

# How does Organizational Communication affect Job Satisfaction among Employees of Automotive Companies?

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Organizational Communication; Job Satisfaction</p> <p><b>Received:</b> 23 Nov 2023 <b>Accepted:</b> 25 Dec 2023 <b>Published:</b> 31 Dec 2023</p>	<p>This research aims to find out how organizational communication influences job satisfaction among automotive company employees. The population in this study were all internal employees of companies operating in the automotive sector, or in this case PT Hadji Kalla Toyota, totaling 80 people. The instruments used in the research were observation, documentation, and questionnaires. The data analysis technique used is simple linear regression analysis and partial hypothesis testing using the IBM Statistical for Product and Service Solution (SPSS) version 21 program. Based on the results of statistical tests, it shows that partially the organizational communication variable has a positive and significant effect on employee job satisfaction. Based on the results of this research, PT Hadji Kalla Toyota should maintain and improve organizational communication by creating a work environment that is not rigid, because a rigid work environment can cause communication between employees to decrease. By establishing good communication, this variable can increase job satisfaction. employee.</p>

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## 1. INTRODUCTION

In the context of interpersonal communication, individuals interact with and exchange information directly. This process involves components, such as the sender, message, communication channel, receiver, feedback, and context. In interpersonal relationships, openness, honesty, and empathy play important roles in building healthy relationships and mutual understanding. Interpersonal communication also involves understanding body language, facial expressions, and voice, which are important elements for interpreting messages (Samudra et al., 2023). The importance of communication is also evident in group contexts, where interactions between individuals become more complex. The process involves coordination, negotiation, and assignment of roles among group members. The effectiveness of group communication can influence group performance and the achievement of common goals. Conflict management, decision-making, and collaboration are important aspects of group communication dynamics (Efendi & Sholeh, 2023).

At the organizational level, communication has a significant impact on organizational culture, operational efficiency, and the achievement of strategic goals. Organizations with a good communication system can reduce uncertainty, increase employee motivation, and facilitate effective decision-making (Muspawi et al., 2023; Cyrious & Adriana, 2023). Mistakes in organizational communication can result in internal conflict, unclear goals, and decreased productivity. Therefore, a good understanding of the dynamics of communication at the interpersonal, group, and organizational levels is critical for achieving success in various life contexts.



In an organizational context, communication functions as a link that integrates individuals into a larger whole. According to Trisnawati et al. (2019), coordination between organizational members is difficult to achieve without communication, and the entire organizational system can experience dysfunction. The organizational communication process includes the flow of information from the top of the organization to its subordinate levels, ensuring that all members have access to relevant information to support their decision making and actions. Effective communication techniques in organizations involve various forms such as meetings, memos, letters, and information technology. Choosing the right communication technique will influence how information is conveyed and received by organizational members. The willingness to use certain communication techniques may also reflect an open or closed organizational culture, influencing the extent to which information can be accessed and disseminated throughout the organization.

In addition, communication in organizations is related to the decision-making process. Information delivered clearly and on time plays a key role in helping organizational members make informational and appropriate decisions (Djadjuli, 2018). Ambiguity or delays in communication can lead to errors in decision making, which in turn can have a negative impact on organizational performance and goals (Safitri, 2015). Therefore, a deep understanding of the role of communication in the organizational context is essential to ensure smooth operations and effective achievement of organizational goals.

Employee job satisfaction is related to aspects of justice and the appropriateness of the remuneration that employees receive for their performance contributed to the company. If the aspects of fairness and suitability for employees can be formulated well, employees will feel satisfied and have high levels of work morale. Job satisfaction is influenced by several factors, including challenging work, appropriate rewards, supportive working conditions, supportive colleagues, and personal suitability for the job. Based on this opinion, job satisfaction increases in an organization. Every leader always wants to improve the abilities of their employees so that their work can produce good work and create job satisfaction.

Job satisfaction is a crucial factor in creating a productive and sustainable work environment. Aspects of fairness and appropriateness in providing remuneration to employees are an important basis for creating satisfaction. If employees feel that their efforts and contributions are valued fairly, both in the form of rewards and recognition of their performance, job satisfaction can increase (Rosmaini & Tanjung, 2019). Factors that influence job satisfaction are not only limited to financial compensation but also involve other aspects such as a challenging work environment, support from colleagues, and the suitability between the employee's personality and the work being carried out. Supportive working conditions include a variety of elements, from physical infrastructure to company policies that support employee well-being and work-life balance.

Job satisfaction is also closely related to employee productivity and loyalty to a company. Satisfied employees tend to have high work morale, improve their overall performance, and make maximum contributions to organizational goals (Ahmadiansah, 2016). Therefore, a deep understanding of the factors that influence job satisfaction and the efforts to improve it is a strategic investment for any organization that wants to build a sustainable and successful work culture. Employees who carry out an action or work originate from the interaction between motives and the environmental situation factors they face, and can be improved through a good organizational communication relationship. There is a relationship between communication and job satisfaction, namely, the greater the good communication, the greater the creation of a positive climate within an organization (Mawardi et al., 2021). If an organization already has a positive climate, it can be used as initial capital to create a successful process,



resulting in job satisfaction and meeting targets by each member of the organization. Thus, this can provide success to the organization.

Effective communication plays a key role in establishing a positive organizational climate, which in turn can increase employees' job satisfaction levels. When communication goes well, information can be conveyed clearly and on time, creating open channels for sharing ideas, feedback, and feelings among members of the organization (Sari, 2016). Good communication encourages the formation of strong interpersonal relationships, thereby creating a sense of trust and cooperation among employees.

A positive organizational climate creates a work environment that is conducive to growth and achievement. Employees who feel supported and appreciated through open communication tend to be more motivated, have a high sense of responsibility, and feel that they have made a meaningful contribution to organizational goals (Ludin et al., 2023). This not only positively impacts individual job satisfaction but also contributes to the overall success of the organization. Therefore, the role of communication in building a positive organizational climate should not be ignored. Efforts to improve communication, both in terms of conveying information and building interpersonal relationships, can be an effective strategy for increasing employee job satisfaction (Hidayat et al., 2018). Creating a positive organizational climate also involves supportive management policies, fostering an inclusive work culture, and recognizing individual and group achievements.

This is the case with PT Hadji Kalla Toyota, a company operating in the automotive and trade sectors. PT Hadji Kalla Toyota has 18 branches that are spread throughout Sulawesi. PT Hadji Kalla implements Toyota in its operations, including Sales, Service, and supply of spare parts, commonly called 3S- Sales, Service, and spare parts. Other business fields include car rental in several regions of Indonesia, as well as general import and export trade. PT Hadji Kalla Toyota has many employees with duties according to their field of work. For communication to be effective, communication that applies to every party involved is needed. Communication that applies to an organization is closely related to the goals and achievements of organizational targets.

At PT Hadji Kalla Toyota, employees work according to their field of work and interact with others. The attitude of employees who always prioritize kinship and help each other has a positive influence on organizational communication culture values and can increase employee job satisfaction. The level of employee job satisfaction in a company is the key to enthusiasm that supports the realization of company goals. One factor that influences employee job satisfaction is employee absenteeism. This measure of job satisfaction shows that the higher the level of employee absenteeism, the lower the level of employee satisfaction. As stated by Harahap and Tirtayasa (2020), indicators of job satisfaction can only be measured by discipline, and the level of employee discipline can be seen in the absence of employees at work.

Apart from discipline in measuring the level of employee job satisfaction at PT Hadji Kalla Toyota, there are also several aspects that influence the emergence of the level of job satisfaction, namely, supportive colleagues or colleagues, which are factors related to the relationship between employees and their superiors and with other employees. for both the same and different types of work. People get more than just money or achievements from their work. For most employees, work also fills social needs. Therefore, having friendly and pleasant coworkers can increase job satisfaction.

Initial observations made by researchers examined the organizational communication process at PT. Hadji Kalla Toyota is a less conducive employee working atmosphere. However, the level of effective communication between leaders and employees has not been well established, resulting in misunderstandings at work. There is still a lack of openness between leaders and subordinates in carrying out tasks/work; leaders sometimes do not know how to ensure that the messages conveyed can be understood by their subordinates, and subordinates are sometimes afraid to give suggestions/opinions to leaders. Meanwhile, the problem in the office is that employees' job satisfaction

is still low. This can be seen from some employees who feel that the tasks given to them are a boring routine, so that the work/assignments given are neglected and employees are absent from work.

Work that is always the same in an organization makes employees feel bored; they also like to complain about doing their work, because they say they are bored and do not understand their work, and there are still some employees who look worried, anxious, and feel uncomfortable in completing their work. This indicates that employees' job satisfaction is low. As a company/office that employs many employees and there are differences in duties between employees, communication between them is necessary to create a balanced working atmosphere. Based on the description above, the author is interested in conducting research on how organizational communication influences job satisfaction among automotive company employees.

## 2. METHOD

### 2.1 Instrument Testing Techniques

#### Validity test

This test was used to determine whether the instrument was valid. An instrument is considered valid if it can accurately measure what is desired in expressing data from the variables studied. This test was performed by comparing the calculated  $r$  with the  $r$ -table. The results of the  $r$  calculation using the  $r$ -table were considered with a significance level of 0.05. If  $r > r$  table, the instrument items can be said to be valid. Conversely, if  $r < r$ , the instrument is said to be invalid.

#### Reliability Test

A reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data. The reliability of a measuring instrument shows the extent to which the measurement results using that instrument can be trusted. Reliability in this research uses the Cronbach Alpha test, which is the method used to test the suitability of the consistency of all scales used in the research. A research instrument can be said to be reliable if it has a reliability coefficient of 0.6 or more using the SPSS program.

### 2.2 Simple Linear Regression Analysis

Simple linear regression analysis in this research was used to determine the significance of the influence of the Organizational Communication variable on job satisfaction and the dominant influence of these variables on job satisfaction. The formula used in simple regression analysis according to Sugiyono (2006) is as follows:

$$Y = a + bX$$

Keterangan:

Y = Job satisfaction

a = Price of Y when X = 0 (constant price)

B = Direction number or regression coefficient, which shows the number of increases or decreases in the dependent variable based on the independent variable. If  $b (+)$  then it increases, and if  $(-)$  then there is a decrease.

X = Organizational Communication

### 2.3 Hypothesis Testing

Hypotheses have an important role in quantitative research. This is because with a hypothesis, the direction of the research to be carried out becomes clearer, especially in making conclusions. Hypothesis testing is a procedure that contains a set of intermediates that lead to a decision whether to reject or not

reject (accept) the null hypothesis that has been formulated. Conclusions in hypothesis testing can be wrong if presented to all members of the population. This means that  $H_0$  which is rejected in a hypothesis test, can be accepted in the population,  $H_0$  is rejected, but in reality in the population the  $H_0$  is wrong.

The t test is used to test the significance of the influence of variables X and Y, whether variable X (Organizational Communication) really has an effect on variable Y (Job Satisfaction). To calculate the contribution of each independent variable partially, there is a related variable, using a test whether the coefficient of each independent variable has a significant influence or there is no related variable. By using the following formula:

$$r = \frac{\sqrt{n-2}}{\sqrt{1-r^2}}$$

Keterangan:

r : Regression coefficient

n : Number of Respondents

Hypothesis testing is carried out by determining the critical value with a significant level of  $\alpha=5\%$ , then determining the acceptance and rejection criteria.  $H_a$  is accepted if t count  $\geq$  t table then  $H_0$  is rejected and  $H_a$  is accepted, that means there is a significant influence by variable meaningful by variable X and variable Y.

### 3. RESULTS AND DISCUSSION

#### 3.1 Results

##### Validity test

**Table 1.** Organizational Communication Validity Test Results (X1)

Question Items	r count	r tabel sig (5%)	Description
1	0,244	0,220	Valid
2	0,233	0,220	Valid
3	0,557	0,220	Valid
4	0,450	0,220	Valid
5	0,447	0,220	Valid
6	0,552	0,220	Valid
7	0,489	0,220	Valid
8	0,351	0,220	Valid
9	0,441	0,220	Valid
10	0,447	0,220	Valid

Source: Data processed, 2023

**Table 2.** Validity Test Results of Job Satisfaction (Y)

Question Items	r count	r tabel sig (5%)	Description
1	0,362	0,220	Valid
2	0,395	0,220	Valid
3	0,479	0,220	Valid
4	0,518	0,220	Valid
5	0,391	0,220	Valid
6	0,428	0,220	Valid
7	0,516	0,220	Valid
8	0,587	0,220	Valid
9	0,367	0,220	Valid
10	0,251	0,220	Valid
11	0,447	0,220	Valid

Source: Data processed, 2023

### Reliability Test

**Table 3.** Reliability Test Results

Variable	Cronbach's Alpha calculated value	Description
Organizational Communication	0,560	Reliabel
Job satisfaction	0,491	Reliabel

Source: Data processed, 2023

### Hypothesis Testing

**Table 4.** Regression Estimation Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	43,808	5,295	8,273	,000
	TOTAL_X1	,102	,119	,097	,002

a. Dependent Variable: TOTAL\_Y

Source: Data processed, 2023

## Simple Linear Regression Test

**Table 5.** Partial Regression Analysis Results

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43,808	5,295		8,273	,000
	Organizational Communication	,102	,119	,097	2,859	,002

a. Dependent Variable: Job Satisfaction

Source: Data processed, 2023

## 3.2 Discussion

The results of simple linear regression analysis show that organizational communication variables have a positive and significant influence on job satisfaction. This can be shown by the regression coefficient value of the organizational communication variable of 0.102, where every 1 percent increase in organizational communication will increase job satisfaction by 0.102, which means that the higher the organizational communication variable, the higher the employee's job satisfaction. The calculated t value is 2.859 which is greater than t table 1.668 with a significance value of 0.002, smaller than 0.05, indicating that organizational communication partially has a significant effect on employee job satisfaction.

This finding is consistent with several previous studies. For example, Darmawan (2018) found that work motivation, organizational commitment, and organizational culture significantly influence the job satisfaction of elementary school teachers in the Kejayan District of Pasuruan. Similarly, Yusuf et al. (2021) revealed that organizational culture, leadership style, and organizational commitment significantly affect employee job satisfaction and performance at PT PLN (Persero) Mahakam Sector. Aminah et al. (2021) demonstrated that internal control, information technology utilization, and work experience significantly influence employee performance. However, Wijayanti et al. (2017) used Structural Equation Modeling to analyze the influence of individual characteristics and information technology utilization on employee performance, and Muizu et al. (2017) explored personal factors and job satisfaction as determinants of organizational effectiveness. The synthesis of these previous studies supports the notion that organizational communication plays a crucial role in influencing job satisfaction among employees. These findings underscore the importance of understanding and managing organizational communication to optimize job satisfaction and employee well-being.

Organizational communication within PT. Hadji Kalla Toyota is very necessary in carrying out work. Based on the data studied regarding organizational communication, it can be seen that the most dominant communication carried out is communication from top to bottom because all the work is carried out at PT. Hadji Kalla Toyota based on orders or directions from managers or leaders according to their respective fields of work so that the work assigned can be completed on time. The communication used at PT. Hadji Kalla Toyota is communication from the bottom up, here employees have the opportunity to inform and submit complaints and provide suggestions for future development of the company. It's the same as horizontal communication at PT. Hadji Kalla Toyota, this communication is only carried out by employees because the exchange of information is mostly carried out by employees with friends from different departments, especially when special problems arise in an organization. Different from cross-channel communication and personal communication at PT. Hadji Kalla Toyota, from the data studied, this communication is rarely carried out by employees because this communication does not play a very important role in being used in an organization/company.



Based on observations made during the research process, the impact of employee job satisfaction that arises from the implementation of organizational communication within PT. Hadji Kalla Toyota, namely the leadership, has established good communication relationships with employees, so that it is easier for employees to understand what is ordered by the leadership without having to postpone work. And employees have carried out their duties in accordance with the main tasks assigned and completed the work according to the target. Apart from that, it can also be seen that employees always maintain communication between fellow employees and support a comfortable working atmosphere and environment. From the explanation above, it can be seen that employee job satisfaction at PT Hadji Kalla Toyota has been achieved well.

Based on observations made during the research process, one of the factors other than organizational communication and job satisfaction that PT Hadji Kalla Toyota needs to pay attention to is employee discipline. As previously known, discipline at PT Hadji Kalla Toyota is very lacking, this can be seen from employee absenteeism which is increasing every month. This is also reinforced by the answers to the results of the first observation carried out at PT Hadji Kalla Toyota by observing that the office conditions were less conducive and the lack of employees present in the office, employees preferred to spend time outside if there was no urgent work in the office. Meanwhile, employee activity will be maximized if there is work provided, events and other activities. In order to create quality human resources, high levels of discipline are required, therefore organizations must create high work discipline in achieving goals (Yahya et al., 2022; Riyadi et al., 2023). Because discipline in work is very important for an organization, because without discipline there will be no constructive joint efforts to achieve common goals.

#### 4. CONCLUSIONS AND RECOMMENDATIONS

Organizational communication has a positive and significant effect on job satisfaction. This can be seen from the respondents' answers regarding the instruments given and the results of the t test that was carried out. Most agreed that the organizational communication carried out was running well so that it was easier for employees to carry out the tasks given. Organizational communication has a positive and significant effect on job satisfaction. This can be seen from the respondents' answers regarding the instruments given and the results of the t test that was carried out. Most agree that the leadership provides rewards or appreciation for the achievements achieved by employees so that it can increase job satisfaction for each employee at the PT Hadji Kalla Toyota office.

The research results show that all hypothesis tests prove that organizational communication significantly influences employee job satisfaction. For this reason, PT Hadji Kalla Toyota should properly maintain and improve organizational communication by creating a work environment that is not rigid, because a rigid work environment can cause communication between employees to decrease. By establishing good communication, this variable can increase employee job satisfaction. Future research should expand the research sample, not only to PT employees. Hadji Kalla Toyota, but can take samples from companies operating in other automotive fields. It is then recommended that researchers examine organizational communication variables and employee job satisfaction in more depth so that they can perfect this research.

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