

The Influence of Interpersonal Communication and Organizational Culture on Job Satisfaction of Academics University Achmad Yani Banjarmasin

FAISAL REZA ^{1*}, SITI RUSIDAH ², FORASIDAH ³

^{1, 2, 3} Faculty of Social and Political Sciences, Lambung Mangkurat University, Banjarmasin, Indonesia

Abstract: Communication is the most important and the most basic skill used by people in interaction, either in verbal or non-verbal communication. A good and appropriate communication relationship and organization culture will lead to good satisfaction in working. This research was aimed at testing the influence of interpersonal communication (*X*) on the job satisfaction of Academics (*Y*) University Achmaad Yani Banjarmasin. This research used a quantitative approach. The samples were 113 academics of University Achmad Yani Banjarmasin. The data collecting process was done using questionnaires while the data analyzing process used basic linear regression with 95% degree of freedom. The first test results show that interpersonal communication has a significant effect on job satisfaction. The second test result shows that organizational culture has a significant effect on job satisfaction. Interpersonal communication and organizational culture contribute to job satisfaction up to 64.1%. The implications of the research show that interpersonal communication and organizational culture have an effect on job satisfaction. So, the institution of University of Achmad Yani Banjarmasin can further improve its interpersonal communication and apply better organizational culture in order to create employees' job satisfaction.

Key Words: : Interpersonal communication, Organizational culture, Job satisfaction

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INTRODUCTION

Background

Communication is an inherent thing in every human being. In essence, humans are social beings who desperately need others around them. Humans will interact with each other against themselves, as well as with others to convey information or message, both verbally and non-verbally. Human life can not be separated from communication. The process of delivering this message is called communication, as Laswell says in Muhammad (2000), that communication is who says what, in which channel, to whom, with what effect, meaning the communication process is who says what, with what media, to whom, and with what effect. This means the elements contained in the communication process i.e., the person delivering the message (communicator), the media used, the person receiving the message (communicant), and the effects that occur after the message are received by the communicant.

Good communication will generate positive effects for both the sides. Communicator will deliver all intents and purposes. If the communicants receive and understand the message well then the goals will be realized.

A smooth communication between employees and the management or leadership will increase job satisfaction. In this case, the existence of the willingness of the superiors to hear, understand, and acknowledge the opinions or work performance of the employees is very instrumental in generating a sense of satisfaction with the work. To achieve this, it must have the ability to communicate. Job satisfaction, in the course will show that the organization has environmental/cultural conditions that can provide a

*Corresponding author: Faisal Reza

†Email: faisalreza026@gmail.com

comfortable and conducive atmosphere and all the information available to these employees. The theory expressed by Muhammad (2000) says that job satisfaction is a person's response (as an influence) to the various work environments it faces. This includes responses to organizational communication, supervisor, compensation, promotion, coworkers, organizational wisdom, and interpersonal relationships within the organization.

Research conducted by Siburian (2013) mentioned that, the result of analysis did not show direct influence of interpersonal communication on teacher's work satisfaction. Then, the research conducted by Rahayu and Utama (2016) also showed that interpersonal communication has a positive but insignificant influence on work satisfaction of a teacher, while Wahyuni, Widodo, and Retnowati (2016) mentioned that interpersonal communication influences job satisfaction of a teacher with $R^2 = 0.942$. In line with Wahyuni et al. (2016) research conducted by Diasmoro (2016) mentions that there is a significant positive relationship between interpersonal communication and job satisfaction. The higher the interpersonal communication, the higher the job satisfaction of the employees. This contradictory study can be a gap in the research.

Formulation of the problem

1. Is there any effect of interpersonal communication on job satisfaction?
2. Is there any influence of organizational culture on job satisfaction?

Research purposes

1. Want to know the effect of interpersonal communication on job satisfaction.
2. Want to know the influence of organizational culture on job satisfaction.

LITERATURE REVIEW

Interpersonal communication

According to Verderber, Verderber, and Sellnow (2011) the Interpersonal Communication's Book Verderber et al. (2011), interpersonal communication is the process of sending and receiving messages between two people or people with multiple effects and some instantaneous feedback. Based on the definition of interpersonal communication, it can take place between two people who are being like two friends who are talking, or between two people in a meeting. For example in a seminar event, there is always communication between the paper presenters and the participants of the seminar. According to Soedarsono (2009), interpersonal communication is a mutual communication between people face-to-face, which allows each participant to communicate directly, both verbally and non-verbally. Interpersonal communication can improve humanitarian relationships between communicating parties. With interpersonal communication, we can try to foster good relationships, so as to overcome the conflicts between us. Indicators of Interpersonal communication, according to Verderber et al. (2011) are: openness, empathy, supportive attitude, positive attitude, and equality.

Organizational culture

Tahir (2014) mentions that, organizational culture is a common understanding (member togetherness) of its members to behave the same, both outside and within the organization.

The organizational culture, according to Robbins and Judge (2013) refers to a shared meaning system owned by the members that distinguishes the organization from other organizations. Based on the opinion of some experts on organizational culture, conclusion about organizational culture can be drawn. Organizational culture is a system run by the organization from generation to generation and becomes a distinguishing feature of one organization from another organization. Organizational culture is usually created by the original founders of the organization, but basically, there is an appropriate culture and some are less appropriate to the circumstances within the organization. Indicators of Organizational Culture by Hodgetts and Luthans (2002) are: observed rules of conduct, norms, dominant values, philosophy, rules, and organizational climate.

Job satisfaction

Job satisfaction is a psychological atmosphere about pleasant or unpleasant feelings about work (Ardyanfitri & Wahyuningtyas, 2016; Keith, 1985). Robbins and Judge (2013) describe job satisfaction, as when people speak of employee attitudes, they usually mean job satisfaction, which describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings.

According to Hodgetts and Luthans (2002), the indicators that affect job satisfaction consist of 5 (five) indicators, namely: payment, job itself, co-workers, job promotion, and supervision.

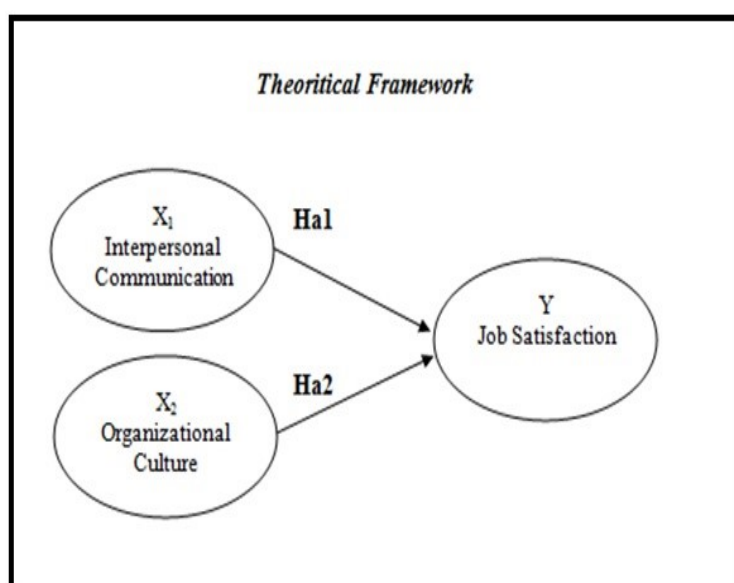


Figure 1. Data analysis

- 1) **Ha1:** There is an influence of interpersonal communication on job satisfaction.
- 2) **Ha2:** There is an influence of organizational culture on work satisfaction.

Job satisfaction theory

Equity theory

Equity theory was first proposed by Zaleznik (2010). Satisfaction and dissatisfaction with some aspects of work depend on whether he feels equity or not in a situation.

Needs theory

Job satisfaction depends on whether or not the employee needs fulfillment. The employee will be satisfied if he gets what he needs. The greater the needs of employees are met, the more satisfied the employees will be. This theory was developed by Maslow (1943).

RESEARCH METHODS

Research approach

This research is a quantitative research with explanatory research type, because it aims to test the relationship between variables, both correlational (relationship) and causality (influence) in accordance with the title, the formulation of the problem and the goal to be achieved. Data analysis technique used multiple regression analysis with the help of software SPSS 24.0.

Place of research

This research is located at Universitas Achmad Yani, Banjarmasin. Jl. A. Yani, Km 3.5, Banjarmasin.

Sampling method

The sample in this study amounted to 113 people.

RESEARCH RESULTS

Table 1: Tests of normality

| | Tests of Normality | | |
|-----------------------------|---------------------------------|-----|-------|
| | Kolmogorov-Smirnov ^a | | |
| | Statistic | df | Sig. |
| Unstandardized Residual | .066 | 113 | .200* |
| Interpersonal communication | .074 | 113 | .200* |
| Organizational culture | .046 | 113 | .200* |
| Job satisfaction | .045 | 113 | .200* |

*This is a lower bound of the true significance.

a. Lilliefors Significance Correction

From the above output, it can be seen in column Kolmogorov-Smirnov that the value of significance for interpersonal communication, organizational culture and job satisfaction is 0.200. Since the significance for all the variables is greater than 0.05, it can be concluded that the population of data is normally distributed.

Linearity test

Table 2: Linearity test variable job satisfaction to interpersonal communication

| ANOVA Table | | | | | | | |
|-----------------------------|----------------|----------------|----------------|-----|-------------|--------|------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Job satisfaction * | Between groups | (Combined) | 12283.242 | 29 | 423.560 | 4.580 | .000 |
| Interpersonal communication | | Linearity | 8404.999 | 1 | 8404.999 | 90.890 | .000 |
| | | Deviation from | 3878.243 | 28 | 138.509 | 1.498 | .082 |
| | | Linearity | | | | | |
| | Within groups | | 7675.395 | 83 | 92.475 | | |
| | Total | | 19958.637 | 112 | | | |

From the output of linearity test above, we can see that the value of linearity significance is 0.000, because the significance value is less than 0.05. It can be concluded that between the variables of interpersonal communication and job satisfaction there is a linear relationship.

Table 3: Linearity test variable job satisfaction to organizational culture

| ANOVA Table | | | | | | | |
|------------------------|----------------|----------------|----------------|-----|-------------|---------|------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Job satisfaction * | Between groups | (Combined) | 13511.209 | 18 | 750.623 | 10.944 | .000 |
| Organizational culture | | Linearity | 8453.129 | 1 | 8453.129 | 123.242 | .000 |
| | | Deviation from | 5058.079 | 17 | 297.534 | 4.338 | .000 |
| | | Linearity | | | | | |
| | Within groups | | 6447.429 | 94 | 68.590 | | |
| | Total | | 19958.637 | 112 | | | |

From the output of linearity test above, we can see that the value of linearity significance is 0.000, because the significance value is less than 0.05. It can be concluded that between the variables of organizational culture and job satisfaction there is a linear relationship.

Multicollinearity test

Table 4: Multicollinearity test

| Coefficients ^a | | |
|-----------------------------|-------------------------|---------------------------------|
| Model | Collinearity Statistics | |
| | Tolerance | Variance Inflation Factor (VIF) |
| 1 (Constant) | | |
| Interpersonal communication | 1.000 | 1.000 |
| Organizational culture | 1.000 | 1.000 |

a. Dependent variable: Job satisfaction

From the above output, we see the VIF column, from which it can be seen that the VIF value for interpersonal communication and organizational culture is 1.000. Since, the VIF value is less than 5, it can be concluded that the regression model does not find any multicollinearity problem.

Heteroscedasticity Test

Table 5: Heteroscedasticity test

| Correlations | | | | | |
|----------------|-----------------------------|-------------------------|-----------------------------|------------------------|-------------------------|
| | | | Interpersonal Communication | Organizational Culture | Unstandardized Residual |
| Spearman's rho | Interpersonal communication | Correlation coefficient | 1.000 | -.045 | .010 |
| | | Sig. (2-tailed) | . | .640 | .920 |
| | | <i>N</i> | 113 | 113 | 113 |
| | Organizational culture | Correlation coefficient | -.045 | 1.000 | .008 |
| | | Sig. (2-tailed) | .640 | . | .935 |
| | | <i>N</i> | 113 | 113 | 113 |
| | Unstandardized residual | Correlation coefficient | .010 | .008 | 1.000 |
| | | Sig. (2-tailed) | .920 | .935 | . |
| | | <i>N</i> | 113 | 113 | 113 |

From the above output, it can be seen that the correlation between interpersonal communication variables (*X1*) with Unstandardized Residual produces a significant value of 0.920 and the correlation between organizational culture with Unstandardized Residual produces a significant value of 0.935, because from the value of correlation significance of more than 0.05, it can be concluded that the model regression was not found having any problems of heteroscedasticity.

Result of multiple linear regression

Table 6: Heteroscedasticity test

| Model summary | | | | |
|---------------|-------------------|-----------------|--------------------------|----------------------------|
| Model | <i>R</i> | <i>R</i> Square | Adjusted <i>R</i> Square | Std. Error of the Estimate |
| 1 | .801 ^a | .641 | .635 | 4.717 |

a. Predictors: (Constant), organizational culture, interpersonal communication

The results of multiple linear regression test obtained *R* value of 0.809, because the value of double correlation is between 0.80 and 1000. It can be concluded that there is a very strong relationship between interpersonal communication and organizational culture. Coefficient of determination (*R*²) worth 0.641 or 64.1%. It means independent variable influences dependent variable equal to 68.8%.

Table 7: ANOVA table

| ANOVA ^a | | | | | |
|--------------------|----------------|-----|-------------|--------|-------------------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 Regression | 4378.782 | 2 | 2189.391 | 98.409 | .000 ^b |
| Residual | 2447.254 | 110 | 22.248 | | |
| Total | 6826.035 | 112 | | | |

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), organizational culture, interpersonal communication

F value counts 98.409 with significance 0.000. This shows that there is a significant influence of independent variable on dependent variable because $p = 0.000 < 0.05$.

Table 8: Coefficients table

| Coefficients ^a | | | | | |
|-----------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
| | B | Std. Error | Beta | t | Sig. |
| 1 (Constant) | 14.597 | 3.148 | | 4.637 | .000 |
| Interpersonal communication | 1.420 | .102 | .792 | 13.878 | .000 |
| Organizational culture | .151 | .069 | .125 | 2.195 | .030 |

a. Dependent Variable: Job satisfaction

Based on the results of regression analysis for hypothesis testing, the output above states that the value of standardized coefficients beta for the interpersonal communication variable in this regression analysis is 0.792 and for the organizational culture variable is 0.125. The value of Standardized Coefficients Beta (S.C Beta) is the path or path value.

The value of regression coefficient (β) variable of interpersonal communication is equal to 1.420 with t -test value equal to 13.878 with the value of significance 0.000 and organizational culture variable equal to 0.151 with the value of t -test 2.195 and the value of significance 0.030. The value of regression coefficient (β) and t -test using level (significance) is 0.05. So it can be concluded that this result shows the relationship between the independent variable and the dependent variable is positive and significant. So it can be said that the hypothesis in this study can be accepted. Therefore, the regression equation can be written as

$$Y = 14.597 + 1.420X_1 + 0.151X_2$$

Implications

The results of hypothesis testing and multiple linear regression showed that, interpersonal communication has an influence on job satisfaction of educator at Universitas Achmad Yani Banjarmasin. This is in line with the research of Wahyuni et al. (2016) who state that, interpersonal communication affects teacher's work satisfaction and is in line with the research of Wahyuni et al. (2016) research conducted by Diasmoro (2016) mentions that, there is a significant and positive relationship between interpersonal communication and job satisfaction. The higher the interpersonal communication, the higher the job satisfaction of the employees. The results of this study also showed that, organizational culture has an influence on job satisfaction. This is in line with Xaverius (2016) who state that, organizational culture has an influence on job satisfaction. Based on this, this research can strengthen the theoretical concepts and the results of previous research on the effect of interpersonal communication and organizational culture on employee job satisfaction.

CONCLUSION AND RECOMMENDATIONS

Conclusion

1. Variable interpersonal communication (X_1) has a positive and significant effect on employee's job satisfaction (Y).
2. Organizational culture variable (X_2), has a positive and significant effect on employee's job satisfaction.

3. Multiple linear regression equation obtained from the result of hypothesis test is $Y = 14.597 + 1.420X_1 + 0.151X_2$. From the regression equation, it can be seen that interpersonal communication is in the direction of job satisfaction. This is because the regression coefficient of each variable is marked positive, meaning that if interpersonal communication experienced an increase then the job satisfaction will increase as well. Similarly, the organizational culture variable, that is X_2 is also in the direction of job satisfaction. This is because the regression coefficient of each variable is positive, meaning if the organizational culture experienced an increase, then the job satisfaction will increase as well.

Practical tips

Interpersonal communication affects the job satisfaction. So it would be better to establish good communication with the superiors and with fellow colleagues, so that goals to be achieved can be realized.

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