



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

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ARTICLE INFO	ABSTRACT
<b>Keywords:</b> Organizational Communication; Job Satisfaction  <b>Received:</b> 5 Oct 2023 <b>Accepted:</b> 19 Dec 2023 <b>Published:</b> 31 Dec 2023	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.

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## 1. INTRODUCTION

In the context of interpersonal communication, individuals interact directly and exchange information. This process involves several components such as the sender, message, communication channel, receiver, feedback, and context. In building interpersonal relationships, openness, honesty, and empathy are essential to creating healthy relationships and mutual understanding. Moreover, the ability to understand nonverbal cues such as body language, facial expressions, and tone of voice is important for interpreting messages accurately (Samudra et al., 2023). The importance of communication extends beyond the interpersonal level and is evident in group contexts, where interactions between individuals become more complex. Group communication requires coordination, negotiation, and role distribution among members. The effectiveness of this process directly affects group performance and the achievement of collective goals. Conflict management, decision-making, and collaboration thus become critical elements of group communication (Efendi & Sholeh, 2023).

At the organizational level, communication plays a significant role in shaping organizational culture, ensuring operational efficiency, and supporting the achievement of strategic goals. Organizations with effective communication systems are better able to reduce uncertainty, enhance employee motivation, and facilitate sound decision-making (Muspawi et al., 2023; Cyrious & Adriana, 2023). Conversely, ineffective communication can lead to conflict, unclear objectives, and decreased productivity. Communication thus functions as the key connector that integrates individuals into a unified organizational system. According to Trisnawati et al (2019), coordination among organizational members is difficult to achieve without communication, which can result in dysfunction within the organizational structure.



Despite the acknowledged importance of communication, many organizations still face challenges in establishing effective communication flows. Problems arise when information is not conveyed clearly, is delayed, or lacks openness between leaders and subordinates. Such issues can trigger misunderstandings in task execution and weaken trust between organizational members. Moreover, ineffective communication has a direct impact on employee job satisfaction. Employees who perceive communication as inadequate may feel neglected, anxious, or dissatisfied, which can ultimately reduce their discipline and productivity (Djadjuli, 2018; Safitri, 2015).

Job satisfaction is a critical factor for creating a productive and sustainable work environment. Employees expect fairness and appropriateness in remuneration and rewards for their performance. When these aspects are not met, job satisfaction declines, leading to decreased morale and potential increases in absenteeism. At PT Hadji Kalla Toyota, for example, preliminary observations indicate that the working atmosphere is less conducive due to weak communication between leaders and employees. Employees tend to perceive their work as routine and boring, which contributes to low motivation, frequent absenteeism, and reduced enthusiasm in completing tasks.

Scholars have long emphasized the interconnection between communication, organizational climate, and job satisfaction. Rosmaini and Tanjung (2019) highlight that employee satisfaction is not only shaped by financial compensation but also by challenging work, supportive colleagues, and alignment between personal traits and job demands. Similarly, Ahmadiansah (2016) underscores that job satisfaction contributes to employee productivity and loyalty. Mawardi et al. (2021) further explain that communication quality influences the creation of a positive organizational climate, which in turn fosters job satisfaction. Effective communication ensures that information flows smoothly, reducing ambiguity and enhancing mutual trust.

Sari (2016) asserts that effective communication fosters strong interpersonal relationships within organizations, while Ludin et al. (2023) show that a positive organizational climate motivates employees to contribute meaningfully to organizational goals. Hidayat et al. (2018) add that managerial policies and recognition of individual contributions are critical for strengthening organizational climate. Furthermore, Harahap and Tirtayasa (2020) emphasize that absenteeism and discipline are concrete indicators of job satisfaction levels in the workplace. These studies confirm the role of communication as both a determinant of job satisfaction and a strategic tool for creating a positive organizational climate.

Although many studies have discussed the relationship between communication and job satisfaction, most of them examine the topic in a general organizational context (Rosmaini & Tanjung, 2019; Mawardi et al., 2021; Ludin et al., 2023). Few studies have focused specifically on automotive companies in Indonesia, such as PT Hadji Kalla Toyota, which operates across multiple branches and manages diverse employee tasks under a 3S system (Sales, Service, and Spare parts). Given its complex structure and wide geographic scope, the company presents a unique case where communication challenges may significantly affect job satisfaction. Existing research has not adequately captured how communication dynamics specifically influence satisfaction levels in this type of organization. This creates a gap for further investigation.

Filling this gap is important because PT Hadji Kalla Toyota represents a large-scale organization in the automotive and trade sectors, with a significant workforce spread across Sulawesi and other regions. Understanding the link between communication and job satisfaction in this company can provide valuable insights not only for internal managerial improvements but also for the broader automotive industry in Indonesia. Strengthening organizational communication is expected to enhance employee satisfaction, reduce absenteeism, and improve overall productivity.

Based on the above background, this study aims to examine how organizational communication influences employee job satisfaction in PT Hadji Kalla Toyota. Specifically, this research seeks to analyze



the extent to which communication practices between leaders and employees affect the organizational climate, employee discipline, motivation, and ultimately their job satisfaction. Through this analysis, the study aspires to contribute to academic literature on organizational communication and provide practical recommendations for improving employee satisfaction and organizational performance in the automotive sector.

In addition, this study seeks to bridge the gap between theory and practice by providing empirical evidence on how organizational communication shapes employee outcomes in a real business context. By doing so, it not only supports the development of organizational communication theory but also offers practical recommendations that can be applied by managers and practitioners in similar industries. Thus, the results of this research are expected to serve as a reference for improving communication strategies, fostering a positive organizational climate, and enhancing employee satisfaction, which in turn contributes to the long-term sustainability and competitiveness of PT Hadji Kalla Toyota and the automotive industry as a whole.

## 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  $r_{\text{counts}} > r_{\text{table}}$ , 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		

	(Constant)	43,808	5,295	8,273	,000
1	TOTAL_X1	,102	,119	,097	2,859
					,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.

In summary, the results of this study reaffirm that organizational communication has a significant positive effect on employee job satisfaction at PT. Hadji Kalla Toyota. Effective communication between leaders and employees, as well as among fellow employees, plays a crucial role in ensuring that tasks are understood and completed on time. The findings also show that when communication flows openly in multiple directions whether top-down, bottom-up, or horizontally employees tend to experience greater clarity in their responsibilities and stronger collaboration in the workplace. This, in turn, contributes to a more comfortable work atmosphere, which enhances job satisfaction levels across the organization. Moreover, the study highlights that good communication practices not only improve the quality of relationships within the company but also foster employee motivation, build trust between management and staff, and support the achievement of organizational goals.

However, the study also highlights that employee discipline remains a challenge that requires urgent attention from management. While communication fosters job satisfaction, the effectiveness of organizational performance will be limited if discipline problems such as absenteeism and low presence in the office persist. Therefore, PT. Hadji Kalla Toyota needs to balance its efforts by strengthening both organizational communication and employee discipline. By integrating consistent communication strategies with strict but fair disciplinary policies, the company will be better positioned to optimize

employee performance, maintain a conducive work environment, and achieve its organizational goals more effectively.

#### 4. CONCLUSIONS AND RECOMMENDATIONS

The results of this study demonstrate that organizational communication has a positive and significant effect on employee job satisfaction at PT Hadji Kalla Toyota. This is supported by the regression coefficient, t-test values, and respondents' perceptions which show that clear, open, and supportive communication from leaders to employees enables tasks to be completed more effectively, builds mutual understanding, and fosters a comfortable work environment. In addition, the presence of bottom-up and horizontal communication channels provides opportunities for employees to convey aspirations, share information, and collaborate across departments, thereby strengthening their sense of belonging to the organization. These findings emphasize that effective communication not only increases job satisfaction but also supports employee motivation, discipline, and organizational performance, although discipline issues such as absenteeism still need further improvement.

Based on these findings, PT Hadji Kalla Toyota should continue to strengthen organizational communication by encouraging transparent two-way dialogue, cultivating a non-rigid organizational climate, and consistently providing recognition for employee achievements to sustain high job satisfaction. At the same time, management needs to enforce firm but fair discipline policies to address absenteeism and ensure productivity. For future research, it is recommended to expand the sample beyond PT Hadji Kalla Toyota to other companies in the automotive sector or across industries, and to include additional variables such as leadership style, organizational culture, employee engagement, and performance outcomes. This will provide more comprehensive insights and contribute to the development of effective strategies in organizational communication and human resource management.

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