

Creating Job Satisfaction Through Work Environment and Interpersonal Communication

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Creating Job Satisfaction Through Work Environment and Interpersonal Communication

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ABSTRACT

³⁰
This study discusses the influence of the work environment and interpersonal communication on employee job satisfaction with the object of research, namely PT. ¹²⁹ as Tbk. This study discusses the work environment and interpersonal communication and uses the Theory of Reasoned Action and Theory of Planned Behavior as derivatives of employee job satisfaction. This study uses a quantitative method through the distribution of questionnaires distributed via google form to 62 respondents, then obtained using SPSS version 13.0 by using the sampling method is ¹⁹ n-probability sampling. The results of hypothesis testing (t test) that the work environment has a ¹⁹ significant effect on job satisfaction with t count 2,326 t table 2,000. Interpersonal communication has a significant effect on job satisfaction with t count 6.612 t table 2,000 with a coefficient of determination of 60.4%. Work environment and interpersonal communication have a significant effect simultaneously on employee job satisfaction. The implications of this research can provide understanding for company management to pay attention to and improve the work environment and good interpersonal communication for employee job satisfaction PT.Temas Tbk.

Keywords: Work environment; Interpersonal Communication; Job satisfaction

INTRODUCTION

Every company wants their human resources to have high productivity at work. One of the factors that can affect employee productivity is employee job satisfaction. In previous research conducted by Putro (2003), Suharti (2004), and Lingga (2008) examined the determinants of job satisfaction. They concluded that the work environment consisting of equipment facilities, behavior accepted by employees, workplace environment, job challenges, fair reward system, support for the work environment, and the attitude of coworkers are determinants of employee job

satisfaction. There are also expert opinions in several online media saying that every employee who considers his job as a fun thing will have a high level of job satisfaction. When an employee is satisfied, the employee will be more loyal to the company, so that he becomes disciplined and has high morale. Then, employees with low levels of job satisfaction will see their work as boring, so they are forced to carry out their work. If a company has employees who have low job satisfaction, it can have a negative impact on the company. The researcher chose a company whose employees were very loyal, meaning that the employee turnover was very small. Researchers conducted a pre-test regarding the level of job satisfaction of employees of PT Temas Tbk. The results of job satisfaction from 25 employees of PT Temas Tbk are currently categorized as high, because 21 employees answered they were satisfied and only 4 said they were not satisfied. The research question is how does management improve employee job satisfaction? What are the factors that influence employee job satisfaction?

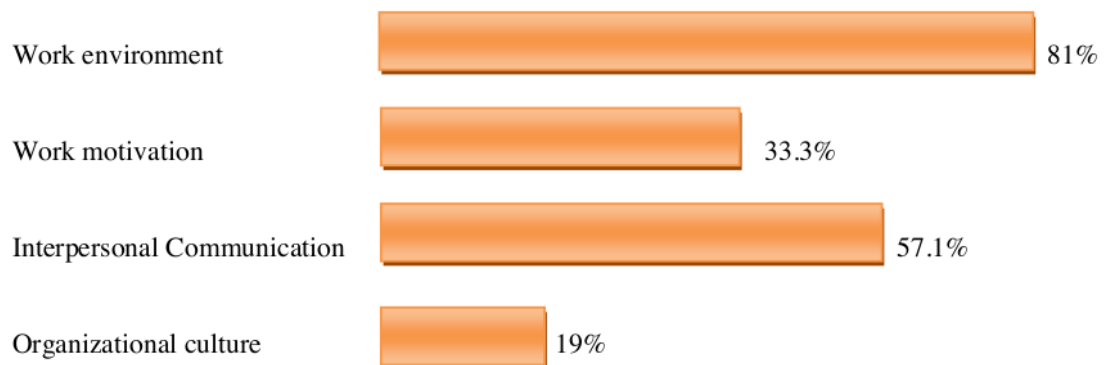
Researchers conducted a search on research on employee job satisfaction. The results of previous research conducted by (Wuwungan et al., 2017) conducted an analysis of the influence of the work environment and work motivation on employee job satisfaction at Cinemaxx Lippo Plaza Manado which stated that the work environment had a positive and significant effect on employee job satisfaction at Cinemaxx Lippo Plaza Manado. Then the research conducted by (Nugraha, 2016) analyzing the effect of compensation, work environment and job promotion on job satisfaction at PT TELKOM South Bali region stated that the work environment has a positive and significant effect on job satisfaction of employees of PT TELKOM South Bali area. Then in previous research conducted by (Kerja et al., 2018) conducted an analysis of the influence of the work environment, training, and empowerment of human resources on job satisfaction of employees of PT. PLN (PERSERO) in Suluttenggo stated that the work environment does not have a significant effect on employee job satisfaction. In previous research conducted by (Ayu et al., 2016) conducted an analysis of the influence of the work environment, organizational

justice, and organizational commitment on employee job satisfaction at PT. Nusa Trans Bali states that the work environment has a positive and significant effect on employee job satisfaction at PT. Nusa Trans Bali. Research conducted by (Seidy et al., 2018) conducted an analysis of the effect of communication and compensation on job satisfaction of employees of the Radio Republik Indonesia (RRI) Manado office which stated that communication had a positive and significant effect on job satisfaction of employees of the Radio Republik Indonesia office. Then the previous research conducted by (Risha Kartika Putri, Endri Sentosa, 2020) conducted an analysis of the influence of interpersonal communication, conflict and work stress on employee job satisfaction at PT Asabri (Persero) Jakarta Head Office which stated a positive and significant influence between interpersonal communication on employee job satisfaction. Research conducted by (Pertiwi et al., 2019) analyzing the effect of interpersonal communication and compensation on employee job satisfaction at PT Perkebunan Nusantara III (PERSERO) Kebun Bangun stated the positive and significant influence of interpersonal communication and compensation on employee job satisfaction at PT Perkebunan Nusantara III (Persero) Kebun Bangun. From several existing journals, researchers have not received research on interpersonal communication which has no significant effect on employee job satisfaction. Job satisfaction is an attitude (cognition-action), feelings of pleasure (affection-expression), or the gap (gab) between what has been obtained and what is expected. The happy attitude shown by someone at work is an expression because what is his responsibility has been carried out well and is satisfied with the results of his work. Need fulfillment theory, equity theory, discrepancy theory, two factor motivation theory, and social reference group theory are statements about job satisfaction Chandra and Sharma (2004:315). Job satisfaction according to (Locke, 1969) includes aspects of affective, cognitive and behavioral. Job satisfaction is a positive feeling as a result of evaluating job characteristics (Robin & Judge, 2013). The book written by Vroom entitled 'Work and Motivation' is one of the earliest references that describes the relationship between job satisfaction and employee motivation. Vroom

defines 'job satisfaction' as a person's affective orientation (feeling) towards his work role (Vroom, 1964). Measuring job satisfaction can be done using several approaches,

Researchers developed the results of the pretest by conducting open interviews with 21 satisfied employees. Several factors were obtained regarding job satisfaction due to the Work Environment, Work Motivation, Interpersonal Communication, and Organizational Culture. For more details, presented at:

Figure 1 Results of the respondents' pre-test questionnaire



Source: Company Internal Data, 2021

Based on the results of the pre-test in Figure 1.1 above, it can be seen that the work environment and interpersonal communication are the reasons for employee job satisfaction. The research question is what are the factors of the work environment and internal communication that affect employee job satisfaction? Based on the research background, pre survey and research gap above, the formulation of the problem is how much the work environment has a significant effect on job satisfaction of employees of PT. Teras Tbk ? How much interpersonal communication has a significant effect on job satisfaction of employees of PT. Teras Tbk ? How much work environment and interpersonal communication have a significant effect on job satisfaction of PT. Teras Tbk employees? so the objectives of this research are: To find out the work environment variable has a positive and

significant effect on employee job satisfaction at PT. Teras Tbk. To find out the interpersonal communication variable has a positive and significant effect on employee job satisfaction at PT. Teras Tbk. To find out the variables of the work environment and interpersonal communication have a positive and significant effect on employee job satisfaction at PT. Teras Tbk.

LITERATURE REVIEW

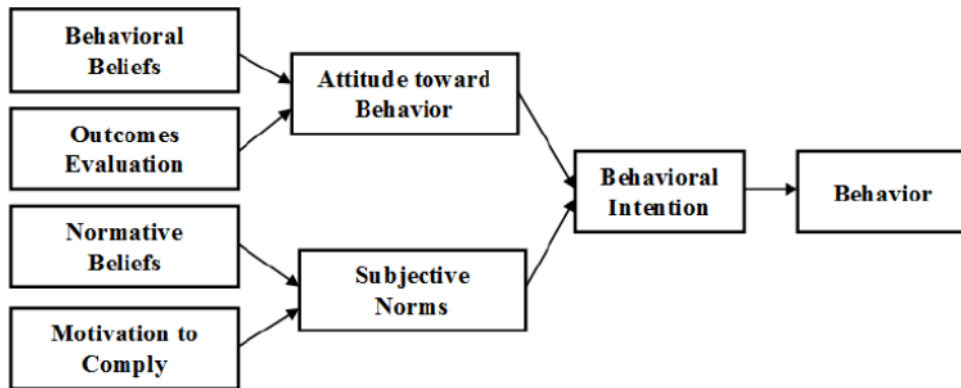
Job satisfaction is defined as a pleasant state or positive emotion resulting from an appraisal of one's job or work experience. Job satisfaction results from employees' perceptions of how well their jobs provide what is seen as important (Afianto & Utami, 2017). Robbins (2003:103) states that job satisfaction can be affected by several factors, namely: Mentally Challenging Work: Describes job satisfaction of employees who prefer their work which gives them more opportunities to complete the work given freely. Equitable Rewards: Describes employee job satisfaction in the recitation system and more equitable promotion opportunities that are in line with the expectations of all employees. Supportive Working Conditions: Describes employee satisfaction in a good and safe work environment. Supportive Colleagues: Describes employee satisfaction getting positive support from leaders and co-workers. The work environment is everything that is around employees that affects themselves such as the surrounding environment (Kusumastuti et al., 2019). The work environment is closely related to the psychological factors of employee work, Nitisemito (2015: 109). According to Heizer and Render (2015:467) in the Journal of Business & Investment Research (Lestary & Harmon, 2018) describes the work environment as the physical environment in which employees work that can affect their performance, safety and quality of work life. The work environment is a place where there are a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission (Sedarmayanti, 2013: 23) from the Journal of Business & Investment Research (Lestary & Harmon, 2018). Meanwhile, According to Ishak and Tanjung (2003) in the REKOMEN Journal

(Research Economics Management)(Kusumastuti et al., 2019), the benefits of the work environment is to create a passion for work, so that productivity and work performance increases."Posting that the benefits of the work environment are to create work passion, so that productivity and work performance increase, besides that the work environment can also affect employee job satisfaction, this is stated by Siagian (2014: 2013)" inScientific Journal of Socio Secretum(Efentris & Chandra, 2019).According to the resource management book(Maheasy Enny W, 2019), Factors that affect the work environment are: Personal/individual factors, including: knowledge, skills, abilities, self-confidence, motivation, and commitment of each individual. Leadership factors, including: quality in providing encouragement, enthusiasm, direction, and support provided by managers. Team factors, including: the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members. System factors include: work systems, work facilities or infrastructure provided by the organization, organizational processes, and performance culture within the organization. Contextual (situational) factors, including: pressures and changes in the external and internal environment.

Interpersonal communication is an important factor to achieve employee job satisfaction. When employees communicate, employees not only convey information, but also subconsciously determine the level of emotional connection with the person we are talking to. The better interpersonal communication, the more open the interpersonal relationships and the better the relationship between employees, the more job satisfaction will increase(Risha Kartika Putri, Endri Sentosa, 2020).In the JournalAl-Hikmah(Azhar, 2018), Interpersonal communication (interpersonal communication) is defined by Joseph A. Devito in his book "The Interpersonal Communication Book". "The process of sending and receiving messages between two persons, or among a small group of persons, with some effect and some immediate feedback" (Devito, 1989: 4). Interpersonal communication is very important because interpersonal communication involves directly between two or

more people, namely face to face. as said by ⁴⁶ R. Wayne Pace in Haffied Cangara that "Interpersonal communication is communication involving two or more people in a face setting" (Cangara, 2008: 32). Interpersonal Communication Monograph Book (Roem & Sarmiati, 2019) When we meet someone for the first time, we usually guess what their habits, character, way of speaking, where they come from and what actions they will take. Interpersonal communication is direct communication that only has two participants. According to Liliweri (1991:13), the characteristics of effective interpersonal communication are: Interpersonal communication usually occurs spontaneously and casually. Interpersonal communication does not have a pre-determined purpose. Interpersonal communication occurs by chance among participants who do not have a clear identity. Interpersonal communication has both intentional and unintentional consequences. Interpersonal communication often takes place reciprocally. Interpersonal communication requires at least the relationship of two people with a free, varied atmosphere, the influence of interpersonal communication is said to be unsuccessful if it does not produce results. Interpersonal communication uses meaningful symbols.

In this study the researcher used The ¹ Theory of Reasoned Action, because this theory suggests that a person's behavior is determined by their intention to perform the behavior and this intention, in turn, is a function of their attitude towards the behavior and subjective norms (Fishbein & Ajzen, 1975). The best predictor of behavior is intention or mediation (belief that behavior will lead to the desired outcome). Intermediaries are ⁵ determined by three things: their attitudes toward certain behaviors, their subjective norms, and their perceived behavioral control. The more favorable the subjective attitudes and norms and the greater the perceived control, the stronger the person's intention to perform the behavior (Silverman et al., 2016). For more details as in:

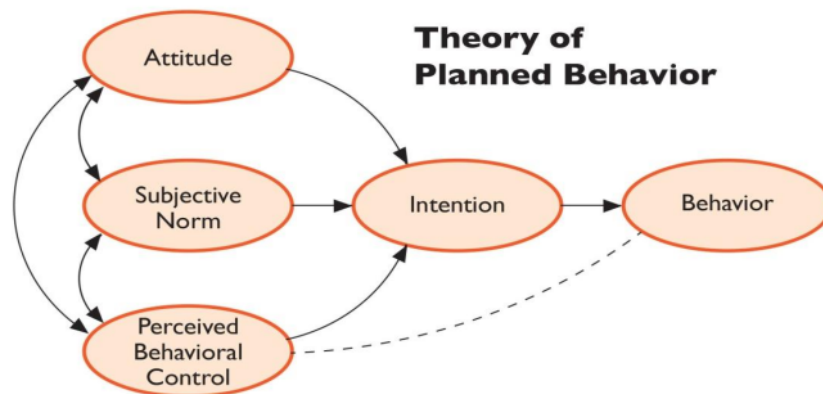


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Figure 2. The Theory of Reasoned Action

The **Prototype/Willingness model** was also used in this study which is an extension of the Reasoned Action Theory and locates two pathways, the reasoned pathway and the social reaction pathway, for engaging in risky behaviors such as substance use. The reasoned pathway represents an intentional processing style in which actions are planned and is a function of behavioral intentions. In turn, the intention to engage in a behavior is influenced by one's attitude and perception of another person's attitude toward the behavior (ie subjective norm). In contrast, the social reaction pathway represents a heuristic-based processing style that suggests that there are times when behavior is undesirable and occurs in situations that facilitate risky behavior such as substance use.(Neighbors et al., 2017).

This study also uses the **Theory of Planned Behavior** (TPB) because **this theory** explains **the strength of people's intentions to perform certain behaviors, which are mediated by three antecedents** (Ajzen, 1991). These antecedents include: (1) the attitude of the **person** who **reflects** himself, the assessment of behavior that is intended as favorable or unfavorable; (2) **subjective norms (SN) that describe the views of relatives, friends and other social reference groups about whether people should perform the desired behavior;** and (3) **perceived behavioral control (BC) which represents the individual's view of the desired behavior as being easy or**

difficult to perform (Aboelmaged, 2021). Consumer behavior Theory of Planned Behavior can occur with behavioral intentions expressed by cognitive attitudes that evaluate behavioral outcomes on a positive or negative scale, subjective norms that describe the evaluation of behavior expected by others and (PBC) which shows how much influence someone feels exerted. an action or behavior (Lorenz, Hartmann, & Simons, 2015:1) The forming factors in the Theory of Planned Behavior can be seen in Figure 2.2:



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Figure 3 Theory of Planned Behavior

This theory of planned behavior uses three constructs, namely: Attitude: positive or negative individuals regarding the evaluation of the implementation of the behavior based on behavioral beliefs and evaluation results. Behavioral beliefs refer to an individual's beliefs about engaging in a particular behavior, whereas outcome judgment refers to the appropriate decision, and the likely favorable or unfavorable consequences of the behavior. Subjective Norm: social pressure placed on an individual to engage in a certain behavior. because this feeling is subjective, this dimension is called subjective norm. The relationship between attitudes and behavior is very decisive, so subjective norms are also influenced by normative beliefs and motivation to comply.

RESEARCH METHODS

The method ³⁷ used in this research is a qualitative and quantitative approach. The time and place of sampling in this study was carried out in Jakarta from February to April 2021 by distributing questionnaires. Within two months, the questionnaires were prepared, distributed, collected and managed. Every employee of PT. Temas Tbk became the research target. ³⁸ The population in this study were all employees at PT. Temas Tbk. Approachsampling based on research purposes that is only employees of PT. Temas Tbkand researchers obtained data by distributing questionnaires through Google Form which later answers from the results of distributing the questionnaires would be used only for academic purposes. The number of samples in this study were 62 people with 30 indicators. ²⁷ Researchers used primary data and secondary data, where primary data was collected directly from the field through the distribution of online questionnaires using the Google Form feature and secondary data from this study were obtained through library research using mass media, scientific journals and books. The test carried out is the ²⁴ Validity Test, Reliability test, F test, Determination test, Normality test, Multicollinearity test, test and Multiple Regression Analysis and t test to test the hypothesis. Conceptual Model Research in this study:

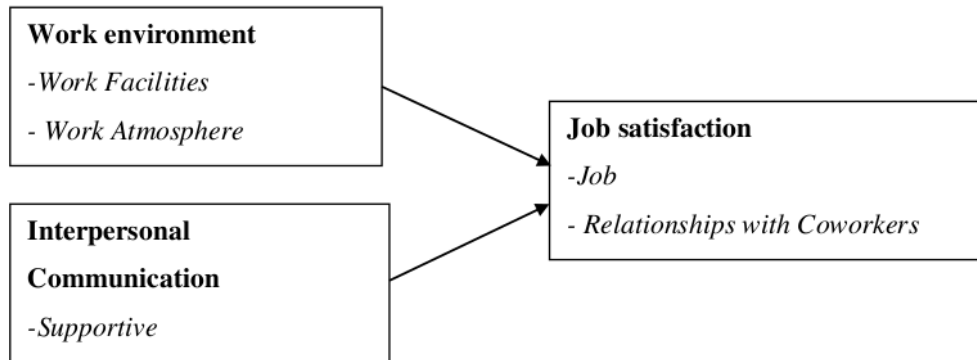


Figure 3. Research Conceptual Model

RESULTS AND DISCUSSION

The results of the validity test stated that all indicators in the work environment and interpersonal communication variables were declared valid. This can be seen from the calculated r value > 0.254 . Based on these results, it can be concluded that all statement items are declared valid. The results of the reliability test explained that the statement items with a total of 30 statement items that had been tested in the pretest with a sample of 62 respondents were declared reliable if Cronbach's Alpha > 0.7 . It can be seen that the Work Environment variable produces a value of 0.727 so that the Work Environment questionnaire statement is said to be reliable. Interpersonal Communication variable produces a value of 0.894 so that the Interpersonal Communication questionnaire statement is said to be reliable. Job Satisfaction variable produces a value of 0.898 so that the Job Satisfaction questionnaire statement is said to be reliable. shows the normality test results of the One-Sample Kolmogorov-Smirnov Test, with the Asymp Sig (2-tailed) value of 0.526. Based on these results, it can be said that the data is normally distributed because it has a significance value (Asymp Sig 2-tailed) of $0.526 > 0.05$, which means that the data on the variables of work environment, interpersonal communication and job satisfaction are normally distributed. Based on the results of the multicollinearity test, the Work Environment variable can be seen the Variance Inflation Factor (VIF) value of 1.377 with a tolerance value of 0.726. Where the VIF value < 10 and the tolerance value > 0.1 , it means that the Work Environment variable does not occur multicollinearity while the Interpersonal Communication variable can be seen the Variance Inflation Factor (VIF) value of 1,377 with a tolerance value of 0.726. Where the VIF value < 10 and the tolerance value > 0.1 , it means that the Interpersonal Communication variable does not occur multicollinearity. The results of the heteroscedasticity test through the Glejser test in table 4.17 can be seen that the Sig\ value in the Work Environment variable is 0.995 and the Interpersonal Communication variable is 0.261. Because the results of Sig on each variable show > 0.05 , it can be concluded that from each of these variables there is no symptom of

heteroscedasticity. The results of the F test obtained that the Fcount is 170,800 with a Sig level of 0.000 and the Ftable value is 3.153. Then Fcount (44.908) > Ftable value (3.153) and Sig value 0.000 <0.05. That is, the variables of Work Environment and Interpersonal Communication simultaneously have an effect on Job Satisfaction. So H0 is rejected and Ha is accepted. The R² value is 0.604 or equal to 60.4%. This shows that the percentage of the influence of the independent variable (work environment and interpersonal communication) on the dependent variable (job satisfaction) is 60.4%. While the remaining 39.6% is influenced by other variables not examined in this study and further research is needed to examine other variables that affect job satisfaction.

To test the hypothesis, the results obtained that the work environment and interpersonal communication partially have a significant influence on job satisfaction. This is because the test results for the Work Environment variable have a Tcount of 2,326 while the Ttable value is 2,000 and the Significant value shows a value of 0.000 <0.05. It is known that the result of Tcount (2,326) Ttable (2,000). So it can be concluded that H1 is accepted, which means that the Work Environment variable has a significant effect on the Job Satisfaction variable. The results of testing the Interpersonal Communication variable have a Tcount of 6.612 while the Ttable value is 2,000 and the Significant value shows a value of 0.000 <0.05. It is known that the result of Tcount (6.612) Ttable (2,000). So it can be concluded that H2 is accepted,

The results of the Multiple Regression Analysis are: Employee Job Satisfaction = 2.262 + 0.307 Work Environment + 0.646 Interpersonal Communication. constant of 2,262. it means that if the variable of Work Environment and Interpersonal Communication the value is 0, then the buying interest value is 2,262. Koefisien regresi variabel Lingkungan Kerja sebesar 0,307. Artinya jika variabel lingkungan kerja mengalami kenaikan satu-satuan, maka minat beli akan mengalami peningkatan sebesar 0,307. Koefisien regresi variabel Komunikasi Interpersonal sebesar 0,646. Artinya jika variabel komunikasi interpersonal mengalami kenaikan satu-satuan, maka minat beli akan mengalami peningkatan

sebesar 0,646. Dari hasil analisis regresi berganda ini dapat disimpulkan bahwa faktor komunikasi interpersonal memegang peranan yang sangat penting dalam meningkatkan kepuasan kerja jika dibandingkan dengan lingkungan kerja yang baik. Hal ini juga diperkuat dengan hasil uji hipotesis bahwa Komunikasi interpersonal memiliki pengaruh yang kuat dan signifikan terhadap kepuasan kerja karyawan.

Implikasi managerial

Based on the conclusions obtained in this study, the researcher proposes several policy implications that can be applied and are expected to be useful and make a good contribution to the management of PT. Temas Tbk as the object of this research. For advice on Job Satisfaction seen from the dimensions *Job* then keep the ideas from employees because this employees get new experience of each idea. It describing employee job satisfaction will appear when they know that they are satisfied with their current job responsibilities. While the factors that must be improved are more explore and understand every job and make employees love the work they do every day. On dimension *Relationships with Coworkers* has been well created, the spirit of helping each other to finish the job. This illustrates that the employees of PT. Temas Tbk have very high tolerance and mutual cooperation. What management needs to pay attention to is high work motivation so that fellow coworkers must motivate one another in order to create a good working environment and atmosphere among the differences that exist. For the Work Environment, from the Work Facilities dimension the researcher suggests to the management of PT. Temas Tbk to maintain security in the work environment, so that employees who work at PT. Temas Tbk will feel calm and safe. It also maintains proper facilities so that the work results of employees are maximized. Dari dimensions *Work Atmosphere* maintain the current working atmosphere because it is very supportive of the completion of routine tasks. Only, the company needs to increase the sense of fairness for the workload given to each employee. This fair treatment is to prevent social jealousy in the work environment of PT. Temas Tbk. For Interpersonal

Communication, from dimension *Supportive* maintain the attitude of employees who carry out their duties responsibly. Every employee has the attitude to support the company in achieving good performance. Only, the company needs to increase the willingness of employees to express opinions in every discussion. From the Trusting dimension, maintain conditions where fellows never feel suspicious of co-workers. There is a sense of mutual trust and no suspicion between colleagues at PT. Temas Tbk. While the factor that must be improved is the affirmation to employees to always keep their promises to complete their work. Researchers suggest that employees do not make false promises to complete their work but by taking appropriate action.

In research In this case, there are several limitations in completing proper and perfect research, both in terms of the concepts used in this study, which are limited to work environment variables, interpersonal communication and job satisfaction. So that this research cannot be generalized and there are many other variables that can influence it. In further research, several factors can also be tested such as employee self-motivation, employee household expenses, ability to adapt to a new task and several other factors so that management will see more helicopter view in increasing employee job satisfaction.

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