

The Relations Interpersonal Communication and Work Environment to Work Satisfaction: Openness to Experience as a Moderator Approach

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Abstract

This article offers a conceptual model of the relationship of interpersonal communication and the work environment to job satisfaction with the openness to experience moderator approach. In this model, interpersonal communication and work environment are directly related to job satisfaction. This relationship can be strengthened by individual personality that is openness to experience. The interaction between interpersonal communication and openness to experience can increase job satisfaction. The same interaction between work environment and openness to experience can increase job satisfaction.

Keywords: *interpersonal communication, work environment, job satisfaction, openness to experience*

Introduction

Job satisfaction has long been an important topic in human resource management research (HRM) in order to increase organizational competitive advantage and employee productivity. Some empirical research provides evidence and support for the importance of job satisfaction in having a positive impact on organizations. Job satisfaction was found to have a positive effect on employee performance (Uzun and Ozdem, 2017), organizational commitment (Eliyana et. Al. 2019) and work engagement.

But, conditions at work show that employees often experience low job satisfaction. Robbins and Coulter (2016) explain the indication that employees with low satisfaction can be seen from the absence rate, actions that often violate organizational rules. Job Satisfaction is a very important variable in the organization High job satisfaction is believed to be able to drive performance improvement which will ultimately increase overall work effectiveness. Conversely, low job satisfaction causes negative impacts such as skipping work, slow work, strikes, and they are more easily leaving the organization and looking for work opportunities in other agencies, the phenomenon indicates that employees are less satisfied with their work.

Satisfied employees are employees who show a positive attitude towards the work they carry. Job satisfaction reflects a person's feelings towards his work, this is seen in the positive attitude of employees towards work and everything that is encountered in the work environment. However, in operational activities often the job satisfaction of these employees is ignored by an organization, if these conditions are not immediately taken the right anticipatory steps then by it efforts to achieve organizational goals cannot be achieved optimally. Ineson et. al (2013) states that job satisfaction is influenced by four factors: personal satisfaction, social involvement, career development and salary. Employees who have high job satisfaction will see their work as a pleasant thing, in contrast to employees who have low job satisfaction, he will see his work as boring so that the employee works with forced conditions.

According to Locke in Lambert (2019) job satisfaction is an effectiveness or emotional response to various aspects of work. According to Robbins in (Kim and Brymer, 2011) job satisfaction is a general attitude towards someone's work that shows the difference between the amount of appreciation received by workers and the amount they believe they should receive. From this understanding, it can be said that employee job satisfaction is basically very individualistic and is highly dependent on the individual employee.

Besides internal communication and the work environment, personality is also an equally important factor in influencing employee job satisfaction. Some previous research has suggested that openness to experience is a dimension of personality that is consistently influential on job satisfaction compared to other Big Five dimensions (Agreeableness, conscience-mindfulness, Neuroticism and Extraversion). This study conducted by Furnham, Eracleous, and Chamorro-Prmuzic (2009) strengthens the evidence that openness to experience is positively related to job satisfaction. Previously, Lapierre and Hackett (2007) have found that there is a positive relationship between openness to experience and job satisfaction.

Key Concepts

Job Satisfaction

As previously indicated, job satisfaction is a positive affective (emotional) work attitude resulting from positive workplace experiences Lambert et. al (2019). Job satisfaction results when employees' jobs fulfill their employment-related wants and needs. The way an organization treats its employees influences the job satisfaction of its staff.

Satisfaction from work can be regarded as an indicator of wellness, especially mental and social in the workplace, but also as a factor influencing other spheres of human life (somatic health, family situation) (Lachowski et. al 2018). Noe et al. (2011) defines job satisfaction as a feeling of pleasure due to the perception that one's work fulfills or enables the fulfillment of work values that are important to someone.

Raziq and Maulabakhsh (2015) defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization.

Interpersonal Communication

Definition of interpersonal communication is more personal, the intention in the communication prefers giving and receiving proposals/information involving personal element. As noted Feinberg that interpersonal communication is defined as the communication process carried out by someone with others directly. While Pace and Faules states interpersonal communication is a process of communication that takes place between two or more people face to face. Furthermore Luthans suggests that interpersonal communication emphasizes the transfer of information from one person to another (Sirait, 2016). According to Alhashemi (2012) Interpersonal communication is the main mode of communication in managerial times, usually more than a quarter of managerial communication takes place directly.

Work Environment

Zhang et. al (2018) says that the concept of work environment is associated with the climate of a particular organization in which employees perform their duties. An attractive and supportive work environment is critical to job satisfaction. Work environment have numerous properties that may influence both physical and mental wellbeing. A quality work spot is fundamental to keep workers on their various task and work effectively. A good workplace is checked by such characteristics as competitive wages, trusting relationship between the employees and management, equity and fairness for everyone, and a sensible work load with challenging yet achievable goals. A composite of all these conditions makes the work station the best possible working conditions for employees to work with high level of satisfaction. As a profit oriented organization, creating an enabling environment for satisfied employees is a lead to requisite bottom lines (Agbozo et. al, 2017)

Openness to Experience as a Moderator

Big Five have been found to generalize across almost all cultures and appear to remain relatively stable over time. The Big Five characteristics of personality encompass virtually all personality measures neatly into five factors (Smith, 2015): openness, conscientiousness, extraversion agreeableness, and neuroticism.

1. Openness to Experience

Openness is characterized by divergent thinking and is strongly related to creativity. Furthermore, individuals who are high in openness are likely to have a rich and complex emotional life, be intellectually curious, behaviorally flexible, and not dogmatic in their attitudes. Employees high in openness seek variety and tend to have more favorable attitudes toward learning, which may make them a satisfied teleworker. High openness to experience individuals tend to be curious, to be flexible, to be receptive to ideas, to seek novelty and to explore the environment.

2. Conscientiousness

Individuals who have this Personality Dimension Conscientiousness tend to be more careful in taking an action or full consideration in making a decision, they also have high self-discipline and can be trusted. Conscientious people are associated with high levels of academic and vocational success due to their need for being well organized, scrupulous, and diligent.

3. Ekstraversion

Personality Dimension Extraversion is related to the level of comfort of someone in interacting with others. Extraversion is a characteristic that is strongly related to social, energetic, and lively people. Extraverted people tend to prefer environments that are abundant with stimulation, social interactions, and activity

4. Agreeableness

Individuals with the Agreeableness dimension tend to be more obedient with other individuals and have personalities that want to avoid conflict. In contrast, agreeable individuals are likely to be modest, cooperative, friendly, trustworthy, and helpful. Agreeableness is positively related to job performance, specifically in jobs that involve interpersonal interactions.

5. Neuroticism

The final component of the Big Five, neuroticism, is associated with a lack of emotional stability, insecurity, fear, and instability. People high in neuroticism are also described as anxious, depressed, or worried. Neuroticism is a personality dimension that assesses a person's ability to withstand stress or control emotions.

Interpersonal Communication and Job satisfaction

Sirait's (2016) research found that good interpersonal communication can increase employee job satisfaction. Interpersonal communication is an important factor that needs to be considered in an organization. The research found that there is a positive relationship between interpersonal communication and job satisfaction.

Previous research (Awad and Alhashermi, 2012) also found that interpersonal communication influences job satisfaction. Good communication really needs to be built in an organization in order to maintain employee job satisfaction. Previous research (Awad and Alhashermi, 2012) also found that interpersonal communication influences job satisfaction. Good communication really needs to be built in an organization in order to maintain employee job satisfaction.

These findings are also reinforced by recent research (Reza, et. Al, 2017) which found that interpersonal communication had a positive and significant effect on job satisfaction. The better interpersonal communication in an organizational environment, it is believed to increase employee job satisfaction.

Work Environment and Job satisfaction

The work environment is the whole or every aspect of symptoms and socio-cultural that surrounds or influences the individual. Whereas job satisfaction is the emotional state of employees where there is a meeting point or not between the values of employee work remuneration from the company / organization and the level of service value that is desired by the employee concerned. The more comfortable the work environment, the more satisfied employees will be in doing their work.

Tio's research (2014) state's that the work environment is an important factor in organizations. A comfortable work environment can affect employee satisfaction while working. The results of his research found that the work environment has a positive effect on job satisfaction.

Pawirosumarto et.al (2017) also found that work environment influences job satisfaction. A comfortable and conducive work environment greatly supports the effectiveness and productivity of work. The more comfortable the work environment, the employee job satisfaction will increase.

Recent research (Garces and Ferrena, 2019) found that the work environment had a positive and significant effect on employee job satisfaction. Creating a conducive work environment is very important so that employees get the best conditions that support their work. Employees who feel comfortable with the environment in which they work will have a positive impact on employee job satisfaction.

Previously Zhang et. al (2014) states that the physical and non-physical condition of the hospital need to be considered. Cleanliness of the environment can foster a sense of comfort for patients and nurses who work in hospitals. The results of this study also found that the work environment at the hospital affected nurses' job satisfaction.

Openness to Experience as Moderator

Smith et. al (2015) said that personality acts as a moderator on the influence of communication channels and job satisfaction. This research proves several personality dimensions (openness, agreeableness, extraversion and conscientiousness) that moderate the communication channel variables and job satisfaction. These three dimensions can strengthen the relationship between communication channels and job satisfaction. While neuroticism is a personality that can weaken the relationship between communication channel variables and job satisfaction

Previously Bowling and Eschleman (2010) also found that conscientiousness as a moderator between work stress and counterproductive behavior. a low personality conscientiousness can produce a strong positive relationship between work stress and counterproductive behavior. The research also found that work stress has a positive effect on counterproductive behavior. Employees who are stressed by their work will reduce their work productivity. Some of the research above shows that personality conscientiousness is a variable that can strengthen or weaken the relationship between the independent variable and the dependent variable.

Based on the above theories and definitions review, the following framework has been formulated to depict the relationship between the dependent and independent variables.

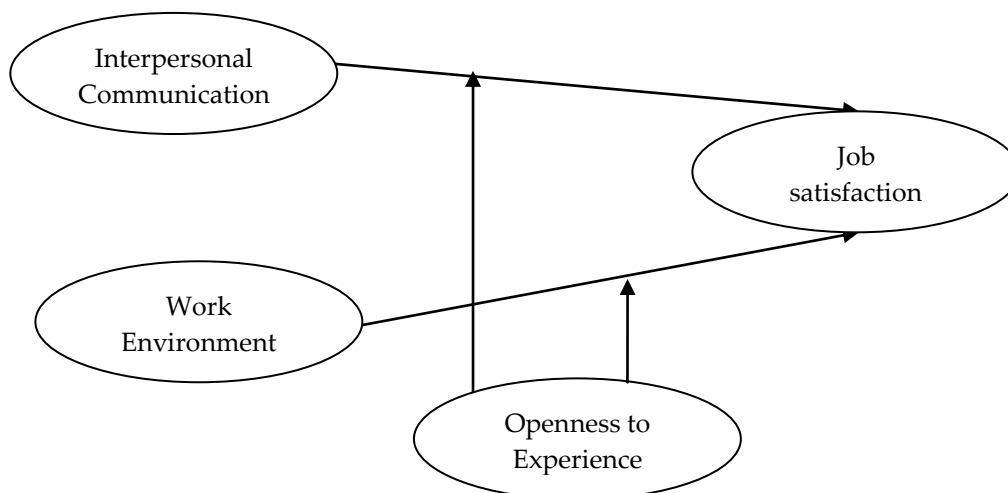


Figure 1 Research Model

Conclusion

The study of job satisfaction in organization researches a fast growing area of research. Research on job satisfaction in an organization is a very important study. Job satisfaction reflects a person's feelings towards his work; this is evident in the positive attitude of employees towards work and everything that is encountered in the work environment. This article offers a conceptual model of the relationship of interpersonal communication and the work environment to job satisfaction with the openness to experience moderator approach. Based on the phenomena and previous research, we believe that the relationship between interpersonal communication and job satisfaction is strengthened by one of the dimensions of personality. Openness to experience is a dimension of personality that is able to strengthen the relationship between interpersonal communication and job satisfaction. In addition, openness to experience is believed to be able to strengthen the relationship between work environment and job satisfaction.

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