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The Influence of Job Training and Interpersonal Communication on Employee Satisfaction at PT Musi Hutan Persada

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Abstract---*This study aims to determine and analyze how job training and interpersonal Communication influence job satisfaction at PT Musi Hutan Persada. Job training is an effort to increase employee knowledge, while interpersonal Communication is a process of delivering messages that allows everyone to capture information directly, both verbally and nonverbally. In addition, job satisfaction is a feeling that supports or does not support the employee related to his work or his condition. The technique of taking samples in this study is by using the sampling method, namely, as many as 100 employees of all divisions and positions. Data analysis in this study used multiple linear regression analysis by adding the t-test and F-test. The results showed that job training and interpersonal communication variables partially had a positive and significant effect on the job satisfaction of PT Musi Hutan Persada employees.*

Keywords---*employee knowledge, interpersonal communication, job satisfaction, job training.*

Introduction

Human Resources (HR) is a significant factor owned by an organization. According to [Sudarmanto \(2009\)](#), human resources have a role that can determine the success or failure of an organization in achieving the vision and mission that has been set. The company's activities will run well if it has competent human resources. In creating competent human resources, companies must increase the positive feelings of their employees, which is indicated by job satisfaction. According to [Diaspora \(2016\)](#), a satisfied employee will do things that can help the company achieve its goals.

Job satisfaction is a happy or positive emotional state that comes from evaluating one's work or work experience ([Fred, 2006](#)). Job satisfaction is an individual thing because each individual has a different level of Satisfaction. According to [Handoko \(2017\)](#), the more aspects of work that are following the wishes and values held by individuals, the higher the level of Satisfaction obtained, but conversely, the more aspects of work that are not following the wishes and values adopted, the lower the level of Satisfaction obtained. The feeling of Satisfaction that

an employee feels about his work can lead to motivation to work better, can prevent negative actions that can be taken by an employee, and can reduce actions that are detrimental to the company (Indrasari, 2017).

Employee job satisfaction is the main focus for Industrial Plantation Forest (HTI) companies. Currently, Industrial Plantation Forests (HTI) are the basis for the production of future forest products. Therefore, quality human resources are needed to achieve company targets (Judge et al., 2010; Beebe et al., 2009). One HTI company in South Sumatra Province is PT Musi Hutan Persada. PT Musi Hutan Persada (MHP) is a company engaged in exploiting timber forest products that is committed to contributing to social and economic development and global environmental conservation by carrying out genuine and honest corporate activities (Lee & Hong, 2014). In addition, PT Musi Hutan Persada has a long-term goal of becoming the number one Industrial Plantation Forest (HTI) company in South Sumatra Province. To compete with similar companies, management currently continues to improve systems in the company and maintain the human resources in it, one of which is by increasing employee job satisfaction so that employees are comfortable and stay in the company (Bavik et al., 2018; Wang & Hou, 2015).

To maintain the comfort of current employees, the management of PT Musi Hutan Persada continues to evaluate. Company management conducts a job satisfaction survey via Google through the Human Resources division. From the results of a survey that 308 employees attended, the following results were obtained:

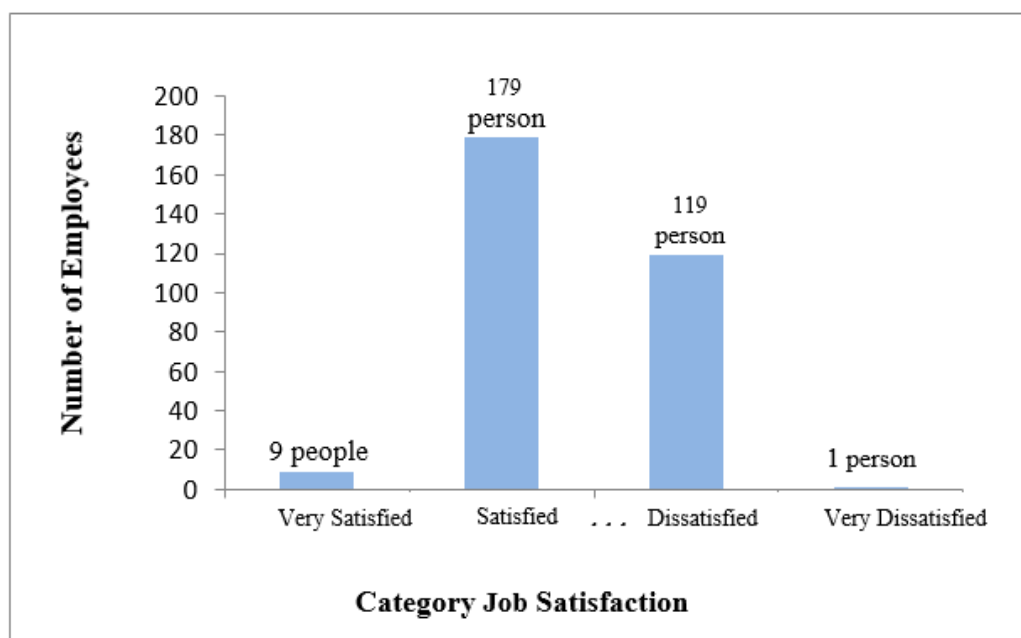


Figure 1. Graph of the PT MHP job satisfaction survey for 2022

From Figure 1 regarding PT MHP employee job satisfaction survey data for 2022, as many as nine employees answered very satisfied, 179 answered satisfied, 119 answered less satisfied, and one answered dissatisfied. The items listed in the employee satisfaction survey are Satisfaction with the development or training system, wage system, mess environment, facilities, and Communication between employees and superiors (Dardar et al., 2012; Barzegar & Farjad, 2011). Based on the employee satisfaction survey results, not all employees are satisfied with what they get at PT Musi Hutan Persada.

According to Saprudin (2018), job satisfaction is influenced by several factors, including work, compensation, opportunities for promotion, supervisory abilities of superiors and colleagues, working conditions, organizational culture, Communication and training, and employee development systems. Of these several factors, to achieve job satisfaction, it is necessary to conduct employee training. According to Abozed et al. (2009), training is a program to improve employee skills to achieve organizational goals. An effective training program must have strong support from leaders in the company and be able to provide a positive role for employees. In Meidita (2019), training has a significant effect on job satisfaction because training can increase self-confidence, motivation, and knowledge to create a feeling of Satisfaction in employees.

In the routine audit of PT Musi Hutan Persada, competency fulfilment through the training system is one of the essential points for assessment. However, it is considered that the training system implemented has yet to accommodate skills improvement and fulfilment of the competency dictionary that the company has prepared, so this

is still the focus for improvement and improvement every year (Hanaysha & Tahir, 2016). Training is also used as a basis for consideration in the employee promotion process, especially for employees included in the *talent pool program*. The target for achieving annual training at PT Musi Hutan Persada is above 100%, both *in-house* and *public training*. The following is the percentage of training achievements in the last 3 (three) years from 2020 to 2022:

Table 1
Percentage of PT MHP training achievements 2020-2022

No	Type of Training	Target (%)	Achievements (%)		
			2020	2021	2022
1	<i>In-house training</i>	60%	35%	5%	55%
2	<i>Public Training</i>	40%	15%	15%	25%
	Total	100%	50%	43%	75%

Source: Administrative Information Department of People Development, 2022

It can be seen from Table 1 above that the percentage of training achievement for three consecutive years has yet to reach 100%. Not all employees get the opportunity to attend training, so many things cannot be developed due to limited knowledge. According to Elnaga et al. (2013), employees can develop their skills to complete work assignments with proper training. Employees who have been provided with training will tend to maintain their performance. According to Prasetyo & Agustina (2019), the objectives of the training include providing experience and knowledge beyond the capabilities of employees so that they can assist in completing work and in being able to increase the ability of employees to quickly adapt to changes in work methods and maximize work results and to impact the progress for the company. From the research results of Jami et al. (2022), job training significantly affects employee job satisfaction; employees will feel satisfied when they can develop themselves and hone their skills.

According to Brunetto & Wharton (2002), the factor that can influence job satisfaction is Communication. Communication between colleagues can have a practical impact on reducing employee turnover (Nwagbara, 2013). Communication between individuals within the company (*interpersonal Communication*) is a communication medium between company management and its human resources. The realization of interpersonal Communication through body language, face-to-face contact, and telephone contact will be practical if each actor respects and adheres to the norms and values that govern his behavior in communicating according to the role of each individual in the company. According to Siburian (2013), interpersonal Communication carries out four main functions in managing relationships between an organization or company members: providing individual control, regulating emotions, adding information, and motivating individuals.

In Ayuni (2018), there is a positive and significant relationship between interpersonal Communication and job satisfaction of PT Djarum employees in Kudus. Pertiwi et al. (2021), found that interpersonal Communication positively and significantly influences job satisfaction. PT Musi Hutan Persada is a company under *Marubeni Corporation* whose head office is in Japan. Therefore, the employees working at PT MHP are Indonesian, and several come from Japan, the Philippines, and India. The daily languages used are Indonesian and English. The barrier to language differences is often a problem in establishing interpersonal Communication, especially when coordinating work issues (Christopher, 2019). This problem is indicated by the existence of data on violations regarding subordinates who do not heed the instructions and orders of their superiors which are described in the following Table:

Table 2
Number of violations of “Disobeying Orders and Instructions of Superiors”

Position Level	Number of Employees Committing Violations	
	Year 2021	The year 2022
Staff	Five people	Three people
Foreman	Three people	Four people
Supervisors	Nine people	11 people
Section Heads	Three people	One person
Department Head	One person	-
Total	21 people	19 people

Source: PT MHP SP Human Resources data

Apart from that, according to analysis data at PT Musi Hutan Persada's 2022 exit interview, employees who choose to resign from the company have several reasons, including Poor Communication between colleagues and superiors, an unorganized career path system, training *system* which have not gone well and the facilities received are still not following HTI company standards. Of the four reasons, the reason for Communication ranks first because if there is no interpersonal communication between colleagues and superiors, it can cause workplace discomfort (Lolli, 2013; Bylund et al., 2012).

Research Method

This study discusses the effect of job training and interpersonal Communication on employee job satisfaction at PT Musi Hutan Persada—variables of job training and interpersonal Communication as independent variables and job satisfaction as dependent variables. The objects in this study are PT Musi Hutan Persada employees in all divisions. This research is a research with quantitative methods with survey methods. The aim is to determine the effect of job training and interpersonal Communication on the job satisfaction of PT Musi Hutan Persada employees. According to Sugiyono (2019), the quantitative method is used in specific populations or samples, and data collection using research instruments and statistical data analysis to test the established hypotheses. Data collection techniques in this study are distributing questionnaires to respondents, in this case, PT Musi Hutan Persada employees.

The data analysis technique in this study used multiple linear regression analysis. The definition of multiple linear regression analysis, according to Sugiyono (2019), is a linear relationship between two or more independent variables (X_1, X_2) and the dependent variable (Y). Hypothesis testing is done by t-test. This test is done by comparing the significance of the t-count and using $\alpha = 5\%$. Meanwhile, the model feasibility test (F-test) shows whether all the independent or independent variables included in the model have a combined effect on the dependent/dependent variable. The F test is used to assess the feasibility of the regression model that has been formed. Testing is done by comparing the value of the F-table with the F-count.

Result and Discussion

Validity test results

A validity test was conducted to correlate each item's score with the total score. To test the validity of each item, item analysis is used, which correlates the score of each item with the total score, which is the sum of each item's score. The minimum requirement for a questionnaire to meet validity is if the *Pearson correlation* (r count) for each question item is > 0.195 , as shown in Table 3.

Table 3
Validity test

Indicators	Pearson Correlation	Sig (2-tailed)	Results
X101	0.535	.000	Valid
X102	0.483	.000	Valid
X103	0.660	.000	Valid
X104	0.682	.000	Valid
X105	0.749	.000	Valid
X106	0.649	.000	Valid
X201	0.657	.000	Valid
X202	0.718	.000	Valid
X203	0.745	.000	Valid
X204	0.688	.000	Valid
X205	0.700	.000	Valid
X206	0.584	.000	Valid
X207	0.690	.000	Valid
X208	0.679	.000	Valid
X209	0.580	.000	Valid
Y01	0.791	.000	Valid
Y02	0.741	.000	Valid
Y03	0.741	.000	Valid

Indicators	Pearson Correlation	Sig (2-tailed)	Results
Y04	0.624	.000	Valid
Y05	0.785	.000	Valid
Y06	0.701	.000	Valid
Y07	0.584	.000	Valid
Y08	0.690	.000	Valid
Y09	0.679	.000	Valid

Source: Questionnaire data processed with SPSS, 2023

Based on Table 3 shows the validity test of 100 respondents with a *Corrected Item-Total Correlation value* of > 0.195 on all questions (items) on the variables of job training, interpersonal Communication, and job satisfaction so that the resulting data can be analyzed further.

Reliability Test Results

Reliability is an index that indicates the extent to which a measuring instrument is reliable. Reliability testing is carried out using *Cronbach's alpha statistical techniques*. An instrument is reliable if it has a value of $\alpha > 0.60$, as shown in Table 4.

Table 4
Reliability test

Variable	Cronbach's Alpha	cut off	N of Items	Results
Work training	0.946	>0.60	24	Reliable
Interpersonal Communication	0.795	>0.60	24	Reliable
Job satisfaction	0.679	>0.60	24	Reliable

Source: Questionnaire data processed with SPSS, 2023

Table 4 shows that the reliability test with *Cronbach's Alpha value* > 0.60 for all questions (items) on all variables is *reliable*.

Classical Assumption Test Results

Normality Test Results

Table 5
Normality test

		Unstandardized Residuals
N		100
Normal Parameters ^{a,b}	Means	0E-7
	Std. Deviation	2.58167142
Most Extreme Differences	absolute	.077
	Positive	.059
	Negative	-.077
Kolmogorov-Smirnov Z		.768
asympt. Sig. (2-tailed)		.596

Source: Questionnaire data processed with SPSS, 2023

Based on the Table above, the sig value in the one sample Kolmogorov Smirnov test results table > 0.050 (alpha value of 5%). Based on these results, the data is usually distributed and fulfils multiple linear regression's classical assumption test requirements.

Multicollinearity Test Results

Table 6
Multicollinearity test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
(Constant)	3,001	1973		1,521	.132		
X1. training. work	.420	.094	.295	4,484	.000	.557	1,797
X2.communication.interpersonal	.663	.067	.651	9,904	.000	.557	1,797

a. Dependent Variable: Y. Job satisfaction

Source: Questionnaire data processed with SPSS, 2023

In the multicollinearity test results, the tolerance value in the results table for the two variables is $X > 0.10$, and the VIF value in the results table for the two variables is $X < 10.00$. based on these results, it can be stated that there is no multicollinearity found in the regression model, and it meets the requirements of the classical assumption test.

Heteroscedasticity test results

Table 7
Heteroscedasticity test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	5,726	1,195		4,794	.000
1 X1. training. work	.071	.057	.158	1,254	.213
X2.communication.interpersonal	-.149	.041	-.464	-3,679	.384

Source: Questionnaire data processed with SPSS, 2023

On the results of the heteroscedasticity test, using the Glejser test, the sig values for both variables $X > 0.050$. based on these results, no heteroscedasticity was found in the regression model, and it passed the classical assumption test of multiple linear regression.

Results of Multiple Linear Regression Analysis

Table 8
Multiple linear regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	3.001	1.973	
1 X1.pelatihan.kerja	.420	.094	.295
X2.komunikasi.interpersonal	.663	.067	.651

Based on the T table, the results of multiple linear regression analysis can be expressed by the following equation:

$$Y = 3.001 + 0.420x_1 + 0.663x_2$$

The linear regression equation above can be explained as follows: The constant value indicates a positive value of 3,001. The regression coefficient value of the Job Training variable is 0.420, meaning that if the Job Training increases by 1 (one) unit, job satisfaction will increase by 0.420; the coefficient value of interpersonal Communication of 0.663 that an increase of 1 (one) unit will increase job satisfaction by 0.663.

Correlation Coefficient Results (r) and Determination Coefficient (R²)

Table 9
Correlation Coefficient (r) and Determination (R²)

Model	R	R Square	Adjusted R Square	std. The error in the Estimate
1	.876 ^a	.767	.762	2,608

Source: Questionnaire data processed with SPSS, 2023

Based on Table, it can be seen that the value of the correlation coefficient (r) between the independent variables and the dependent variable is 0.876 or 87.6%. This shows that the correlation or relationship between the independent and dependent variables has a strong relationship. On the test results for the coefficient of determination (test R²), the value of R square in the results table is 0.767. Based on these results, the influence of variable X on Y is 76.7%.

Partial Test Results (t-test)

Table 10
T-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
(Constant)	3,001	1973		1,521	.132		
1 X1. training. work	.420	.094	.295	4,484	.000	.557	1,797
X2.communication.in terpersonal	.663	.067	.651	9,904	.000	.557	1,797

Source: Questionnaire data processed with SPSS, 2023

The results of the partial T-test, the results can be stated as follows:

- 1) Variable X1 (job training) correlates and has a significant effect on job satisfaction (sig value <0.050)
- 2) Variable X2 (interpersonal Communication) correlates and has a significant effect on job satisfaction (sig value <0.050)

Model Conformity Test Results F

Table 11
F test

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	2167552	2	1083,776	159,321	.000 ^b
residual	659,838	97	6,802		
Total	2827390	99			

Source: Questionnaire data processed with SPSS, 2023

On the results of the F test, the sig value in the ANOVA test results table is 0.000 <0.050 (alpha value of 5%). Based on these results, it can be stated that simultaneously (together), variable X significantly affects variable Y.

Conclusion

1. Based on the results of the research and analysis that has been carried out, the following conclusions can be drawn:

2. Job Training has a positive and significant effect on Employee Job Satisfaction at PT Musi Hutan Persada
Interpersonal Communication has a positive and significant effect on Employee Job Satisfaction at PT Musi Hutan Persada

Acknowledgements

Based on the results of the conclusions above, suggestions that can be conveyed by the author For future researchers, it is expected to add variables that affect employee job satisfaction that has not been included in this study, such as career development systems, facilities, and awards that can be applied at PT Musi Hutan Persada.

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