



The Influence of Seniority and Work Communication on Job Satisfaction with the Mediation of Willingness to Collaborate among Educators and Education Personnel at SMK Negeri 1 Nanggulan

*Fransisca Tuti Rahayu¹  · Syamsul Hadi² 

^{*1,2}Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia

^{*1}fransiscatutihayu@gmail.com , ²syamsul.hadi@ustjogja.ac.id

Abstract. The modern work environment requires organizations to foster collaboration and healthy communication in order to achieve optimal job satisfaction. This study aims to examine the influence of seniority and work communication on job satisfaction, by considering willingness to collaborate as a mediating variable.

Data were collected from 82 respondents, consisting of teachers and education personnel at SMK Negeri 1 Nanggulan, through questionnaires analysis using the PLS-SEM method. The results revealed that seniority and work communication did not have a direct effect on job satisfaction. However, both were found to have a positive effect on willingness to collaborate. Furthermore, willingness to collaborate significantly influenced job satisfaction and mediated the relationship between work communication and job satisfaction, but did not mediate the relationship between seniority and job satisfaction.

These findings provide theoretical contributions by emphasizing the strategic role of willingness to collaborate in strengthening the effect of work communication on job satisfaction. Practically, the study suggests the importance of fostering an open and collaborative communication culture, while seniority factors need to be balanced with recognition, career opportunities, and team cooperation enhancement to create a meaningful impact on job satisfaction.

Keywords: seniority, works communication, willingness to collaborate, job satisfaction, Resource-Based View

1. Introduction

Human resources (HR) are a strategic asset in an organization because they play a central role in managing, organizing, and driving the organization to achieve its predetermined goals. The quality of good human resource is reflection of the development process to maintain the health and sustainability of the organization. Efficiency in HR management has a direct impact on job performance, satisfaction, and organisational sustainability [1]. In the context of educational institutions, human resources are not limited to teachers as educators but also include educational staff who support the overall achievement of educational objectives. Therefore, human resource management strategies must take into account the factors that influence the

organization's internal dynamics, including seniority and work communication, which are closely related to job satisfaction. Seniority is one of the crucial variables even in the scheme of things at work. Long-term employees know more about organizational culture, flow of communication and work processes and are many times a reference point or even an example for colleagues in their younger age. Another study [2] demonstrated that the more senior the employees are, the greater job satisfaction and organizational commitment. Besides seniority, communication at work is another important driver for job satisfaction. Communication in an organization as a coordinating, decision making and relationship building [3]. Some is effective some time as an organization functions interaction medium. Similarly, studies by [4], [5], [6] consistently revealed that quality internal communication is positively associated with job satisfaction.

Other trials, however, have produced conflicting results. [7] concluded that low sense of work seniority is negatively related with job satisfaction, because it is associated with resistance to change or the dominance behaviour and un-communication with younger generation. [8] further asserted that seniority is not a primary predictor of job satisfaction, while [9] found that teachers' professional seniority correlates negatively with technological competence. Thus, the effect of seniority on job satisfaction remains inconsistent. Several studies [2], [7], [8], [9] have demonstrated mixed results, ranging from positive and negative relationships to non-significant ones. This suggests that the seniority-job satisfaction link is not linear, rather it is influenced by some other conditions which -- have not been systematically examined. The same is true with regard to the relationship between communication and job satisfaction. On the one hand, [5] claimed that internal communication did not always impact significantly on job satisfaction and [10] found there was no significant influence for horizontal communication. These inconsistencies open opportunities to re-examine the relationship between work communication and job satisfaction by incorporating other contextual variables. In other words, when individuals are willing to collaborate, potential negative effects of seniority or ineffective communication can be minimized. Conversely, high willingness to collaborate can strengthen the positive impact of seniority and work communication on job satisfaction. The urgency of this study lies in the need for a deeper understanding of the interaction among seniority, work communication, willingness to collaborate, and job satisfaction, particularly in the context of vocational education organizations. SMK Negeri 1 Nanggulan, as a public vocational school with the status of a Regional Public Service Agency (BLUD), a great struggle in the age of digitalization from syllabus modernizing, competence gap of teachers to even a fall in the Education Report Score from 53.34 in 2023 to 52.71 in 2025. The situation epitomises an underlying issue of the quality of teaching, and a lack of mutual co-operation between staff in working towards satisfaction at work within the school. Distinctions in seniority and modes of communication within the school community may constitute double-edged factors. Therefore, this study seeks to address the paradox and inconsistencies of previous findings by proposing willingness to collaborate as a mediating variable. This is expected to provide theoretical contributions to the development of human resource management knowledge as well as practical contributions for SMK Negeri 1 Nanggulan in building a more collaborative, adaptive, and job-satisfaction-oriented work ecosystem. Hypothesis testing was conducted using SmartPLS. SmartPLS employs the bootstrapping technique to estimate model

parameters and to calculate the distribution of these estimated values. This bootstrapping process generates t-statistic values for hypothesis testing. The results of the analysis of direct effects, indirect effects, and total effects in the SmartPLS application are obtained using the bootstrapping technique. After conducting the analysis with SmartPLS and obtaining the bootstrapping results, it can be determined whether the relationship between the independent and dependent variables is mediated or not by the mediating variable.

Finally, this study will try to reduce the lack of research analyzing the effect of seniority and work communication on job satisfaction with willingness to collaborate as a mediating variable. The findings of this study not only enrich the literature but it also provides implications for HR management in SMK Negeri 1 Nanggulan which can be used to develop and formulate.

2. Literature Review and Theoretical Framework

2.1 Social Exchange Theory

Social Exchange Theory (SET), developed by [11] emphasizes that social relationships within organizations are built upon reciprocal exchanges, both in the form of physical resources and social resources such as information, trust, recognition, and emotional support. In the context of this study, seniority plays an important role because individuals with longer work experience have greater access to organizational resources, including influence and social networks. When seniority is managed positively through mentoring, knowledge sharing, and informal recognition, social exchange fosters a sense of appreciation, engagement, and job satisfaction. Moreover, open and participatory communication strengthens the process of social exchange by cultivating mutual trust that encourages willingness to collaborate. Collaboration by mutual consent Engaged and encouraged cultured collaboration promotes an inclusive working environment for team members who can enjoy participating and feel that their contribution is recognised.

2.2 Seniority

Seniority is understood as the length of time an individual has worked within an organization, reflecting experience, loyalty, and a deep understanding of organizational culture [12]. Seniority can play an important role in organizational behavior, impacting on human resource quality, team performance and job satisfaction. The senior staff generally have developed skills, a certain degree of resilience to reboot themselves and more technical and social capital. When it is positively managed, decreasing seniority helps the senior workers to become role models and mentors for junior ones [13]; [14] but also enhances role stability and job satisfaction. However, seniority can lead to communication breakdowns, opposition to change and decision-making bully if not handled correctly. The three main dimensions of seniority include age, experience, and length of service [14]. And with the older man comes wisdom and social credibility which can lead to increased loyalty and job satisfaction. Wide extent of professional experience provides employees with practical skills, knowledge about the work processes and a better ability to make effective decisions [15]. On the contrary longer

employment with an organization generally adds to high degree of loyalty, recognition from colleagues and as a reference point, public's brand. [14]. Together, those dimensions result in the gain of knowledge and networks used to foster creativity, innovation and job satisfaction [15]. In general, seniority is not "time served" but also an accumulation of knowledge and skills and understanding how organisations operate which can meaningfully impact job satisfaction. The status associated with higher hierarchy levels results in its greater expression or an increased level of appreciation and recognition for the individual by the organization closely related to employees' psychological need for a sense of being valued [15]. Seniority therefore emerges as a double-edged sword: both enhancing job satisfaction as a positive force, and potentially preventing beneficial change when not handled properly.

2.3. Work Communication

Communication within an organization is a fundamental aspect that determines the success of coordination, productivity, and the quality of interpersonal relationships. According to [16]. Communication as the process of transmitting and receiving meaning. The closer the distance is between those, who cooperate in health-preventing measures. parations of distance and proximity to others acting together. in a relationship or network the more space there will be for mutual sense-making and for dialog about how to make meaning side by side Interpersonal relationships also have an expansiveness. Barriers such as differences in perception, physical distractions, or emotional pressures may reduce communication effectiveness; therefore, efforts are needed to establish communication patterns that are more open, targeted, and responsive. In the organizational context, internal communication plays a strategic role as a tool to enhance employee motivation, performance, and job satisfaction. Whereas, the employees will feel appreciated and motivated to develop and more committed to achieving organizational- goals when communication is effective [5]. Communication in organizations consists out of several dimensions that together make up the overall construct of internal communication. [17] confirm the observation that, communication is made manifest in written, oral, listening, digital and nonverbal competence. Good writing Ability to communicate internally and externally in a clear, concise manner that is logical in approach. Traffic talk highlights the necessity for staff to communicate directly with superiors or associates, concentrating on active listening and relevant feedbacks.

Meanwhile, listening skills play a crucial role in fostering an open, harmonious, and respectful work atmosphere, thereby strengthening teamwork and enhancing productivity. Progress also demands competence with digital communication, the ability to deliver information rapidly, accurately and professionally in a range of digital formats. Furthermore, nonverbal communication such as facial expressions, eye contact and body language is an essential tool for developing empathy, trust and interpersonal relationships on the job. Several key factors also drive the one-to-many communication effectiveness of individuals within an organization. Communication Quality According to [4], Much of the efficiency in communication depends upon the quality of content, clear Message and selecting appropriate communication channels for it. Simple, inclusive and understandable language reduces misunderstanding, supports the acceptance of messages in different levels of organization. The structure of the

organization and people in hierarchical levels also dictate how communication would happen as one goes up, there is an increasing onus to communicate well. Thus, effective communication not only facilitates the flow of information but also builds positive interpersonal relationships, strengthens collaboration, and creates a productive work environment.

2.4. Willingness to Collaborate

Willingness to cooperate can be regarded as the motivation and propensity of persons or groupings to work together towards common goals. Through participation in this teamwork also results in the building of collective knowledge, greater productivity and provides students with opportunity to develop communication skills and form professional networks. Nonetheless, team work is not without its difficulties, given possible conflicts or misunderstandings between the teams. Hence, achieving cooperation depends on mutually agreed common goals and purpose, efficient communication, and respectful working associations.

[18]. Willingness to work together, in this organizational sense, describes an attitude around and the willingness or readiness of people or organizations to pool their information and resources, then work effectively together in order to develop joint responses. The successful collaborative dynamics have also been demonstrated to produce big positive results from increased innovation and efficient work operations, to its potential in addressing complex problems in a more holistic manner.

[18] [18], [19], [20]. Second, the antecedents of the motivation to cooperate largely concern belief in inherently beneficial effects of working together attitude towards collaboration; perceived social norms and situational expectations that support collaborative actions; and beliefs in one's competence as an individual or organisation to effectively act for collaboration. These three elements play against one another to determine a person's level of cooperation. Consequently, collaboration not only depends upon intrinsic motivation but it is also affected by social dynamics and structural Support within the company. In job satisfaction, high willingness of collaborating can decrease psychological detachment of work, and promote friendly working relationship with others and heighten individual contribution toward common goals.

2.5. Job Satisfaction

Job satisfaction is a positive affective or emotional orientation whereby an individual's overall feelings are in favor of work, and so represents the extent to which needs, desires and goals are met on the job by employees. Job satisfaction is not only determined by material compensation but also by psychological aspects such as workplace relationships, environment, and opportunities for self-development. Effective communication has been proven to play a significant role in enhancing understanding, engagement, and trust, thereby strengthening both job satisfaction and organizational performance [4], [21].

The dimensions of job satisfaction are composed by benefits and salary, management's attitude, supervision, communication, nature of the work and colleagues' support. All aspects add to the way employees feel good about their work, including fairness of pay, management attitude, supervisor support, openness at

communication and characteristics of the nature of job as well as peer support. In addition, external factors such as a conducive work environment and supportive leadership style also play a crucial role in determining job satisfaction. Thus, job satisfaction is an essential factor that fosters motivation, loyalty, and the sustainable achievement of organizational goals.

Hypothesis 1 : Seniority has a positive effect on job satisfaction.

Hypothesis 2 : Communication has a positive effect on job satisfaction.

Hypothesis 3 : Seniority has a positive effect on willingness to collaborate.

2.6. Seniority and Work Communication on Job Satisfaction

Job satisfaction It is known that seniority has an important influence on increasing an individuals' job satisfaction, as it is correlated with position stability, acknowledgment of experience and opportunities to earn benefits at the workplace. Employees with longer tenure usually understand the organizational culture, workflow, and social dynamics better, thereby fostering confidence, comfort, and loyalty to the organization. Several studies have shown that recognizing seniority can promote work motivation, strengthen relationships among employees, and positively contribute to job satisfaction [15], [22]. Moreover, experience was found to have a positive direct effect of job satisfaction as the longer an employee works with the company they get more competent, secure and acclimatized to the context. Other supporters are also job perspective, the independence in decision making and to manage pressure & disputes than their junior counter parts. Thus, longer work experience overall which is reflective of occupational seniority is more pertinent in influencing job satisfaction than mere tenure with one company or organization [13], [23]. Communication plays a crucial role in organizations, as it directly influences employee job satisfaction. Great communication is not just a nicety to make the workplace more pleasurable; it will also improve how you relate to others, avoid misunderstandings and confusion and take the guesswork out of what their new responsibilities are. It has been demonstrated that providing clear, honest and interesting information can fulfill the needs for information; a sense of fairness, appreciation [4], [5], [6], [24]

In addition, communication has been shown to increase motivation, well-being, and employee engagement within the organization. Employees who feel heard and involved in communication processes are usually more satisfied with their jobs [21], [25]. However, the effectiveness of communication depends significantly on its form, direction, and context. Some studies reveal that not all types of communication have a significant impact, such as horizontal communication, which sometimes shows no meaningful effect [10], or internal communication in certain contexts [5]. Based on these findings, this study proposes the hypothesis that there is a positive relationship between communication and job satisfaction.

Hypothesis 4 : Seniority has a positive effect on job satisfaction.

Hypothesis 5 : Work communication has a positive effect on job satisfaction.

2.7. The Mediating Role of Willingness to Collaborate in the Influence of Seniority and Work Communication on Job Satisfaction

Willingness to collaborate plays an essential mediating role in the relationship between seniority and job satisfaction. Research suggests that employees who are satisfied with their jobs tend to be more open to collaboration [26]. However, not all

studies support this mediating role. Some findings indicate that willingness to collaborate does not necessarily bridge the relationship between seniority and job satisfaction, as other variables such as social support have been found to be stronger mediators [27]. On the other hand, collaboration has a strategic role in building positive social relationships, improving work efficiency, and strengthening internal motivation [28], [29]. When managed properly, seniority can encourage individuals' willingness to collaborate actively, which ultimately leads to higher job satisfaction. Therefore, willingness to collaborate can be viewed as a psychological and social mediator that potentially bridges the influence of seniority on job satisfaction in modern organizational contexts.

Research on willingness to cooperate is so far, among others in terms of its explicit mediating role for the relationship between communication and job satisfaction, scarce. However, other mediating factors on this relationship have also been suggested by various researchers. For instance, the study presented evidence that job satisfaction plays a mediating role between organizational communication satisfaction and organizational commitment among health care professional. This finding underscores that effective communication enhances job satisfaction, which in turn strengthens organizational commitment. Meanwhile, [30] found that organizational commitment mediates the effect of communication quality on job satisfaction, highlighting the crucial role of high-quality communication in fostering employee loyalty and engagement.

Although willingness to collaborate has not yet been explicitly examined as a mediator in the communication–job satisfaction relationship, these findings provide an important foundation indicating that mediating variables play a strategic role in bridging the impact of communication on job satisfaction. Therefore, this study attempts to fill this gap by testing the mediating role of willingness to collaborate, aiming to enrich the understanding of how communication can enhance job satisfaction through more open and active collaboration.

Hypothesis 6 : Willingness to collaborate mediates the effect of seniority on job satisfaction.

Hypothesis 7 : Willingness to collaborate mediates the effect of work communication on job satisfaction

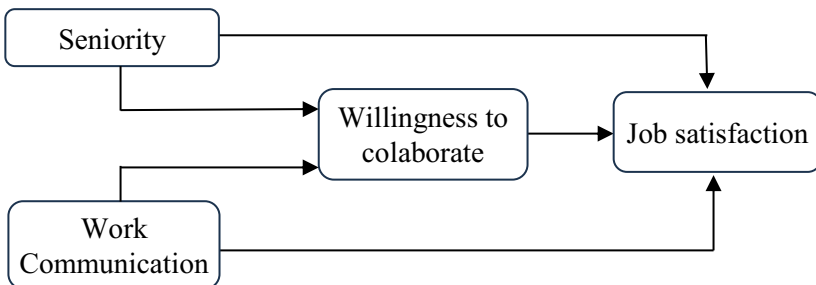


Fig 1: The theoretical model of the study

3. Methods

3.1. Study Setting and Sampling Procedure

This study employed a quantitative approach with a saturated sample consisting of 82 employees, comprising teachers and education staff at SMK Negeri 1 Nanggulan. Hence, all available data were included in the analysis. Primary data were collected through a questionnaire distributed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and were gathered at a single point in time. Data validity and reliability, as well as inferential analysis, were performed using SmartPLS 4.1.1.4. Convergent validity was assessed through factor loadings (> 0.70 , or > 0.60 considered acceptable) and the Average Variance Extracted ($AVE > 0.50$). Discriminant validity was examined by comparing cross-loading values, ensuring that the loading of each indicator on its construct was higher than on other constructs. Reliability was evaluated using Cronbach's alpha and composite reliability, with thresholds > 0.70 (or > 0.60 as acceptable). The model's goodness-of-fit was further assessed using SRMR, d_{ULS} , d_G , Chi-Square, and NFI criteria. Finally, bootstrapping procedures were applied to test both direct and indirect (mediating) effects in the structural model.

3.2. Measures

Each construct was measured using indicators adapted from prior studies.

- **Innovation Capability** was measured with four indicators: Idea Generation, Exploratory Idea, Fight for Ideas, and Implementation Ideas [31].
- **Knowledge Sharing** was measured using two indicators: Knowledge Donating and Knowledge Collection [32]
- **Knowledge Hiding** was measured with three indicators: Evasive Hiding, Playing Dumb, and Rationalized Hiding.
- **Human Capital** was measured using four indicators: Knowledge, Expertise, Ability, and Skill.

All measurement items were assessed on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)

4. Results

4.1. Respondents' Profile

As presented in Table 1, the descriptive statistics summarize the demographic characteristics of respondents. The majority were male ($n = 43, 52.4\%$), slightly higher than female respondents ($n = 39, 47.6\%$). Regarding age, most respondents were older than 40 years ($n = 58, 70.7\%$), followed by those younger than 31 years ($n = 18, 22\%$), and only a few belonged to the 20–29 age group ($n = 6, 7.3\%$).

In terms of educational background, the largest group held a bachelor’s degree (D-4/S-1) (n = 57, 69.5%), followed by those with a master’s degree (S-2) (n = 5, 6.1%), and an associate degree (D-3) (n = 2, 2.4%).

Table 1: The Demographic Characteristics of respondents

Characteristics	Jumlah	% of sample
Gender		
Male	43	52,4%
Female	39	47,6%
Age		
20-29	6	7,3%
30-29 years	18	22%
>40 years	58	70,7%
Education		
SMA	18	22%
D-3	2	2,4%
D-4/S-1	57	69,5 %
S-2	5	6,1%

Note: Percentage of sample computed for n = 82

4.2. Validity and Reliability

Figure 2 presents the graphical output of the PLS Algorithm for the research model. This output provides an overview of the relationships between constructs and their respective indicators.

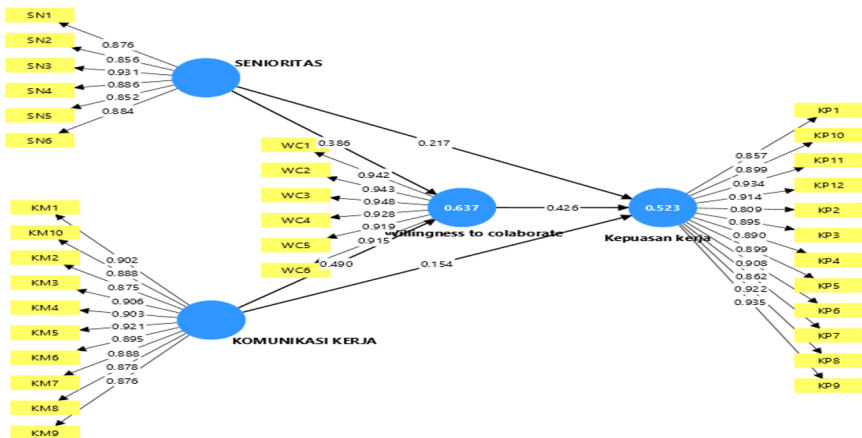


Fig 2. Graphical Output of the Research Model

RESULTS From Figure 2, the outcome of the OM validity and reliability assessment show all the constructs used in this research fulfill reliable criteria and convergent validation. The values of Cronbach's Alpha (CA) and Composite Reliability (CR) for all constructs exceeded 0.80, confirming excellent internal reliability. The Average Variance Extracted (AVE) values were also greater than 0.50, indicating adequate convergent validity. Almost all indicators demonstrated factor loadings above 0.70, except for one indicator under the Knowledge Sharing construct (0.612), which is still considered acceptable. Therefore, the research instrument is declared valid and reliable for further structural model testing. The detailed results are presented in Table 2.

Table 2: Summary of factor loadings, Reliability, AVE and CR.

Item	CA	FL	AVE	CR
Seniority	0.942		0.798	0.954
My age is considered an added value in the work environment to provide useful advice for the organization		0.877		
Colleagues respect my opinion because of my longer work experience.		0.856		
Experience helps in making more accurate decisions when facing situations in the work environment.		0.931		
Colleagues often ask for my opinion due to my experience in the field of education.		0.886		
I feel that having a long tenure provides a deeper understanding of the work culture.		0.852		
With my long service, I find it easier to adapt to changes in the school environment.		0.884		
Works communication	0.972		0.798	0.975
I am able to write work reports		0.902		
I can adjust my writing style according to the purpose of communication		0.875		
I am able to deliver information orally to colleagues or students in an easily understandable language.		0.906		
I can modify my speaking style based on the interlocutor situation.		0.903		
When colleagues are speaking to me I listen carefully		0.921		
I can capture the main points of a spoken message and provide appropriate		0.895		

Item	CA	FL	AVE	CR
feedback.				
I am able to use digital media (such as email, WhatsApp, or online learning platforms) effectively to deliver information		0.888		
I can adjust my language style with communication ethics when interacting through digital media according to the intended audience		0.878		
I maintain positive facial expressions and body language when communicating.		0.876		
I show empathy through body posture and non-verbal expressions when listening or speaking with others.		0.888		
Willingness to collaborate	0.970		0.870	0.976
I believe that collaborating with colleagues can improve my work performance at school		0.792		
I am confident that collaboration among teachers/educational staff can enhance the quality of work.		0.844		
I feel that colleagues at school support the importance of teamwork.		0.872		
At school, I feel that working together with colleagues is considered a good practice		0.915		
I feel that I have the ability to collaborate with colleagues at school.		0.819		
I am confident that I can overcome challenges that arise in my work.		0.799		
Job satisfaction	0.977		0.800	0.980
I feel that the salary I receive is in accordance with my job responsibilities		0.858		
The allowances provided help improve my well-being.		0.819		
The school management demonstrates fairness toward me		0.899		
I feel appreciated by the leadership for my contributions to the school.		0.893		
Supervision from superiors is carried out professionally		0.902		
I get told my work is wrong by my manager		0.906		
I can say (probably) anything about the		0.861		

Item	CA	FL	AVE	CR
leadership without being afraid.				
Information from the leadership is delivered clearly and is easy to understand		0.925		
I feel that my job provides challenges appropriate to my abilities.		0.933		
My work makes me feel that I play an important role in the school.		0.905		

Note: CA=Cronbach’s Alpha, FL=Factor Loading, AVE=Average Variance Extracted, CR=Composite Reliability

4.3. Goodness of Measurement Model

The results of the model fit test show that the SRMR value is 0.066, which is still below the threshold of 0.08, indicating that the model has a good level of fit. Although the NFI value of 0.757 has not yet reached the ideal criterion (≥ 0.90), in the context of PLS-SEM, the main indicator to be considered is SRMR. Therefore, the model in this study can be regarded as meeting the feasibility criteria and is suitable for further analysis

Table 3: Summary of model fit tests using smartPLS

	Saturated model	Estimated model
SRMR	0.053	0.053
d_ ULS	1.631	1.631
d_ G	3.244	3.244
Chi-square	1075.641	1075.641
NFI	0.757	0.757

4.4. Bootstrapping (Hypothesis Testing)

The results of the hypothesis testing presented in Table 4, indicate that out of the seven paths tested, four were found to be significant.

- **Hypothesis 1 (H1):** Seniority has a positive effect on job satisfaction — *not supported*, with $\beta = 0.217$, $t = 3.542$, and $p = 0.076$.
- **Hypothesis 2 (H2):** Work communication has a positive effect on job satisfaction — *not supported*, with $\beta = 0.154$, $t = 1.028$, and $p = 0.125$.
- **Hypothesis 3 (H3):** Willingness to collaborate has a positive effect on job satisfaction — *supported*, with $\beta = 0.426$, $t = 2.598$, and $p = 0.010$. This finding emphasizes the importance of willingness to collaborate in enhancing job satisfaction.
- **Hypothesis 4 (H4):** Seniority has a positive effect on willingness to collaborate — *supported*, with $\beta = 0.386$, $t = 2.598$, and $p = 0.005$.

- **Hypothesis 5 (H5):** Work communication has a positive effect on willingness to collaborate — *supported*, with $\beta = 0.490$, $t = 3.255$, and $p = 0.021$.
- **Hypothesis 6 (H6):** The effect of seniority on job satisfaction through willingness to collaborate — *not supported*, with $\beta = 0.161$, $t = 1.729$, and $p = 0.084$.
- **Hypothesis 7 (H7):** The effect of work communication on job satisfaction through willingness to collaborate — *supported*, with $\beta = 0.204$, $t = 1.984$, and $p = 0.048$.

Table 4: Hypotesis testing result

Hipotesis Testing	Original sample (O)	T statistics	P values	Keterangan
H1: Seniority Satisfaction Job	0.217	3.542	0.076	Not Supported
H2: Work Communication Satisfaction Job	0.154	1.028	0.152	Not Supported
H3: Willingness to Collaborate Satisfaction Job	0.426	2.326	0.010	Supported
H4: Seniority <i>Willingness to collaborate</i>	0.386	2.598	0.005	Supported
H5: Work Communication <i>Willingness to collaborate</i>	0.490	3.255	0.001	Supported
H6: Seniority Willingness to collaborate Job satisfaction	0.161	1.729	0.084	Not Supported
H7: Work Communication Willingness to collaborate Job satisfaction	0.204	1.984	0.048	Supported

Overall, the results of this study indicate that willingness to collaborate plays an important role in enhancing job satisfaction, both directly and as a intervening variable in the relationship of work communication and job satisfaction. On the other hand, job satisfaction is not significantly affected by seniority directly or indirectly via attitude to work with others. Hence four of the seven posited hypotheses were supported (H3, H4, H5, and H7), while three of them were not supported (H1, H2, H6).

5. Discussion And Implications

5.1. Seniority, Work Communication, Willingness to Collaborate, and Job Satisfaction

Work communication does not have a significant effect on job satisfaction. Although the coefficient value indicates a positive direction (0.154), the statistical test results show that the T-statistic (1.028) is below the critical threshold of 1.96, and the

P-value (0.152) is greater than 0.05. This indicates that work communication is not strong enough to make a meaningful contribution to improving respondents' job satisfaction. However, work communication was found to play an important role in enhancing willingness to collaborate. With a coefficient value of 0.490, a T-statistic of 3.255, and a P-value of 0.001, it can be concluded that effective workplace communication significantly encourages individuals to be more open to collaboration.

A similar result is observed for the seniority variable, where seniority does not significantly affect job satisfaction. Its coefficient value is only -0.217 , T-statistic = 1.436 and its p-value = 0.076, telling us there is a tendency towards a positive relationship but not strong enough to make any real impact on job satisfaction. However, job tenure had considerably positive impact on the respondent's willingness to engage in collaboration (with a coefficient of 0.386, T-statistic value = 2.598 and P-value = 0.005). This implies that the longer an individual works within the organization, the greater their tendency to engage in collaboration, even though the contribution may not be particularly strong.

Meanwhile, willingness to collaborate was proven to have a significant positive effect on job satisfaction. The coefficient value is 0.426, T-value = 2.326 and P-value = 1% show that more willingness to cooperate have high job satisfaction in individual on the other side by one percent of significance level. Our results reveal the importance of a willingness to cooperate as an integrative variable that mediates the restricted direct effect from work communication and seniority on satisfaction at work. Thus, effective collaboration is shown to play a key role in creating a more satisfying work environment for individuals.

5.2. Seniority and Work Communication toward Job Satisfaction

Work communication was found to have no significant effect on job satisfaction, although the direction of the relationship was positive. It is evident by the coefficient of 0.154 which comes with a T-statistic of 1.028 (which is less than our threshold 1.96) and P-value: 0.152 (which is greater than 0.05). These results imply that work communication is not strong enough to drive the direction of job satisfaction within study limits. By comparison, other previous research has underscored that Effective Communication can increase job satisfaction by improving relationships, facilitating role clarity and reducing conflict [4], [5], [6], [24]. Therefore, the effectiveness of communication on job satisfaction may depend on the form, direction, and context of communication within the organization [10], [21], [25]. Meanwhile, the results also show that seniority does not have a significant effect on job satisfaction. The coefficient value of 0.217, with a T-statistic of 1.436 and a P-value of 0.076, indicates that although ---the relationship is positive, its contribution to job satisfaction is very weak. This contrasts with several prior studies that confirmed a positive relationship between seniority and job satisfaction. Longer tenure usually means more job security, four:rewarding a seniority culture Seniority is also related to job stability, which leads to feelings of safety security based on experience or at least increase the likelihood rays recognition type of commitment. How else are they motivated and how this happensión. Job satisfaction and motivation [13], [22]. Multinational convert people from different nationalities all over the world. for example [33]; [22]. Therefore, this difference implies that the contribution of seniority to job satisfaction is shaped by contextual factors and other related variables, such as work culture or reward system.

Compared to previous research, both communication and seniority are expected to play important roles in creating job satisfaction. Open communication can enhance employee engagement and well-being [21], [25] while seniority provides confidence, stability, and loyalty [14], [34]. However, the findings of this study reveal that neither communication nor seniority significantly influences job satisfaction. This can be interpreted to mean that, However, the results of this study show that communication and tenure do not significantly affect satisfaction. This might be assumed to suggest that in the organisation examined other factors, e.g. collaborativeness, incentive systems or style of management have a greater influence on the level of job satisfaction than communication and seniority. The results of this study support that it is more beneficial to understand job satisfaction as multidimensional with impact from multiple organizational parts and therefore not just by communication or time at a firm.

5.3. Willingness to Collaborate as a Mediator between Seniority and Work Communication on Job Satisfaction

Willingness to collaborate plays an important role as a mediator in the relationship between work communication and job satisfaction. The analysis indicates that work communication does not directly enhance job satisfaction; however, when communication fosters trust, openness, and a willingness to collaborate, its impact on job satisfaction becomes significant. This is evidenced by a coefficient value of 0.204, a T-statistic of 1.984, and a P-value of 0.048, which is below the 0.05 significance threshold. What is Effective Communication? In light of this, our results wholeheartedly support the argument that in contemporary work organizations, effective communication should not be equated with information exchange; rather it must be seen as a process which is collaborative and seeks to create a productive and satisfying work environment for employees.

In contrast, the results show that willingness to collaborate does not significantly mediate the relationship between seniority and job satisfaction. With a coefficient value of 0.161, a T-statistic of 1.729, and a P-value of 0.084, this mediating relationship is not statistically significant. This suggests that although a positive relationship is evident, seniority reflected in longer tenure, experience, or age—does not automatically encourage individuals to be more open to collaboration. Instead, factors such as recognition, job security, career achievements, or a focus on decision-making may play a more prominent role in shaping the job satisfaction of senior employees compared to their involvement in collaborative teamwork.

In general, the findings highlight the differentiated role of willingness to collaborate in mediating inter-variable relationships. On one hand, high-quality work communication is proven to enhance job satisfaction when facilitated through collaboration. On the other hand, seniority does not exhibit--- a significant indirect effect on job satisfaction via the collaborative pathway. This underscores that employee job satisfaction is a multidimensional phenomenon influenced by multiple factors. In the context of this study, collaborative communication plays a more dominant role than seniority. These insights also open opportunities for future research to explore other potential mediators—such as organizational culture, leadership style, and social support that may be more relevant in explaining the relationship between seniority and job satisfaction.

6. Conclusion

Among them, this study brings new enlightenments to the impact of seniority and work communication on job satisfaction by investigating the mediating effect of willingness to cooperate. Empirically, this research testifies that work communication has no impact on job satisfaction directly but positively influences job satisfaction through the mediating role of willingness of cooperation. This demonstrates that efficient communication cannot be seen exclusively as an instrument to transmit information, but also as a key tool to assure trust and openness, and work cohesiveness, whose by nature is one of the factors that increases employees job satisfaction. Meanwhile, seniority was not found to have a significant- role in job satisfaction neither directly nor indirectly through the mediating variable of collaboration, meaning that years of experience and length of service does not necessarily lead to intensified job satisfaction.

The theoretical implication of this study is that it provides a new view for the organizational behavior theory by demonstrating mediation effect of willingness to collaborate. The results highlight that moderating variables like those identified between the effect of work communication and job satisfaction depended on seniority, but depended significantly more by other means like: recognition-job security-career achievement. The role in bridging the effect of work communication on job satisfaction, while seniority is more strongly influenced by other variables such as recognition, job security, or career achievement. This suggests that job satisfaction is better understood as a multidimensional phenomenon, in which collaboration plays a key role in strengthening interpersonal relationships and fostering a healthy work environment.

This study emphasizes the importance of fostering a culture of collaborative communication to enhance employee job satisfaction. Open and participative communication builds trust and encourages willingness to collaborate, while seniority alone is insufficient to increase job satisfaction. Therefore, investing in a cooperative work culture is a key strategy for improving job satisfaction and ensuring organizational sustainability.

7. Limitations And Further Directions

This study is limited by. First, the nature of the data was cross-sectional based and self-reported, which can result in biases, and may limit respondents' perceptions to question explicitly asked in the survey. Future research would benefit from employing a longitudinal design or, if necessary, experimental methods with more in-depth questions regarding seniority, work communication, willingness to collaborate, and job satisfaction.

Second, this study was conducted within a single government institution in Indonesia with its own cultural context. Therefore, future studies should broaden the scope by including multiple institutions or making cross-cultural comparisons to enhance generalizability.

Third, the focus of this study was limited to the mediating role of willingness to collaborate. It is important for future research to examine the role of absorptive capacity as a moderating variable, in order to assess whether it strengthens or weakens the relationships between variables.

Overall, these limitations and future research directions may be useful for a

comprehensive understanding of how seniority interacts with work communication, willingness to collaborate and job satisfaction and for devising future studies in the area.

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