

The Effect of Communication and Organizational Climate on Employee Job Satisfaction at PT. Alove Bali

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ABSTRACT : Job satisfaction is a pleasant emotional state of the work the employee produces. In order for employees to have high job satisfaction, an organization needs to pay attention to the factors that influence job satisfaction. The purpose of this study is to determine the effect of communication and organizational climate on employee job satisfaction. This research was conducted at PT. Alove Bali. The number of samples used are 67 employees, with a saturated sample method. Data collected by observation, interviews, and questionnaires. Data analyzed by multiple linear regression. The results of this study found that communication has a positive and significant effect on employee job satisfaction and organizational climate has a positive and significant effect on employee job satisfaction. To improve employee job satisfaction, companies need to pay attention to the communication of employees so that employees are able to complete and be responsible for the tasks given smoothly. The company must also pay attention to the organizational climate so that employees are able to work optimally and have a good organizational climate.

Keywords -communication, organizational climate, job satisfaction

I. INTRODUCTION AND LITERATURE REVIEW

Human Resources (HR) has a major role in running the company wheels. HR that has high productivity and work motivation will cause the company's wheels to be faster. On the other hand, Tantowi & Astuti (2017) stated that the low quality of human resources would reflect that employees did not have good work productivity and if left unchecked would cause a stall in company performance (Damayanti et al. 2018). Productivity and quality of work of employees are closely related to the level of employee job satisfaction so that it will also affect the level of company profits. This is confirmed by research conducted by Pratama et al. (2016) and Nugroho et al. (2016) which states that there is a positive and significant influence on job satisfaction and organizational commitment.

Job satisfaction can be defined as a pleasant emotional state of work produced by an employee or an effective reaction to one's work (Sugiono & Vitaloka, 2019), while according to Schleicher et al. (2015) job satisfaction is more about attitude than behavior. Sources of job satisfaction vary from one individual to another individual, one of which is organizational communication.

Gori & Topino (2020), mentioned the close relationship of job satisfaction with the characteristics of the job itself, and stated that the source of job satisfaction varies from individual to individual. One theory about job satisfaction is the Two Factor Theory or Herzberg's theory of motivation & hygiene. Herzberg's theory of motivation & hygiene about job satisfaction from human resources comes from internal and external factors. These internal factors can be in the form of personality, emotions, and character possessed by employees. External factors from Herzberg-Hygiene Theory can be in the form of salary, work, coworkers, supervision, promotion and others (Bevins, 2018)

The factor that is thought to be able to influence the level of job satisfaction in organizations is communication. Communication is essential for the overall success of a business or organization must have a fundamental role in the strategic planning process for all organizations. Dobre (2018) said that employees who can provide and receive information well can improve work morale within each individual in an organization, so that they can carry out tasks assigned by the company to realize employee job satisfaction. Communication as a two-way process provides space for communication to respond and convey a message or information. Conditions like this will be able to increase job satisfaction.

The existence of good communication, then the organization will be able to run smoothly and successfully. Stacho et al. (2019) state that organizations with effective communication show good interaction between members of the organization and managers so that trust and cooperation are established to coordinate work. Communication behavior will also lead to the development of the organization's climate. According to

Sugiarto (2018) said that organizational climate is very important because organizations that can create an environment where employees feel friendly can achieve full potential in seeing the key to competitive advantage.

PT. Alove Bali is a company engaged in the industrial sector where the company produces Aloe Vera Gel which is concentrated which will be exported to neighboring countries, namely Australia. Seeing that this company has exported to other countries, it is important to work satisfaction of employees in their efforts to realize the vision and mission as a company engaged in the field of industry that has a standard of service with good quality. The effectiveness of communication and organizational climate is important to be seen and maintained in order to increase employee job satisfaction. Based on observations from 8 respondents at PT. Alove Bali revealed that the communication within the organization was less effective. This is because employees do not convey problems faced by superiors.

A very common problem at PT. Alove Bali is a way of delivering communication that cannot be received by employees, such as when the manager is not in place but the manager entrusts an assignment to one of the employees to notify the other colleagues, but because of the colleague's distrust of the employee the employee assigned tasks often not finished on time. Reluctance of employees to convey the problems that occur in the company often and often cause the environment in the company is not intertwined harmoniously, and often causes jealousy towards coworkers. This causes a low level of satisfaction with employees of the company.

Another problem is the lack of coaching and training and jealousy among employees, making the climate in the organization less favorable, causing employees to tend not to do their jobs properly. In addition, employees are also often not at work during work hours due to lack of supervision from superiors. This condition affects the low job satisfaction as shown by the attitude of employees who are not disciplined towards working hours that have been set, such as often returning home before office hours, not fully responsible for their work and often not being at work at work hours when low satisfaction work at PT. Alove Bali.

In an organization, organizational climate is very closely related to job satisfaction of employees and organizational performance. Even Pandita & Domnic (2017) said that the climate is seen as a key variable that affects job satisfaction and employee productivity in an effort to support the ever-evolving organizational movement. Moslehpour et al. (2018) also state that there is a positive relationship between the climate created and the satisfaction and effectiveness of the organization. The problems that occur at PT. Alove Bali arises because of various factors, including employees who do not work in their fields, low motivation from superiors and lack of interaction with colleagues. In this case, effective communication should be required from superiors in order to motivate employees to be more productive and establish good interactions by providing a positive organizational climate.

Based on the background that has been mentioned, then the purpose of this study is to analyze the effect of communication on employee job satisfaction and to analyze the effect of organizational climate on employee job satisfaction.

II. HYPHOTHESIS DEVELOPMENT

Siagian (2018), The communication variable has a dominant influence on employee job satisfaction because good communication can provide a sense of comfort and good interaction between employees and superiors. Research conducted by Rajković et al. (2018) states that communication has a positive and significant effect on job satisfaction. Jyoti (2016) explained that organizational climate had a positive and significant effect on satisfaction. This is reinforced by the better environment in the organization, the more job satisfaction in the organization will be felt by employees. Lantara (2019) shows that communication involving the exchange of information between employees, coworkers and top management has a significant effect on employee psychological work output namely job satisfaction, Stacho et al. (2019) said communication has a positive and significant effect on employee job satisfaction. Alhassan et al. (2017) states that communication has a positive and significant effect on job satisfaction. Dobre (2018) also states that employees who can provide and receive information well can increase morale within each individual in an organization, so that they can carry out tasks assigned by the company to realize employee job satisfaction. Based on a number of studies mentioned above can be drawn the following hypothesis.

H1: Communication has a positive and significant effect on employee job satisfaction

According to Rahmawati & Supartha (2015) organizational climate is an organizational atmosphere that supports the implementation of work. A conducive organizational climate will encourage employees to work well and will increase job satisfaction. Manuaba et al. (2020) stated that, organizational climate has a significant influence and shows a positive effect on job satisfaction. Kesawa et al. (2016) stated that organizational climate has a positive and significant relationship to job satisfaction. According to Pandita & Domnic (2017) said that the climate is seen as a key variable that affects job satisfaction and employee productivity in an effort to support the movement of an organization that is always developing. According to

Moslehpour et al. (2018) also stated that there is a positive relationship between the climate created by the satisfaction and effectiveness of the organization. Nurhasnawati & Subhan (2018) found that organizational climate characteristics were statistically significantly correlated to job satisfaction. Widiarti & Dewi (2016) revealed that organizational climate has a positive correlation with significant job satisfaction. Similar research with Lineker et al. (2016) found organizational climate has a significant positive effect on employee job satisfaction. Alajmi (2016) said that organizational climate has a significant positive effect on job satisfaction. Based on a number of studies mentioned above can be drawn the following hypothesis.

H2: Organizational climate has a positive and significant effect on employee job satisfaction

III. METHODS

Based on what was studied, the research design was associative. The object of this research is communication, organizational climate, and job satisfaction of employees who work at PT. Alove Bali. In this study the dependent variable (Y) is job satisfaction. In this study the independent variables are communication (X1), and organizational climate (X2). The population in this study were all employees of PT. Alove Bali as many as 67 people. The sampling method used in this study was a saturated sample, so in this study the entire population was sampled. Data collection methods used in this study were Observation, Interview and Questionnaire

IV. RESULTS AND DISCUSSION

Most respondents were 41-50 years as many as 28 people (41.79%) and no one is under 20 years old (00.00%). 35 respondents are men (52.24%), While 32 respondents are women (47.76%). Most of the respondents are high school / vocational school graduated as many as 28 people (41.79%) and 3 people (4.47%) are undergraduate. Most respondents have been working for 2 to 6 years as many as 27 people (40.30%) and 7 people have been working over 10 years (10.45%).

The study was conducted by distributing questionnaires to 67 employees who worked at PT. Alove Bali is used as a respondent. The communication variable has 5 statements, the organizational climate variable has 5 statements and the job satisfaction variable has 5 statements. Y3 indicator "The wage system in the company is fair with my expectations" is an indicator that has the highest score with a score of 4.47, while indicator Y4 "I have a high match between personality and my job" is an indicator with the lowest score of 3.98. Overall the average value of 4.32 shows the perception of respondents is very high on job satisfaction.

Communication in this study is the independent variable X1. The indicator "Required ability to understand messages carefully as conveyed by the communicator" is an indicator that has the highest score with a score of 4.37 while the indicator "Needs action according to the message communicated between superiors and subordinates" is an indicator with the lowest score is 4, 04 Overall the average value of 4.20 shows the perception of respondents is good for communication.

Organizational climate is symbolized by X2. The indicator "Interaction between employees in establishing good communication within the company" is an indicator that has the highest score with a score of 4.38, while the indicator "Employees have helped each other provide support between employees" is an indicator with the lowest score is 3.98. Overall the average value is 4.17, this shows the perception of respondents is good for the organizational climate.

The coefficient value obtained is 0.791. The determination value is $0.791 \times 100\% = 79.1\%$. This indicates that Job Satisfaction (Y) is explained by 79.1% by the Communication (X1), Organizational Climate (X2) the rest is explained by other variables not included in the model or research.

The significance value of F is 0.000, this value is less than 0.05, so it can be concluded that there is a significant influence namely Communication (X1), Organizational Climate (X2) to the dependent variable that is Job Satisfaction (Y) simultaneously. After being tested partially using the t test, obtained a significant value of 0,000 this value is smaller than 0.05, so it can be concluded that there is a partially significant effect between Communication (X1) on Job Satisfaction (Y). A significant value of 0.042 is smaller than 0.05, so it can be concluded that there is a partially significant effect between Organizational Climate (X2) and Job Satisfaction (Y).

The results showed that communication has a positive and significant effect on job satisfaction which means that if communication is getting better the employee job satisfaction at PT. Alove Bali will increase, and vice versa if employee communication is not good then the job satisfaction of employees at PT. Alove Bali will decrease so H1 is accepted. The results of this study are in accordance with Rajković et al. (2018), , Dobre (2018), which states that communication has a positive and significant effect on employee job satisfaction. The results of the questionnaire showed that the average score of 5 statements about communication that is equal to 4.20 which means communication at PT. Alove Bali is good. The results showed that the organizational climate had a positive and significant effect on job satisfaction which means that if the organizational climate got better the job satisfaction of employees at PT. Alove Bali will increase, and vice versa if the organizational climate of

the employees is not good, the job satisfaction of employees at PT. Alove Bali will decrease, H2 is accepted. The results of this study are in accordance with Pandita & Domnic (2017), who stated that organizational climate had a positive and significant effect on employee job satisfaction. The questionnaire results showed that the average score of 5 statements regarding organizational climate was 4, 17 which means that the organizational climate at PT Alove Bali is good.

The results of this study have theoretical and practical implications. Theoretically this research shows that communication and organizational climate have a positive and significant effect on employee job satisfaction. Thus, the results of this study provide empirical support and can be stated to strengthen the results of previous studies. Practically, this research is expected for leaders at PT. Alove Bali can pay more attention to the communication and climate of this organization which is shown by the coefficient of determination of 79.1 percent, but other factors that affect employee job satisfaction are also considered.

Respondents were only employees of PT. Alove Bali, so the results of this study can only be applied in PT. Alove Bali and cannot be generalized to other company environments. The factors that influence employee job satisfaction in this study only consist of two variables, namely communication and climate, while there are still many other factors that affect job satisfaction. This study uses a questionnaire as a research instrument that is the answer from respondents sometimes does not show the real situation.

V. CONCLUSION

Communication has a positive and significant effect on job satisfaction at PT. Alove Bali. This shows the better communication between employees, employee job satisfaction will be higher. Organizational climate has a positive and significant effect on job satisfaction at PT. Alove Bali. This shows the better organizational climate, employee job satisfaction will be higher. Based on the results of the questionnaire regarding work experience shows that the lowest average score is the statement "the need for action in accordance with the message communicated between superiors and subordinates". The management of PT. Alove Bali should pay more attention to communication between superiors and subordinates, especially in actions that are in accordance with messages communicated between superiors and subordinates. This is done so that employees are able to complete and be responsible for the tasks given smoothly. Based on the results of a questionnaire about the organizational climate shows that the lowest average score is the statement "employees have helped each other to provide support between their employees". The management of PT.love Bali should pay more attention to employee relations, especially employees who are still unable to provide support between employees. This is done so that employees are able to work optimally and have a good organizational climate.

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