

The Effect of Interpersonal Communication on Employee Job Satisfaction at PD BPR BKK Boyolali



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ABSTRACT: Quality resource management is not only to satisfy the company or company leaders, but also provide satisfaction to all employees who work for the company. In an organization or company there will certainly be some members or employees who feel dissatisfied or complain. The feeling of dissatisfaction can arise because it is influenced by several factors, namely, compensation is not appropriate, the work environment is less conducive, there is no promotion or career advancement, and not the establishment of effective communication. This study uses Interpersonal communication to determine how much influence to employee job satisfaction PD BPR BKK Boyolali. According to the study's findings, interpersonal communication has an 88,3% impact on employee job satisfaction PD BPR BKK Boyolali, other factors influence the remaining 11,7%.

KEYWORDS: Interpersonal Communication, Job Satisfaction

I. INTRODUCTION

In an organization or company there will certainly be some members or employees who feel dissatisfied or complain. The feeling of dissatisfaction can arise because it is influenced by several factors, namely, compensation is not appropriate, the work environment is less conducive, there is no promotion or career advancement, and not the establishment of effective communication.

According to Davis and Newstrom (in Muayyad Deden, 2016:77) A worker's perception of how pleased they are at work is known as job satisfaction. Job satisfaction is usually used to describe an employee's attitude. Employment satisfaction is the degree to which an employee's expectations are met by the benefits that their employment offers. According to Robbins and Judge (2011) A positive attitude toward one's work that arises from an assessment of one's personal characteristics is known as job satisfaction. When someone is highly satisfied with their employment, they will feel good about it; conversely, when someone is not as satisfied, they will feel bad. According to Siagian (in Haryadi, et al, 2022:703) Job satisfaction encompasses an individual's viewpoints, both favorable and unfavorable, regarding their work. According to Hasibuan (in Damayanti, et al, 2018:78) Having a positive attitude and enjoying one's work are signs of job satisfaction.

Open and effective communication can be considered as capital as the founding of an organization. The degree to which a business or organization handles employee satisfaction has a big impact on its performance. A key factor in creating a sense of job satisfaction is the leadership's readiness to listen to, comprehend, and recognize the thoughts or accomplishments of staff members. This is important for leaders to create effective communication within the company. Because fostering effective communication will lead to a rise in employee satisfaction. Employees can relate to one another in daily life, society, or their workplace through communication.

PD BPR BKK Boyolali, is one of the banks owned by The Local Government of Boyolali regency and the provincial government of Central Java. Established by the government in order to help the community in order to strengthen business capital, especially micro, small and medium enterprises (MSMEs). In order to raise the community's standard of living and welfare, PD BPR BKK Boyolali also collects public funds in the form of savings and deposits and redistributes them as credit. In carrying out their duties, of course, they need good communication with each party involved in it. Communication that takes place in the company has a close relationship with the goals in achieving corporate targets and employee job satisfaction.

II. THEORETICAL FOUNDATIONS

In this section will be explained about the theories that support this research. Such theories will help in the process of forming a frame of mind for the formulation of hypotheses, as well as aid in the analysis of the study's findings.

JOB SATISFACTION

According to Rivai and Ella Jauvani (in Rahmawati, sa'adah, Chabibi, 2020:11) Job satisfaction is defined as an assessment that characterizes an individual's level of happiness or discontent at work. Locke (in Kusumaaryoko, 2016:127-128) Job satisfaction refers to the happy or positive emotional state triggered by one's work appraisal or experience. This definition implicitly covers affective and cognitive aspects. When we think, we feel what we think. Similarly, when feeling, we think about what we feel. The affective and cognitive spheres are interrelated and inseparable, both psychologically and biologically. In the assessment of the work were both interrelated. Vroom (in Kusumaryoko, 2016:128) explains how employees' roles in the workplace relate to job satisfaction. Job satisfaction is the degree to which a person is effectively oriented toward the position they now hold.

According to Schermerhorn (in Hanafi et al, 2022: 64) identifies five components of job satisfaction, which are as follows:

- a. The actual work. This feature describes how a task has the allure of being worked on and finished. Additionally, the position might serve as a learning and responsibility-building opportunity.
- b. Supervisor (supervision): This component demonstrates how much the supervisor cares about staff members by offering behavioral support and technical assistance.
- c. Co-workers Having agreeable coworkers is the simplest way to feel satisfied with your career. Effective work will be produced by teams and coworkers who are kind and encouraging
- d. Salary is a compensation derived from the output and effort of labor performed. Employees utilize their salaries to cover necessities like clothing, food, and housing. Employee happiness can be achieved through meeting their basic needs.

While the measurement of job satisfaction indicators can be used is the Job Descriptive Index (JDI), according to Luthans (2006: 243) there are five namely:

- a. Payments such as salaries and wages
- b. Supervision
- c. The work itself
- d. Job promotion
- e. Co-Workers.

INTERPERSONAL COMMUNICATION

According to Devito (2011) sending and receiving messages between two people or a small group of people while obtaining immediate feedback is known as interpersonal communication. Wahlstrom (in Dyatmika, 2021: 3) Interpersonal communication involves the exchange of thoughts, sentiments, and information not just verbally and in writing but also through body language, one's own style or look, and other elements that help one understand another. According to Purwanto (2021: 2) The sharing of information among members of a community or organization is known as interpersonal communication, using easily understood languages and specific communication media in order to accomplish a certain objective.

According to De Vito (in Syobar, 2022: 58-59) explains that the following elements contribute to interpersonal communication effectiveness:

- a. Being open is being willing to let others in. The readiness to respond truthfully to signals from others, the "ownership" of one's emotions and thoughts, the freedom to express one's emotions and thoughts, and the accountability for the disclosure are all indicators of an individual's openness in communication.
- b. Empathy is the ability to feel another person's emotions without losing your own identity. Understanding another person's feelings both logically and emotionally is made possible by empathy.
- c. Support, support is understood as an environment that does not evaluate (descriptiveness). Support in communication is shown by the freedom of the individual in expressing his feelings, not being ashamed, not feeling himself the subject of criticism.
- d. The existence of an equal position in an item or situation (status) is equality. Mutual respect between communicators is a sign of equality in interpersonal communication.

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III. CONCEPTUAL FRAMEWORK & HYPOTHESIS

(Sugiyono, 2017) hypothesis formulation is the third step in research after proposing a conceptual framework and theoretical basis. A hypothesis is a short-term solution to the issue under study. A hypothesis can be developed as a conclusion by beginning with the backdrop of the issues with leaders' interpersonal communication and job satisfaction, which are backed by theories pertaining to these issues, namely: allegedly leadership interpersonal communication affects employee job satisfaction PD BPR BKK Boyolali.

Numerous sources of study literature support studies on how communication affects workers' job satisfaction, namely research on "the effect of Interpersonal communication on Employee Job Satisfaction PLN Customer Service Unit (ULP) Tondano" (Pardede, 2023:231) found a connection between the PLN Customer Service Unit (ULP) Tondano's interpersonal communication quality and job satisfaction. The correlation value, or relationship (R), is 0,643, and the significance value is 0,000 < 0,05. According to the findings, the dependent variable (job satisfaction) is influenced by the independent variable (interpersonal communication) by 41.3% and 58.7%, respectively, with a R Square of 0.413.

Ho: There is no influence between the interpersonal communication of the leadership of employee job satisfaction PD BPR BKK Boyolali

Ha: There is an influence of interpersonal communication between leaders on job satisfaction PD BPR BKK Boyolali

THEORITICAL FRAMEWORK

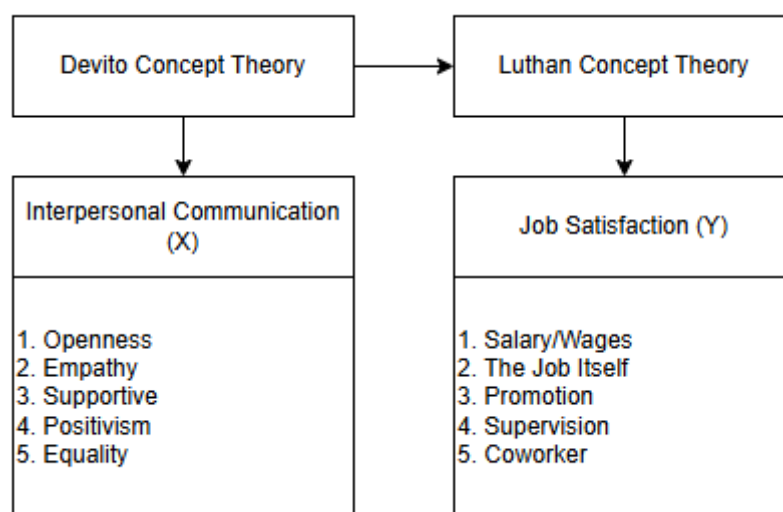


Figure 1. Theoritical Framework

IV. RESEARCH METHODS

Depending on the source data, the data collection method can employ both primary and secondary data. Sugiyono (2017) A main data source is one that gives data collectors access to data directly. Furthermore, secondary data is information that comes from sources other than data collectors, such as other. In terms of techniques or approaches for collecting data, this study employed questionnaire.

The method of data collection in this study is a questionnaire with survey methods that are distributed to respondents. Sugiyono (2017) is a method of gathering data in which a series of questions or written statements are provided to respondents for their responses. In this study, the questionnaire will be distributed to the parties involved in the study, namely to employees of PD BPR BKK Boyolali.

Measurements are made using the measurement scale in order to generate precise quantitative data. Questionnaires were used to obtain respondent data on Interpersonal Communication at PD BPR BKK Boyolali. A person's or a group's attitudes, views, and perceptions on social phenomena are measured in this study using a Likert scale. Every instrument item's response on a Likert scale ranges from extremely positive to extremely negative. The response can be graded for quantitative analytical reasons Sugiyono (2017). Measured variables were converted into a number of indicators. When creating the instrument items, which are statements in a questionnaire, the indicator serves as a starting point.

POPULATION

Sugiyono (2017) population is a category for generalization made up of items or subjects with certain attributes chosen by the researcher to be examined. The study's population is determined to be the 31 employees of PD BPR BKK Boyolali.

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SAMPLING

Purposive sampling techniques are used in this study to select customers as a sample (respondents). Sugiyono (2017) One sampling method with some implications is purposeful sampling. 31 respondents who work at PD BPR BKK Boyolali meet the requirements to be included in the sample.

V. RESEARCH RESULTS AND DISCUSSION

The author employed the coefficient of determination test, basic linear regression analysis, and validity testing to determine the relationship between interpersonal communication (X) and job satisfaction (Y). These are the outcomes of data management from respondents' responses to surveys given to PD BPR BKK Boyolali staff members directly.

VALIDITY TEST

According to (Sugiyono 2017: 361) The degree of precision between data collected on the research object and data that researchers can report is known as validity. Therefore, data "that is not different" between the researcher's reported data and the data that actually occurs in the research object is considered legitimate data. The figures obtained must be compared with the standard correlation value of validity, according to Sugiyono (2017:125) 0.3 is the standard value of validity. The question is legitimate (significant) if the correlation number is higher than the standard value.

Table 1. Validity Test of Interpersonal Comm

Validity Statistics			
Correlated Item – Total Correlation	N-2	r tabel	Validity
.403 - .735	29	.355	Valid

Since the value of the correlated items is stretched between 0.403 and -0.735, where it is more than 0.355, it is evident from the above table that every question on the motivation questionnaire is deemed dependable. The test result is then regarded as legitimate. However, The results of the validity test for the work satisfaction (y) are displayed in the table below.:

Table 2. Validity Test of Job Satisfaction

Validity Statistics			
Correlated Item – Total Correlation	N-2	r-tabel	Validity
.470 - .688	29	.355	Valid

In the table above it can be seen that all questions on the questionnaire regarding job satisfaction are declared reliable because Cronbach's Alpha is in the range 0.470 – 0.688 greater than 0.355.

RELIABILITY TEST

A reliability test is defined as "an instrument that is already good enough to be used as a data collection tool". A decent tool won't force respondents to select particular responses or be overly demanding (Arikunto, 2019). Instruments that are already dependable and will consistently generate dependable data. No matter how many times the data is collected, it will remain the same if it is accurate and true to reality. The degree of something's dependability is referred to as its reliability. Reliable refers to being trustworthy and dependable. The questionnaire used in this study uses the Alpha technique as a tool to gauge reliability.

If $\text{Alpha} > \text{or} = 0.60$ Consequently, the variable is considered reliable. Similarly, the variable is considered unreliable if alpha is less than 0.60.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Descr
Interpersonal Com (X)	0.943	Reliabel
Job Satisfaction (Y)	0.939	Reliabel

All of the employee performance questionnaire's questions were deemed reliable, as seen in the above table, because Cronbach's Alpha values of 0.943 and 0.939 were higher than 0.60.

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ANALYSIS OF SIMPLE LINEAR REGRESSION

This study used multiple linear regression analysis to determine the relationship between job satisfaction and motivation and employee performance at PD BPR BKK Boyolali. According to the information gathered by the participants, there are up to 31 workers. The results of the data processing for this investigation using SPSS version 25 are as follows, which was based on the data that was gathered.:

Table 4. Simple Linear Regression Results

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	14.073	6.180
	Interpersonal Communication	0.871	0.059

The following multiple regression equation model can be created using the data processing findings from the previous table:
 $Y = 14.073 + 0.871 X$

An explanation of the equation in the previously mentioned basic linear regression is provided below:

- A constant of 14,073. Thus, it might be read as zero (0) for the variables of job satisfaction and motivation. Then the employee performance variables showed 14.073.
- Interpersonal communication has a variable regression coefficient of 0.871, which indicates that, assuming all independent variables remain constant, employee job satisfaction will rise by 0.871 units for every unit increase in interpersonal communication.

Coefficient Determination

Determining the amount that the independent variable (X) contributes to the dependent variable (Y) is the aim of the coefficient of determination test in this investigation. The coefficient of determination in SPSS version 25 was used to generate the test results below:

Table 5 T Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,940	0,883	0,879	3,26129

The preceding table indicates that the R Square value is 0.883, or 88.3%. This demonstrates that the employee performance variable (Y) is significantly positively impacted by the interpersonal communication variable (X). However, other factors not covered in this study had an impact on the remaining 12,7%.

RESEARCH RESULTS

According to the findings of a study conducted at PD BPR BKK Boyolali, interpersonal communication leadership has an impact on employee job satisfaction. These findings include the following:

- According to Ruliana (2014) Interpersonal communication is in-person interaction between people that allows each person to instantly witness the nonverbal and spoken reactions of others. Employee job satisfaction will rise even more with effective interpersonal communication. According to this study, leaders' interpersonal communication has a major impact on workers' job satisfaction and professional development. It is also known that the hypothesis test results indicated a significant impact of interpersonal communication variables on job satisfaction variables. Interpersonal communication factors have an 88.3% effect on job satisfaction, with other factors not covered in this study accounting for the remaining 11.7%. Therefore, at PD BPR BKK Boyolali, improved interpersonal communication will be able to raise employee job satisfaction.
- Effective interpersonal communication will boost workers' job satisfaction even more. According to this study, leaders' interpersonal communication has a major impact on workers' job satisfaction at PD BPR BKK Boyolali. Additionally, the hypothesis test results indicated that interpersonal communication variables had a substantial impact on job satisfaction variables, as well as the degree to which interpersonal communication variables influenced job satisfaction.

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The findings of this investigation are consistent with those of Sahlan (2016). Therefore, at PD BPR BKK Boyolali, enhancing interpersonal communication will be able to raise employee job satisfaction.

VI. CONCLUSIONS & SUGGESTION

Based on the data analysis and discussion in this study, the following findings on how interpersonal communication affects employees' job satisfaction at PD BPR BKK Boyolali can be made:

Leadership in interpersonal communication has a major impact on employees' job satisfaction PD BPR BKK Boyolali. Job satisfaction is determined by the leader's interpersonal communication 88.3% of the time, with other elements or aspects including motivation, pay, and work environment influencing the remaining percentage employee job satisfaction at PD BPR BKK Boyolali can be raised through improved interpersonal communication.

SUGGESTION

The researchers' conclusions regarding the impact of interpersonal communication on employee job satisfaction at PD BPR BKK Boyolali, as well as the outcomes of data analysis and discussion, allow them to offer the following recommendations:

- a. Interpersonal communication on employees PD BPR BKK Boyolali need more attention from the BPR BKK Boyolali to improve direction and supervision and motivation to its employees, because the application of effective interpersonal communication is very necessary in an organization, the more effective the existing interpersonal communication will be able to increase employee job satisfaction. Effective or not can be seen from the test penelitin response to the indicators disseminated and expressed by the respondents.
- b. It is anticipated that this study will serve as a guide for future researchers looking to investigate the same topic and that they will be able to use variables other than those examined in this study.

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