

The Effect of Interpersonal Communication and Employee Empowerment on Employee Job Satisfaction at the Service of Population and Civil Registration Musi Banyuasin District

Resa Parupi¹, Endah Dewi Purnamasari², Mohammad Kurniawan³

^{1,2,3} Faculty of Economics, Universitas Indo Global Mandiri Palembang

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ABSTRACT

This study aims to determine and analyze the effect of interpersonal communication on job satisfaction, the effect of employee empowerment on job satisfaction and the effect of interpersonal communication and employee empowerment on employee job satisfaction in the population and civil registration office of Musi Banyuasin Regency. This study uses a quantitative approach. The variables used in this study are interpersonal communication and employee empowerment as independent variables and job satisfaction as the dependent variable. The sample used in this study was the total number of PNS employees at the Population and Civil Registration Office of Musi Banyuasin Regency, consisting of 35 respondents. Data collection technique is using a questionnaire. Data analysis used was validity test, reliability test, normality test, multiple linear regression test, correlation coefficient test, coefficient determination test, t test and f test using SPSS ver 25 software tools. The results of this study were obtained from the results of the t test shows that interpersonal communication X_1 has a positive effect on job satisfaction Y , then H_a is accepted and H_o is rejected. Employee empowerment X_2 has a positive effect on job satisfaction Y , then H_a is accepted and H_o is rejected. and the research results obtained through the f test show that interpersonal communication X_1 and employee empowerment X_2 have a positive effect on job satisfaction Y , then H_a is accepted and H_o is rejected

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Corresponding Author:

Resa Parupi,
Faculty of Economics,
Universitas Indo Global Mandiri Palembang
Jl. Jend. Sudirman No.Km.4 No. 62, 20 Ilir D. IV, Kec. Ilir Tim. I, Kota Palembang, Sumatera Selatan.
Email: Resaparupi06@gmail.com

1. INTRODUCTION

Humans are an important resource in achieving organizational goals that have different characteristics with other resources. According to Sedarmayanti (2016) Human resources play an important role in creating competitive organizations in the current and ongoing globalization era. As stated that the main dimension of the resource side is its contribution to the organization, while the main dimension of humans is the treatment of their contribution which in turn will determine the quality and capability of their life. Without human resources who have high competence in the field of work and their responsibilities, the organization will fail to realize its existence (Sedarmayanti, 2016). Human resources as a workforce for companies are sometimes often ignored and not given much

attention in terms of comfort at work, even though human resources are assets in supporting the process of performance in a company.

Humans are the most important factor in supporting the success of an organization. No matter how good an organization is, both in terms of planning/implementation and technological facilities, all of this will not work if there is no human factor as a driving force. The success of a company depends on its ability to manage the various kinds of resources it has. Human Resources (HR) is always attached to every resource of any company as a determining factor for its existence and role in contributing towards achieving company goals effectively and efficiently. Companies need human resources or employees in order to achieve its goals effectively and efficiently.

Employees are the only assets that cannot be duplicated by other humans because basically everyone is a creature created by the almighty creator and has characteristics and personalities that are the same as one another. The role of HR in a company is very dominant because employees are the main driving force in a company. Because without them the company cannot achieve success. Thus, serious attention to HR management, namely employees as one of the determining factors for success in a company is absolutely necessary in order to achieve the company's vision and mission as expected. Views on human resources can not only be seen individually but also as a group, an organization or within a company. This is because humans have different characteristics, both individually and as a group in a certain population.

According to Nasution (2018) Employees who have job satisfaction tend to have positive feelings and thoughts about the work being done, and vice versa if employees feel dissatisfied with what is being done, they will think negatively (negative thinking) about the work being done. According to Saripuddin (2015) Basically job satisfaction is an individual thing. Each employee will have a different level of satisfaction according to the system and values that apply to that employee. Job satisfaction reflects a person's feelings towards his work and everything he faces in his work environment. Job satisfaction is a person's positive attitude towards his work that arises based on an assessment of the work product produced.

Jufrizen (2016) Job satisfaction is basically something that is individual, because each individual has a different level of satisfaction according to the value system that applies to him. Job satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction or dissatisfaction at work. This is certainly not easy because usually organizations are faced with formulating goals to be achieved, targets to be aimed at, determining various activities that must be carried out to achieve goals, allocating resources, resources, human resources, equipment and human resources, monitoring the results achieved, carrying out various communication arrangements between employees within the company and well coordinated. Employee interaction in the corporate environment is something that cannot be separated which will lead to individual job satisfaction levels. The environmental situation of the company in carrying out its duties and functions between one employee and another cannot be separated from the interaction with each other for the sake of smooth and harmonious work.

Interpersonal communication is very important for establishing cooperative relationships between people involved in the organization and has a very large influence in the process of achieving organizational goals. Interpersonal communication will allow each member of the organization to help each other, interact with each other. Warm, friendly relationships are greatly influenced by communication with other people. Interpersonal communication that is carried out every day functions to foster and maintain relationships in the environment. Therefore, interpersonal communication has an important meaning in organizational life. Busro (2017) states that interpersonal communication carried out by two people is sometimes very private, confidential, and only two people know the contents of the message conveyed. Communication aims to strengthen relationships, both the relationship between superiors and subordinates, subordinates and superiors, or fellow people to make it easier to carry out a plan, mission or to solve a problem. Communication also aims to convey messages so that messages can move from one party (*communicator*) to another party (*communicant*).

Employee empowerment is an effort made by an organization or company to enable or provide opportunities, trust, responsibility and authority for employees to plan, implement and control work plans to become a commitment from the employees themselves. According to Clutterbuck in

Priansa (2017) states that employee empowerment is an effort to encourage and enable individuals to take personal responsibility for their efforts to improve the way they carry out their work and contribute to the achievement of various company goals. Empowerment of employees has a very important influence on employees in a company, employees who are properly empowered will be able to complete their duties properly too, in this case empowering employees can influence them in carrying out every task assigned to them. For employees, working in a supportive work environment, given trust and encouragement towards their work, always involved, and good communication between employees will lead to a sense of job satisfaction. This job satisfaction will affect employees to work more enthusiastically and passionately. Conversely, if empowerment is not carried out properly, it will reduce employee job satisfaction.

Based on the results of Sriani's research (2022) it shows that the interpersonal communication variable has a positive and significant effect on job satisfaction. Naoval Research (2018) Empowerment variable has a positive relationship with strong criteria on Job Satisfaction. Angriani's research results (2022) state that empowerment has a significant positive effect on performance. Ramadhany's research (2019) states that interpersonal communication and empowerment have a significant effect on effective commitment.

While the results of Lodjo's research (2017) show that the empowerment variable has no effect on job satisfaction. Diana's research (2020) found that interpersonal communication variables did not significantly influence teacher performance. Surono's research (2017) the empowerment variable has no significant effect on performance.

Based on the results of interviews with one of the employees at the Population and Civil Registration Office of Musi Banyuasin Regency, researchers found that there were problems that were relevant to be examined in this organization, namely employees who worked did not meet good quality work standards, causing the results to be not optimal, besides that employees were not given the freedom to be creative in completing their work so that the work carried out by employees tended to be boring, this caused employees not to work well. Both of these problems can allow employee dissatisfaction at work because the results obtained are not optimal.

Another factor is the lack of intimacy between fellow employees and superiors, lack of cooperation and cohesiveness between employees causes the work to be done tends to take longer due to the lack of information obtained, causing the work to be carried out ineffectively, this is presumably due to a lack of interpersonal communication between fellow employees and superiors. The next factor is that employees who do not have confidence in completing their tasks cause employees to tend to be independent, work only according to directions, causing employees to not work effectively, this is allegedly due to a lack of employee empowerment of employees from superiors. The existence of interpersonal communication and employee empowerment of employees in the work environment will likely lead to job satisfaction for employees.

2. RESEARCH METHOD

The objects in this study were civil servant employees at the Musi Banyuasin Regency Population and Civil Registration Office, where the sample size was 35 civil servant employees. The approach used in this study is a quantitative approach. The sources for this study were obtained from respondents through questionnaires directly to civil servant employees at the Musi Banyuasin Regency Population and Civil Registration Office, and other sources obtained from literature studies and from documents related to the problem under study.

The analytical method in this study uses multiple linear regression analysis. This research method is used because there is more than one variable. Multiple linear regression analysis is used to determine the effect of the independent variables on the dependent variable.

$$Y = a + b_1X_1 + b_2X_2 + e$$

Y = Job Satisfaction Variable, a = constant, b_1 = Regression coefficient for X_1 , b_2 = Regression coefficient for X_2 , X_1 = Interpersonal Communication, X_2 = Empowerment, e: Residual value.

The coefficient of determination is data to find out how much the percentage of direct influence of the independent variable is getting closer to the dependent variable or it can be said that the use of this model is justifiable. Thus the coefficient of determination (R) can be obtained a value

to measure the magnitude of the contribution of several X variables to the ups and downs of variable Y.

Partial test (t test) aims to determine how far the influence of the independent variables on the dependent variable partially. The decision-making criteria in this test according to Sugiyono (2017) are as follows:

- 1) If $t_{count} > t_{table}$ then H_0 is rejected, meaning that the independent variable has no significant effect on the dependent variable.
- 2) If $t_{count} \leq t_{table}$ then H_0 is accepted, meaning that the independent variable has a significant effect on the dependent variable.
- 3) Where $\alpha = 5\%$ or 0.05.

The use of the F-test aims to assess the feasibility of the regression model that has been formed. An appropriate regression model is a model that is estimated to be feasible to use to explain the effect of the independent variables on the dependent variable. This test is carried out by comparing F_{count} with F_{table} which is determined using a significant level of 5% with the following conditions:

- 1) If $F_{count} > F_{table}$, or probability < significant value (Sig < 0.05), then the regression model is said to be feasible.
- 2) If $F_{count} < F_{table}$ or probability > significant value (Sig > 0.05), then the estimated regression model is not feasible.

3. RESULTS AND DISCUSSIONS

Based on the results of distributing the questionnaires, it was found that the characteristics of respondents with male sex were 18 respondents with a percentage of 55.5% while female gender were 17 respondents with a percentage of 45.5%.

The characteristics of respondents based on age <30 years were 17 with a percentage of 45.9%, 15 respondents aged 31-45 years with a percentage of 43.2%, 3 respondents aged 46-60 years with a percentage of 10.8% and no respondents aged >61. The conclusion was that the majority of respondents in this study were aged <30 years.

Respondent characteristics based on length of service <10 years were 24 with a percentage of 70.3%, respondents with years of service 11-20 years were 9 respondents with a percentage of 24.3%, and respondents with length of service >21 with only 2 respondents with a percentage of 3.4%, it can be concluded that the majority of respondents in this study had worked <10 years.

The characteristics of respondents based on their last education < high school were 7 with a percentage of 20%, respondents with a recent Diploma education were 3 respondents with a percentage of 8.6%, respondents with a Bachelor's degree were 20 respondents with a percentage of 57.1%, respondents with a Postgraduate education were 5 respondents with a percentage of 14.3% and no respondents had a Doctoral degree. It can be concluded that the majority of respondents in the study had a Bachelor's degree.

Characteristics of respondents based on unmarried marital status were 12 respondents with a percentage of 34.3% and respondents with married status were 23 with a percentage of 65.7%. The conclusion obtained is that the majority of respondents in this study with marital status were married.

Characteristics of respondents based on family dependents <2 people as many as 14 respondents with a percentage of 40%, respondents with family dependents as many as 15 respondents with a percentage of 42.9% and respondents with family dependents > 5 people as many as 6 respondents with a percentage of 17.1%. The conclusion obtained is that the majority of respondents with family dependents are 3-4 people.

Table 1. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	5,181	5,505		0,941	,354
Interpersonal Communication	,617	,176	,521	3,511	,001
Employee Empowerment	,474	,203	,347	2,337	,026

Source: Primary data processed by SPSS 25.0, 2022

Based on table 1 the results of multiple linear regression tests, the regression equation is;

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 5.181 + 0.617 X1 + 0.474 X2 + 5.505$$

The coefficient value of 5.181 is positive, meaning that if the interpersonal communication and employee empowerment variables are considered absent or equal to 0, then the value of job satisfaction will increase.

The regression coefficient value of Interpersonal Communication shows a value of $b_1 = 0.617$, which means that if each value of the Interpersonal Communication variable adds 1%, Job Satisfaction will increase by 0.617.

The employee empowerment regression coefficient value shows a value of $b_2 = 0.474$, which means that if each value of the Empowerment variable is added 1%, job satisfaction will increase by 0.474.

Table 2. Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,795 ^a	,633	,603	2,838
a. Predictors: (Constant), Interpersonal Communication, Employee Empowerment				
b. Dependent Variable: Job satisfaction				

Source: Primary data processed by SPSS 25.0, 2022

Based on Table 2 the value of R² (R square) is 0.633 or 63.3%. This shows that interpersonal communication and employee empowerment affect job satisfaction by 63.3% and the remaining 36.7% is influenced by other variables outside of this research model.

T Test

Based on Table 1 for the Interpersonal Communication variable (X_1) a t_{table} of 2.034 is obtained. t_{count} 3.342 > t_{table} 2.034 with a significant level of less than 0.05, namely 0.026, which means H_0 is rejected and H_a is accepted. This shows that partially Interpersonal Communication has a positive and significant effect on Job Satisfaction (Y).

Based on the t test for the Employee Empowerment variable (X_2) it was obtained t_{count} 3.355 > t_{table} 2.034 with a significant level of less than 0.05, namely 0.002 which means H_0 is rejected and H_a is accepted. This shows that partially Employee Empowerment has a positive and significant effect on Job Satisfaction (Y).

F Test

Table 3. Hypothesis Test Results F

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	416,230	2	208,115	25,837	,000 ^b
	Residual	241,649	32	8,055		
	Total	657,879	34			

Source: Primary data processed by SPSS 25.0, 2022

Based on table 3, the sig value is 0.000 < 0.05, which means that variable X simultaneously influences job satisfaction. It is known that the value of F_{count} is 25.837. The next value is compared with the F_{table} , which is obtained from df 1 (sum of all variables-1) or 2-1 = 1 and df 2 or (n-k-1) = 35-2-1 = 32, then it produces a F_{table} of 4.13. F_{count} > F_{table} because 25.837 > 4.13 with a significant level of less than 0.05, namely 0.002. So it can be concluded that H_0 is rejected and H_a is accepted,

which means Interpersonal Communication (X_1) and Employee Empowerment (X_2) together have a significant effect on Job Satisfaction (Y).

4. CONCLUSION

This study explains to find out about "The Influence of Interpersonal Communication and Employee Empowerment on Employee Job Satisfaction in the Population and Civil Registration Office of Musi Banyuasin Regency". Based on the results of testing the data that has been done, the following conclusions are obtained. Based on the results of the multiple linear regression test, a coefficient value of 5.181 is positive, meaning that if the interpersonal communication and employee empowerment variables are considered absent or equal to 0, then the value of job satisfaction will increase.

The regression coefficient value of Interpersonal Communication shows a value of $b_1 = 0.617$, which means that if each value of the Interpersonal Communication variable adds 1%, Job Satisfaction will increase by 0.617.

The employee empowerment regression coefficient shows a value of $b_2 = 0.474$, which means that if each value of the Empowerment variable is added 1%, job satisfaction will increase by 0.474. Based on the test results for the Coefficient of Determination (R^2) in table 2, the R Square coefficient (R^2) is 0.633 or 63.3%. It can be concluded that the percentage influence of Interpersonal Communication (X_1) and Employee Empowerment (X_2) variables on Job Satisfaction (Y) is 0.633 or 63.3%. While the remaining 36.7% is influenced by other variables outside of this study. Based on the t test/partial test for the Interpersonal Communication variable (X_1) it has a positive and significant effect on Employee Job Satisfaction at the Population and Civil Registration Office of Musi Banyuasin Regency. This is proven by the t test with the acquisition of a positive coefficient value $t_{count} 3.342 > t_{table} 2.034$ with a significant level of less than 0.05, namely 0.026 which means H_0 is rejected and H_a is accepted. This shows that partially Interpersonal Communication has a positive and significant effect on Job Satisfaction (Y). Based on the t test/partial test for the Employee Empowerment variable (X_2) it has a positive and significant effect on Employee Job Satisfaction in the Population and Civil Registration Office of Musi Banyuasin Regency. This is proven by the t test with the acquisition of coefficient values for the Employee Empowerment variable (X_2) obtained $t_{count} 3.355 > t_{table} 2.034$ with a significant level of less than 0.05, namely 0.002. So it can be interpreted that employee empowerment affects job satisfaction. So, H_a is accepted and H_0 is rejected. Based on the F test/simultaneous test, it can be proven in table 3 that a sig value of $0.000 < 0.05$ is obtained, which means that variable X simultaneously influences job satisfaction. It can be seen that the value of $F_{count} > F_{table}$ because $25.837 > 4.13$ with a significant level of less than 0.05, namely 0.000. So it can be concluded that H_0 is rejected and H_a is accepted, which means Interpersonal Communication (X_1) and Employee Empowerment (X_2) together have a significant effect on Job Satisfaction (Y).

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