These findings are in line with research conducted by (Nurhaeni, 2023), (Dzulfikar Al-Muhtadi & Sumiati Sumiati, 2023), (Farrel Shidqi et al., 2023) and (Victoria & Edalmen, 2024) which states that job satisfaction has a significant relationship with employee performance in public agencies. These results are also reinforced by (R. Fauzi et al., 2025), (Mahendra et al., 2024), (Ibnu et al., 2021) and (Widayanto & Budiati, 2023) who found that job satisfaction is the dominant mediating factor in increasing the productivity and effectiveness of local government employees. Thus, efforts to improve job satisfaction through fair policies, open communication, and the right reward system will have a positive influence on the overall performance of the organization.

Organizational Communication affects the performance of Jember Regency Transportation Agency employees, through job satisfaction as an intervening variable

In public organizations such as the Jember Regency Transportation Office, effective communication plays an important role in creating a productive work atmosphere and building a high level of employee satisfaction. Good communication not only functions as a channel for conveying information, but also as a means of strengthening relationships between individuals, increasing clarity of roles, and fostering mutual trust between leaders and subordinates. In this context, the study aims to examine the influence of organizational communication on employee performance both directly and indirectly through job satisfaction as an intervening variable. This discussion outlines how open and effective internal communication can increase job satisfaction, which in turn encourages employees to achieve optimal performance within the Jember Regency Transportation Office.

The results of the study show that organizational communication has a positive and significant influence on the performance of employees of the Jember Regency Transportation Office, both directly and indirectly through job satisfaction as an intervening variable. These findings indicate that the better the communication pattern applied in the organization, the higher the level of employee job satisfaction which ultimately affects performance improvement. Organizational communication not only functions as a channel for delivering information, but also plays a role in building a conducive work atmosphere, increasing trust, and strengthening coordination between employees. Directly, effective communication between leaders, subordinates, and colleagues helps clarify tasks, reduce misunderstandings, and support more coordinated and efficient work execution. Employees who are clearly informed and feel they have access to open communication tend to be more productive, adaptive to new policies, and show high responsibility for workloads. Thus, organizational communication is a strategic factor in optimizing the achievement of the goals of the Jember Regency Transportation Office.

In addition to having a direct effect, this study also found that the influence of organizational communication on employee performance was strengthened through job satisfaction as a mediating variable. Open and two-way communication is proven to create a sense of being valued and heard, which increases employee motivation and psychological well-being. High job satisfaction can be seen from increased enthusiasm, sense of togetherness, and decreased work conflicts, all of which contribute to the achievement of better performance. The results of the mediation analysis showed that job satisfaction influenced by factors such as clarity of direction, leadership support, information disclosure, and relationships between employees had a positive and significant effect on performance. Employees who are satisfied with the work environment, self-development opportunities, and suitability of duties show stronger loyalty and commitment in carrying out their responsibilities. Thus, this study confirms the existence of a partial mediation relationship, where organizational communication has a direct effect on performance but the influence becomes stronger through increased job satisfaction. This shows that the success of an organization in achieving optimal performance depends not only on smooth communication, but also on the ability to create job satisfaction as a psychological foundation for employee performance.

These findings are in line with research (Haryani T et al., 2022), (Kosasih, 2024) and (Kusnilawati & Budiati, 2024) which states that organizational communication has a

significant effect on job satisfaction and has a positive effect on improving employee performance in the public sector. These results are also supported by (Permatasari & Irawati, 2021), (Sabrina et al., 2025) and (Haryani T et al., 2022) which found that job satisfaction plays a role as an intervening variable that strengthens the influence of communication on performance in government agencies. Theoretically, these results are consistent with the theory of organizational communication by *Goldhaber* and the concept of job satisfaction by *Herzberg*, both of which affirm that open, supportive, and effective communication plays an important role in building internal motivation and high performance in the bureaucratic work environment.

Technology training affects the performance of Jember Regency Transportation Agency employees, through job satisfaction as an intervening variable

In the current era of digital transformation, the ability of government human resources to adapt to technological developments is the main demand in improving the efficiency and quality of public services. Increasing employee capacity through technology-based training is a strategic step that not only aims to strengthen technical capabilities, but also builds work morale and satisfaction with the work undertaken. In this context, this study focuses on explaining the influence of technology training on the performance of employees of the Jember Regency Transportation Office, both directly and indirectly through job satisfaction as an intervening variable. This discussion outlines how technology training can shape job satisfaction and ultimately encourage individual and collective employee performance improvements.

The results of the study show that technology training has a positive and significant influence on employee performance, both directly and indirectly through job satisfaction as an intervening variable. Quality, relevant, and continuous training has been proven to improve employees' ability to master the digital transportation system while strengthening their commitment to job responsibilities. Directly, technology training contributes to increasing work effectiveness, where skilled employees using transportation applications, information systems, and digital devices are able to complete tasks faster, more accurately, and efficiently. This increase in competence is accompanied by a growth of confidence, pride, and intrinsic motivation to provide the best work results. Therefore, technology training is a strategic instrument in creating professional, productive, and able employees to support the realization of optimal public services within the Jember Regency Transportation Office.

In addition to having a direct effect, this study also shows that the effect of technology training on performance becomes stronger through job satisfaction. Employees who consider their training relevant, useful, and according to needs feel facilitated and appreciated by the organization, so that a feeling of satisfaction arises which affects increased work motivation. Job satisfaction plays a role as a mediating psychological factor that encourages the optimal application of new knowledge and skills in the implementation of tasks. The findings also show that effective training not only improves technical competence, but also builds psychological well-being through a sense of appreciation, leadership support, and self-development opportunities. Ultimately, high job satisfaction contributes to increased employee discipline, responsibility, and loyalty to the organization. Overall, technology training designed with a humanist approach and oriented to work needs has proven to be the key to improving employee performance, strengthening motivation, and encouraging public

apparatus that is adaptive to digitalization and able to provide effective and quality transportation services for the community.

The results of this study are in line with the study conducted by (Wulandari et al., 2024) and (Emil et al., 2024) which states that technology training has a significant influence on job satisfaction and has a positive effect on improving the performance of public sector employees, with job satisfaction as a connecting variable that strengthens this influence. In line with that, research (Victoria & Edalmen, 2024), (Panjaitan & Fazri, 2023) and (Jannah et al., 2025) It also found that digital training increases employee motivation and job satisfaction, which in turn has implications for higher work effectiveness and organizational productivity. Theoretically, the results of this study are consistent with the concept of *Human Capital Theory* and the theory of job satisfaction *Herzberg*, which confirms that an organization's investment in improving competencies through training will create a feeling of satisfaction, empowerment, and commitment that ultimately leads to improved organizational performance.

CONCLUSIONS

The following are the conclusions of the research related to the influence of organizational communication, technology training, and job satisfaction on the performance of Jember Regency Transportation Agency employees:

1. Organizational communication has a positive and significant effect on the performance of employees of the Jember Regency Transportation Office. This shows that the better the communication between leaders and employees, both vertically and horizontally, the higher the level of performance produced. Effective communication creates smooth coordination, clarifies responsibilities, and minimizes misunderstandings in the execution of tasks.
2. Technology training has a positive and significant effect on the performance of Jember Regency Transportation Office employees. Improving employee capabilities through technology-based training can accelerate job completion, increase the accuracy of work results, and strengthen employee professionalism in facing the demands of digitizing public services.
3. Organizational communication has a positive and significant effect on the job satisfaction of employees of the Jember Regency Transportation Office. Open, clear, and two-way communication encourages the creation of a comfortable work atmosphere, increases employee confidence, and fosters a sense of appreciation and involvement in organizational activities.
4. Technology training has a positive and significant effect on the job satisfaction of Jember Regency Transportation Agency employees. Training that is relevant to job needs provides opportunities for employees to develop competencies and gain organizational support, thereby increasing satisfaction, confidence, and loyalty to the agency.
5. Job satisfaction has a positive and significant effect on the performance of employees of the Jember Regency Transportation Office. Employees who are satisfied with aspects of their work such as supervision systems, employment relationships, and compensation and development opportunities show stronger motivation, loyalty, and commitment in carrying out their duties and responsibilities.

6. Organizational communication affects employee performance through job satisfaction as an intervening variable. This means that the influence of organizational communication on performance will increase if employees are satisfied with their work environment. Good communication creates a sense of appreciation and trust, so job satisfaction increases and has implications for higher performance.
7. Technology training affects employee performance through job satisfaction as an intervening variable. The effect of training on performance becomes stronger when it is accompanied by increased job satisfaction. Employees who are satisfied with relevant training and support for self-development tend to work more motivated, innovative, and responsible in achieving organizational goals.

Suggestions

This research suggestion is directed at strengthening human resource development strategies that focus on organizational communication, technology training, and job satisfaction to improve the performance of Jember Regency Transportation Agency employees. The following suggestions can be given based on the results of the research:

1. Practical Advice

Practical advice for the Jember Regency Transportation Office includes several strategic steps to increase organizational effectiveness. Improving the internal communication system needs to be done by strengthening two-way communication between leaders and employees so that the flow of information runs more openly and efficiently. The use of digital platforms such as intranets, online work groups, or electronic reporting systems can facilitate coordination and encourage employee involvement in decision-making. In addition, technology training should be carried out periodically with materials that are appropriate to the operational needs and development of the digital transportation system, accompanied by direct practice to increase employee skills and confidence. Humane human resource management is also important, through performance awards, constructive supervision support, and the creation of a harmonious work culture to maintain job satisfaction. The results of the training should be integrated with career development as a basis for promotion and placement according to competencies, so that employees are motivated to continue to develop. Finally, the application of technology in public services needs to be strengthened by providing space for employees to implement innovation, in order to build a creative work culture and strengthen the positive image of the Jember Regency Transportation Office.

2. Academic Advice

For the next researcher, it is recommended to expand the research object to other government agencies outside the Transportation Department so that the research results have a wider scope and allow comparisons between public sector organizations. Subsequent research can also add other variables such as work motivation, organizational culture, or transformational leadership that have the potential to have a strong relationship with employee satisfaction and performance. In terms of methodology, a mixed methods approach (quantitative and qualitative) is suggested so that the results of the study not only describe the relationship between variables statistically, but also be able to explore in depth the perceptions, experiences, and psychological dynamics of employees related to training and organizational communication. In addition, future research may focus on

evaluating the effectiveness of specific technology-based training programs to assess the extent to which such training contributes to increased innovation, professionalism, and quality of public services. The addition of longitudinal aspects can also be considered to see changes in employee satisfaction and performance levels over a certain period of time, so that the results of the research become more comprehensive and applicable to the development of human resource management policies in the government sector.

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