

# **The Influence of Interpersonal Communication, Compensation, and Work Environment on Employee Job Satisfaction at PT Rajawali Nusantara Indonesia (Persero)**

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## **Abstract**

This research aims to describe the relationship of interpersonal communication, compensation, and work environment on employee job satisfaction. The purpose of this research is to explain the influence of interpersonal communication, compensation, and work environment on employee job satisfaction both partially or simultaneously at PT Rajawali Nusantara Indonesia (Persero). The population in this research is all employees of PT Rajawali Nusantara Indonesia (Persero), totaling 267 employees. The sample size in this study consist of 160 employee respondents with a purposive sampling. This research uses a quantitative approach by collecting data through Google Form questionnaires and observation. The analytical method used is the descriptive analysis model and the multiple linear regression analysis model using SPSS version 26 software. The results of this study show that interpersonal communication, compensation, and work environment partially have a significant influence on job satisfaction. Furthermore, interpersonal communication, compensation, and work environment together (simultaneously) have a significant influence on job satisfaction.

**Keywords:** interpersonal communication; compensation; work environment; job satisfaction

## 1. Introduction

The employment of cutting-edge technology, particularly communication and information technology, political division, economic integration, which fosters free competition, and dependency—the state in which an individual depends on others to meet their needs—are all factors contributing to today's global rivalry. Despite having promising infrastructure, cash, and resources, the organization cannot function effectively without great people resources (Nelfianti et al., 2018).

Job satisfaction is one of the issues addressed by human resource management. Leaders in the company need to be aware of how satisfied employees are with their jobs (Sholikhah et al., 2022). There are numerous components to job satisfaction. A phenomenon made up of elements including workplace supervision, the work itself, payment and benefits, promotions, organizational regulations, evaluations, and attitudes of coworkers (Thapa, 2020).

The researchers did pre-research by asking each responder to select three criteria that they believed had the greatest influence on their job satisfaction. The purpose of this study is to focus on the three most important elements influencing employee job satisfaction. Pre-research results from 40 respondents indicated that interpersonal communication was the most important component (65% or 26 respondents), followed by compensation (55% or 22 respondents) and work environment (40% or 16 respondents).

Out of 26 employees at PT Rajawali Nusantara Indonesia (Persero), 26 report difficulties with interpersonal communication due to dishonest behavior, refusal to accept criticism, and lack of support from superiors. Then there's a strong sense of competitiveness, which might cause employees to lack empathy for their co-workers.

Another component influencing employee job satisfaction is compensation. According to preliminary findings, up to 22 employees of PT Rajawali Nusantara Indonesia (Persero) expressed dissatisfaction with the company's salary since it did not match the task they had. Employees believe that their income is insufficient to meet the demands of the job. Then, modifications to the company's health benefits policy caused employees to feel dissatisfied with their jobs. Employees who work long hours are also more likely to become bored at work, and they may not receive bonuses for meeting targets since the company's finances are poor.

The work environment is another aspect that contributes to increased job satisfaction. Based on the results of pre-research submitted by employees and observations, the physical working environment conditions of PT Rajawali Nusantara Indonesia (Persero) can be said to be poor, as evidenced by a lack of parking facilities, where the small motorbike parking area forces employees to park their vehicles on the edge of the lane, making them concerned that their vehicle will be hit by another vehicle. Then employees perceive that the area in which they work is somewhat unpleasant, as evidenced by the positioning of work desks close together and the lack of desk separators, resulting in a lack of privacy between colleagues and superiors. The lighting and room temperature are adequate, but air circulation is perceived to be poor, as evidenced by a lack of ventilation and the absence of windows in some areas, causing employees to get bored, unable to focus, and susceptible to disease.

Looking at this phenomenon, it can be said that an important attachment is interpersonal communication, compensation, and work environment to job satisfaction so the

author is interested in doing this research. Therefore, the aim of this research itself is to find out the description of interpersonal communication, compensation, work environment, and job satisfaction among company employees, and to see whether interpersonal communication, compensation, and work environment have an influence significant impact on job satisfaction among company employees, both separately and simultaneous.

## **2. Literature Review**

### **2.1 Interpersonal Communication**

Communication is exchanging information (messages and ideas) from one party to another. Communication is typically conducted vocally or in a way that both parties understand (Sitinjak & Sari, 2024). According to Joseph A Devito (Sateguh et al., 2023) interpersonal communication is a process of sending and receiving messages between two persons or a small number of people, with immediate feedback. According to Sitinjak & Sari (2024) that interpersonal communication is a face-to-face conversation in which each participant may immediately experience the reactions of others, both vocal and nonverbal. Interpersonal communication is communication between two people that can take place in two ways: face-to-face and through media.

### **2.2 Compensation**

According to Thomas (Seto et al., 2023) that compensation is any type of payment to employees for labor they give; employment is the equitable reward of individuals for their contribution to the organization's goals. Apart from that, Marwansyah (Seto et al., 2023) thinks that compensation is a direct or indirect award or reward, financial or non-financial, given fairly and appropriately to employees in exchange for their contribution/services in attaining company goals. Financial payments, as well as services and perks supplied to employees as part of the employment relationship, are all considered compensation. Employees earn compensation in consideration for their contributions to the organization.

### **2.3 Work Environment**

According to Steward (Mulyah et al., 2020) Working conditions can be defined as a series of conditions of the working environment that become the workplace of the employee that works there. A good work environment is comfortable and allows employees to carry out their tasks effectively. Includes everything in the employee's surroundings that can have an impact on performance, including work safety and security, temperature, humidity, ventilation, lighting, cleanliness, and more.

According to Rahmawati (2023), a suitable and secure work atmosphere allows people to perform at their best. If an employee enjoys his work environment, he will feel at ease and will carry out his tasks efficiently. On the other side, an unsuitable work environment might have a negative impact on employee performance.

### **2.4 Job Satisfaction**

According to Luthans (Rahmawati et al., 2023) job satisfaction is a happy emotional state or a person's positive or pleasant emotions caused by an evaluation of a job or work experience. Hasibuan (Sitinjak & Sari, 2024) also provided another perspective on job

satisfaction, stating that it is an emotional attitude that is pleasant and enjoys working. This mentality is shown in work ethic, discipline, and job performance.

Job satisfaction is a favorable feeling at work based on an assessment of these traits, or a sensation of contentment after someone has evaluated the work or work they are involved in. If employees enjoy their jobs, there will be consequences; if they dislike them, there will be consequences. Job satisfaction is measured in five dimensions: the job itself, present compensation, promotion opportunities, leadership, and coworkers (Arifin et al., 2019).

### 3. Material and Method

In this research, the variables used consist of the dependent variable (Y) and three independent variables (X). The dependent variable (Y) is job satisfaction, while the independent variable (X) is interpersonal communication (X1), compensation (X2), and work environment (X3).

Variable	Indicator	Number	Source
Job Satisfaction (Y)	1. Work according to ability 2. Challenging work 3. Work varies 4. Salary according to skill 5. Salary is sufficient for needs 6. Speed of salary payments 7. Opportunity to get a promotion 8. Openness in the promotion process 9. A sense of fairness 10. Supervision provided by leadership 11. Relation between superiors and subordinates 12. Clear orders from the leadership 13. Colleagues help each other 14. Competent coworkers 15. Colleagues who have good relationship	1-15	(Seto et al., 2023)
Interpersonal Communication (X1)	1) Be willing to accept criticism 2) Be honest at work 3) Defend personal opinions 4) Understand 5) Replace 6) Give a positive response 7) Communication attitude 8) Provide support	16-30	(Prasetyo et al., 2016)

	9) Listen to complaints 10) Be friendly 11) Reward 12) Give a positive opinion 13) Doesn't discriminate 14) Accept differences in values 15) Respect differences of view		
Compensation (X2)	1) Wage 2) Bonus 3) Incentive 4) Health Insurance 5) Religious Holiday Allowance 6) Facility	31-36	(Indy et al., 2021)
Work Environment (X3)	1) Lighting 2) Temperature 3) Noise 4) Humidity 5) Facility 6) Layout 7) Air Circulation	37-44	(Jaya, 2022)

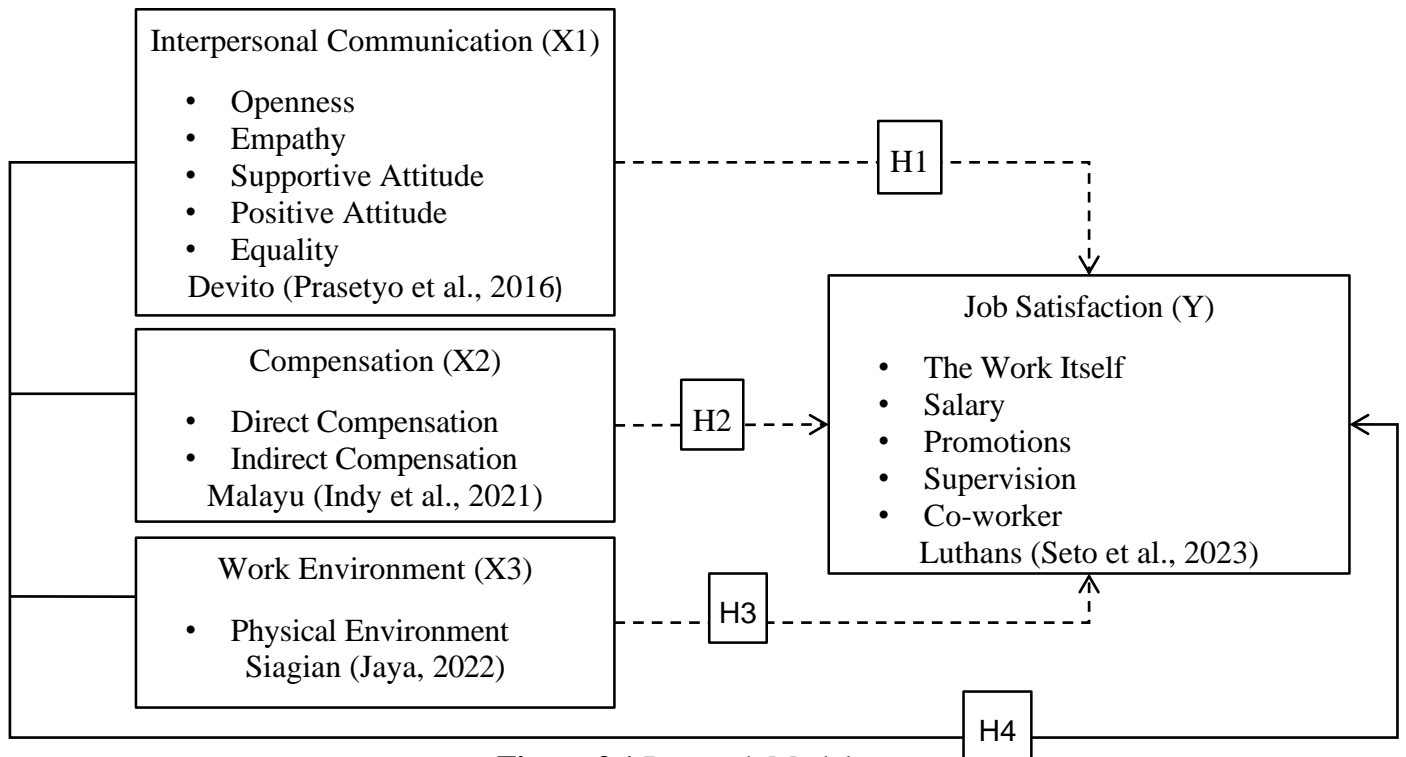
### 3.1 Design Study

The object of this research is employees of PT Rajawali Nusantara Indonesia (Persero) because the scope of work is broad with a large number of employees to be used as research samples. Completely located at Waskita Rajawali Tower, Jl. Letjen M.T. Haryono Kav. 12, Kp. Melayu, Jatinegara, East Jakarta. This research begins in June 2023 and includes observation and pre-research activities. This research uses a quantitative approach with descriptive methods. The population in this research are all employees who work at PT. Rajawali Nusantara Indonesia (Persero) has 267 employees. Sampling using non-probability sampling technique with purposive sampling technique. Then the researcher used the Slovin formula to determine the population which was then obtained from as many as 160 respondents.

### 3.2 Data Analysis

After compiling the research instrument, the data analysis method is used to conclude all the data that has been collected. In this study, researchers used SPSS version 26 software to process and analyze the results of previously collected data.

1. Validity Test
2. Reliability Test
3. Classic Assumption Testing (Normality, Linearity, Multicollinearity, Heteroscedasticity)
4. Hypotesis Test (F- Test, t- Test, R<sup>2</sup>- Test)



**Figure 3.1** Research Model

## 4. Result

### 4.1 Validity Test

The validity test determines if questionnaire data in research is valid or invalid. The validity test in this study used corrected item total correlation with a 5% significance level. To determine validity, use the formula  $r_{\text{count}} > r_{\text{table}}$ . If  $r_{\text{count}} < r_{\text{table}}$ , the item is ruled invalid. The table below shows that all statement items for each variable pass the validity test (Sholikhah et al., 2022).

Variable	Statement Items	Statement Items Valid
Interpersonal Communication (X1)	15	15
Compensation (X2)	6	6
Work Environment (X3)	8	8
Job Satisfaction (Y)	15	8

### 4.2 Reliability Test

Reliability tests verify the consistency of research instruments, in terms of This was the questionnaire utilized. This test determines if the instrument remains consistent after repeated measurements. Reliability testing is an extension of testing Validity occurs when only valid things are entered into the test. Cronbach's alpha value, greater than 0.6, indicates a dependable variable according to validity tests. The table below shows that the Cronbach's alpha value for each variable is more than 0.6, indicating that the instrument employed in this research is reliable (Sholikhah et al., 2022).

Variable	Cronbach's Alpha	Remarks
Interpersonal Communication (X1)	,889	Reliable
Compensation (X2)	,729	Reliable
Work Environment (X3)	,744	Reliable
Job Satisfaction (Y)	,888	Reliable

#### 4.3 Normality Test

The normality test determines if the residual value from a regression follows a normal distribution. The Kolmogorov-Smirnov test was used to assess normalcy in this study. A test result value greater than 0.05 indicates yes. It is claimed that the residual data is regularly distributed. The table below shows that each variable has a significance value of larger than 0.05. Thus, data research can be considered typically distributed.

Variable	Asymp. Sig. (2 tailed)	Remarks
Interpersonal Communication (X1)	,200	Normal
Compensation (X2)	,200	Normal
Work Environment (X3)	,200	Normal
Job Satisfaction (Y)	,200	Normal

#### 4.4 Linearity Test

#### 4.5 Multicollinearity Test

#### 4.6 Heteroscedasticity Test

#### 4.7 F Test

#### 4.8 t Test

#### 4.9 Coefficient of Determination

### 5. Discussion

### 6. Conclusion, Implication, and Recommendation

For future research, it is recommended to test a larger sample size and explore more advanced methods.

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