

THE EFFECT OF INTERPERSONAL COMMUNICATION AND WORK MOTIVATION ON JOB SATISFACTION OF CONTRACT EMPLOYEES AT PT. PERKEBUNAN NUSANTARA IV REGIONAL OFFICE II MEDAN

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Abstract

This study aims to analyze the effect of interpersonal communication and work motivation on job satisfaction of contract employees (PKWT) at PT. Perkebunan Nusantara IV Regional Office II. The plantation sector, especially palm oil, has an important role in the Indonesian economy, but the work contract system is often associated with low levels of job satisfaction. Lack of interpersonal communication and work motivation are thought to be the main factors affecting job satisfaction of contract employees. This study uses a quantitative approach with the causal associative method. Data were collected through questionnaires distributed to 61 contract employees and analyzed using multiple linear regression. The classical assumption test was also conducted to ensure the validity of the research model. The results showed that interpersonal communication had a positive and significant effect on job satisfaction. The better the communication between employees and superiors, the higher the job satisfaction felt. Work motivation also had a positive and significant effect on job satisfaction, where employees with high motivation tended to be more satisfied with their jobs. Simultaneously, interpersonal communication and work motivation had a significant effect on job satisfaction of contract employees. These findings emphasize the importance of improving communication between employees and superiors as well as providing incentives and career development opportunities to increase work motivation to improve employee job satisfaction.

Keywords: *Interpersonal Communication, Work Motivation, Job Satisfaction, PT. Perkebunan Nusantara IV.*

1. INTRODUCTION

The plantation sector, especially palm oil, plays an important role in the Indonesian economy. PT. Perkebunan Nusantara IV (PTPN IV) as a state-owned company engaged in palm oil and tea plantations faces various challenges, especially related to the job satisfaction of contract employees (PKWT). The contract work system is often associated with job uncertainty, which has the potential to reduce employee motivation and job satisfaction.

Data shows that the turnover rate of implementing employees at PTPN IV has increased significantly, from 143 people in 2020 to 287 people in 2021. One of the contributing factors is the lack of interpersonal communication in the work environment. Pre-survey results show that 80% of contract employees have difficulty socializing with coworkers and superiors, while 75% find it difficult to interact openly. In addition, work motivation is also an important issue, where 90% of employees feel uncomfortable working due to minimal career development opportunities.

Job satisfaction is influenced by various factors, including interpersonal communication and work motivation. Employees who feel socially supported and have high motivation tend to be more satisfied with their work, which ultimately has a positive impact on their productivity and loyalty to the company. However, at PTPN IV, there is still a mismatch between salary and workload (65%), minimal promotion (60%), and mismatch between work and employee abilities (55%). Based on these problems, this study aims to analyze

2. LITERATURE REVIEW

2.1 Interpersonal Communication

Interpersonal communication is the process of sending and receiving messages between two or more individuals that involves direct feedback. According to (Harapan and Ahmad, 2016), interpersonal communication occurs when individuals exchange information directly in informal social situations. This process allows for dialogic interactions, where each individual acts as speaker and listener alternately. This communication reflects openness, empathy, supportive behavior, positive attitudes, and equality (Maulana & Gumelar, 2013).

According to (Mangkunegara, 2017), interpersonal communication in an organization aims to improve cooperation between employees, facilitate clear and accurate communication, and build trust in order to create a harmonious work environment. In addition, effective communication also plays a role in increasing job satisfaction and reducing conflict through better resolution mechanisms. Thus, good interpersonal communication is an important factor in creating a conducive work environment and supporting the achievement of organizational goals.

2.2 Work Motivation

Work motivation is a drive that drives individuals or groups to achieve organizational goals. Motivation can arise from within or be influenced by external factors such as leaders, coworkers, and company policies. According to (Busro, 2018), motivation is a force that strengthens behavior, directs actions, and triggers individuals to continue trying. (Hasibuan, 2018) added that work motivation plays a role in creating work enthusiasm so that employees work effectively and are integrated with organizational goals.

According to (Mangkunegara, 2009), work motivation aims to increase productivity, encourage initiative and creativity, and increase employee job satisfaction. In addition, high motivation can reduce absenteeism and turnover, so that employees are more loyal to the company. Thus, work motivation plays an important role in helping organizations achieve their goals and targets. Work motivation provides benefits to individuals and organizations, such as improving employee performance, loyalty, and commitment, and reducing turnover. In addition, good motivation creates a harmonious work environment, strengthens cooperation, and reduces conflict. Motivated employees are better able to manage stress, feel more appreciated, and are encouraged to innovate, which has a positive impact on the development of the company.

According to Mangkunegara (2009), work motivation consists of five main dimensions. Responsibility includes the ability to complete tasks and involvement in work decisions. Achievement relates to the desire to achieve the best results and improve efficiency. Progress reflects opportunities for growth, promotion, and training. Recognition includes appreciation for performance and satisfaction with awards. The work itself includes satisfaction, interest, and awareness of responsibility in the task.

2.3 Job Satisfaction

Job satisfaction is a person's attitude towards their work which is influenced by the gap between the rewards received and those expected (Robbins in Wibowo, 2017). (Sutrisno, 2014) emphasizes that job satisfaction is an emotional condition of workers, while (Priansa, 2014) states that feelings towards work affect attitudes and behavior in the workplace. According to (Wibowo, 2017), Herzberg's Two-Factor Theory divides job satisfaction into motivators and hygiene factors. Motivators such as achievement and promotion opportunities increase job satisfaction, while hygiene factors such as salary and working conditions if not met will cause dissatisfaction, but if met, it does not necessarily increase job satisfaction significantly. According to (Robbins, 2017), job satisfaction consists of several main dimensions. Salary and extrinsic compensation include salary levels, benefits, bonuses, and work facilities. Recognition and rewards include appreciation from superiors, promotions, and formal awards. Relationships with superiors and coworkers reflect good communication, social support, and effective teamwork. Job variety and challenges relate to task diversity, job complexity, and opportunities for skill development. Justice and equity include perceptions of fairness in resource distribution, equal opportunities, and fair procedures.

2.5 Conceptual Framework

THE EFFECT OF INTERPERSONAL COMMUNICATION AND WORK MOTIVATION ON JOB SATISFACTION OF CONTRACT EMPLOYEES AT PT. PERKEBUNAN NUSANTARA IV REGIONAL OFFICE II MEDAN

Muhammad Daffa Ramadhan Siregar et al

The combination of effective interpersonal communication and high work motivation greatly determines the job satisfaction of contract employees, because poor communication can cause conflict and reduce motivation, which ultimately has an impact on company productivity. Therefore, the researcher created the following research conceptual framework:

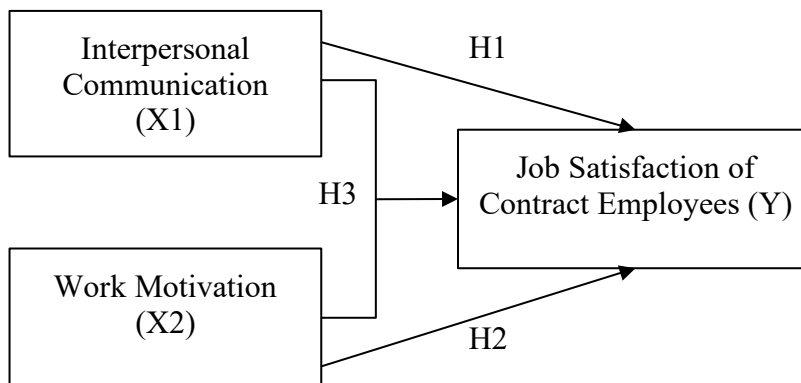


Figure 2.1 Conceptual Framework

3. RESEARCH METHODS

3.1 Research Design and Data Collection

This research was conducted at PT. Perkebunan Nusantara IV Regional Office II located at Jl. Letjend Suprpto No.2, Medan Maimun District, Medan City, North Sumatra. Data were obtained through interviews, observations, documentation and questionnaires (surveys). In this case, the researcher used 61 respondents.

3.2 Data Analysis Techniques

3.2.1 Classical Assumption Test

Classical hypothesis testing aims to ensure that the regression model meets the assumptions of residual normality, no multicollinearity, and is free from heteroscedasticity. If these assumptions are met, the regression model is considered good and produces unbiased estimates. The criteria for classical assumption requirements that must be met are:

1. Normality Test

The normality test is intended to test whether the standardized residual values in the regression model are normally distributed or not (Situmorang, 2024). The Normality Test is useful for determining whether the collected data is normally distributed or taken from a normal population. Good data is data that has a pattern like a normal distribution, namely the distribution of the data does not skew to the left or right. In addition to the graphical method, there is another way to determine whether data is normally distributed or not, by using the Kolmogorov-Smirnov test where the normality test is said to be normally distributed if the significance value is > 0.05 then the residual value is normally distributed. Conversely, if the significance value is < 0.05 then the residual value is not normally distributed.

2. Heteroscedasticity Test

According to (Situmorang, 2023), the heteroscedasticity test is to see how big the role of the independent variable is on the dependent variable. One way that can be used to see the case of heteroscedasticity is by using a graphical analysis tool or residual analysis in the form of statistics by observing the plot of the residual distribution (*ZRESID) and the predicted variable (*ZPRED). If the distribution of points in the plot does not show a particular pattern, then it can be said that the model is free from the assumption of heteroscedasticity.

3. Multicollinearity Test

The multicollinearity test is to test whether the regression model finds a correlation between independent variables (Situmorang, 2024). The requirement for making multicollinearity decisions is that if the tolerance value is greater than 0.10, it means that there is no multicollinearity in the data being tested. Conversely, if the tolerance value is less than 0.10, it means that there is multicollinearity in the data being tested, and by looking at the VIF (Variance Infloating Factor) value: If the VIF value ≤ 10.00 then there is no multicollinearity, conversely if the VIF value is greater than 10, it means that there is multicollinearity in the data being tested.

3.2.2 Re Test Multiple Linear Regression

Multiple regression analysis is an approach used to define the mathematical relationship between independent variables of more than one variable (X1, X2 and X3) with the dependent variable (Y). The regression model is stated in the equation (Situmorang, 2024):

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

Where :

Y = Job Satisfaction

a = Constant

b = Regression Coefficient

X₁ = Interpersonal Communication

X₂ = Work Motivation

e = Error

Hypothesis testing is a procedure to ensure the accuracy of the characteristics of a population based on a sample of data.

1. Determination Test (R²)

According to (Ghozali, 2018), the coefficient of determination essentially measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small R² value means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to one means that the dependent variables provide almost all the information needed to predict the dependent variable.

THE EFFECT OF INTERPERSONAL COMMUNICATION AND WORK MOTIVATION ON JOB SATISFACTION OF CONTRACT EMPLOYEES AT PT. PERKEBUNAN NUSANTARA IV REGIONAL OFFICE II MEDAN

Muhammad Daffa Ramadhan Siregar et al

2. Simultaneous Test (F Test)

Simultaneous test (F test) is used to test the simultaneous influence between independent variables on dependent variables with the assumption that other variables are considered constant, with a tolerance limit of error (standard error) of 5% ($\alpha = 0.05$). The testing criteria are as follows:

1. If $F_{count} > F_{table}$ and significant value < 0.05 , then H_0 is accepted and H_a is rejected. This means that there is an influence between the tested variables.
2. If $F_{count} < F_{table}$ and significant value > 0.05 , then H_0 is rejected and H_a is accepted. This means there is no influence between the tested variables.

3. Partial Test (T-Test)

Partial test (t-test) is useful for testing the influence of independent variables whether they have a positive and significant effect on the dependent variable (Y) partially. The decision-making method in the t-test using SPSS version 25 with a significance level of 5% is as follows:

1. If $t_{count} > t_{table}$ and significant value < 0.05 , then H_0 is accepted and H_a is rejected. This means that there is an influence between the tested variables.
2. If $t_{count} < t_{table}$ significant value > 0.05 , then H_0 is rejected and H_a is accepted. This means there is no influence between the tested variables.

4. RESULTS AND DISCUSSION

4.1 Research Location Description

PT. Perkebunan Nusantara IV Regional Office II Medan is a subsidiary of Holding Perkebunan Nusantara III (Persero) which is engaged in agribusiness and agro-industry, especially in the management of palm oil. This company supports the national plantation sector by processing palm oil into derivative products such as crude palm oil (CPO) and palm kernel oil (PKO). As a company committed to sustainability, PT. Perkebunan Nusantara IV implements RSPO and ISPO standards and continues to innovate in technology to increase productivity. Regional Office II Medan is responsible for coordinating plantation units in North Sumatra to ensure optimal operations according to company standards.

4.2. Vision and Mission

Vision:

To be the world's largest sustainable palm oil producer, which ensures livelihoods for communities and creates value for shareholders.

Mission:

- a. To become the world's largest palm oil producer with the best digital-based plantation operational practices and integrated downstream industry.
- b. Supporting national food security, improving the welfare of plasma farmers and local communities
- c. Improving employee capabilities and potential through continuous development programs
- d. Maintaining the environment and society by implementing sustainable practices
- e. Upholding high ethical standards through the implementation of good corporate governance

4.3 Respondent Description

The majority of respondents in this study were male, with a total of 39 people or 63.93% of the total respondents and female respondents as many as 22 people or around 36.07% of the total. The majority were in the age range of 23-27 years, as many as 24 people or 39.40%. Respondents aged 28-32 years were 23 people or 37.70%, while respondents in the age group of 33-38 years were 14 people or 22.90%. This data indicates that most respondents are included in the young age category

The description or presentation of data from the variables Interpersonal Communication (X1), Work Motivation (X2), and Job Satisfaction (Y) summarized in the frequency table is as follows:

THE EFFECT OF INTERPERSONAL COMMUNICATION AND WORK MOTIVATION ON JOB SATISFACTION OF CONTRACT EMPLOYEES AT PT. PERKEBUNAN NUSANTARA IV REGIONAL OFFICE II MEDAN

Muhammad Daffa Ramadhan Siregar et al

Table 4.1 Questionnaire Scores for Interpersonal Communication Variables (X1)

NO	Statement	Answer				
		STS	TS	KS	S	SS
		1	2	3	4	5
1	I am able to socialize with my colleagues and my superiors well.	0(0)	0(0)	0(0)	30(49.20)	31(50.80)
2	I am able to share my experiences with my colleagues	0(0)	0(0)	6(9.85)	26(42.60)	29(47.55)
3	I can understand directions to achieve a goal.	0(0)	0(0)	6(9.85)	32(52.45)	23(37.70)
4	I can feel what my colleagues feel under work pressure.	0(0)	0(0)	8(13.10)	34(55.75)	19(31.15)
5	I feel like I can interact openly with anyone in this company.	4(6.55)	9(14.75)	17(27.85)	16(26.25)	15(24.60)
6	My colleagues and I give each other ideas/concepts/opinions to create the optimal result.	0(0)	0(0)	11(18.05)	33(54.10)	17(27.85)
7	I am able to create conducive situations and communication	0(0)	5(8.20)	3(4.90)	27(44.25)	26(42.65)
8	I am responsive when communicating with coworkers.	0(0)	0(0)	6(9.85)	32(52.45)	23(37.70)
9	I never force my will on my co-workers when communicating.	0(0)	0(0)	9(14.75)	29(47.55)	23(37.70)
10	I always do two-way communication with my superiors, subordinates and co-workers.	0(0)	0(0)	11(18.05)	35(57.35)	15(24.60)

Source: Primary Data Analysis, 2024

THE EFFECT OF INTERPERSONAL COMMUNICATION AND WORK MOTIVATION ON JOB SATISFACTION OF CONTRACT EMPLOYEES AT PT. PERKEBUNAN NUSANTARA IV REGIONAL OFFICE II MEDAN

Muhammad Daffa Ramadhan Siregar et al

Table 4.2 Questionnaire Scores for Work Motivation Variable (X2)

NO	Statement	Answer				
		STS	TS	KS	S	SS
		1	2	3	4	5
1	I am able to work with a full sense of responsibility	0 (0)	0 (0)	1(1.6 0)	32(52.4 5)	28(45. 95)
2	I feel satisfaction when I am able to complete difficult work and achieve work targets	0 (0)	0 (0)	0 (0)	32 (52.45)	29(47. 55)
3	I always increase my work productivity to achieve the achievements I want.	0 (0)	1(1.6 0)	7(11. 50)	26(42.6 0)	27(44. 30)
4	I always do my work to meet the standards set by the company.	0 (0)	0 (0)	8(13, 10)	22(36.0 5)	31(50. 85)
5	Work that is appreciated for my work achievements makes me enthusiastic about work	0 (0)	0 (0)	3(4.9 5)	26(42.6 0)	32 (52.45)
6	I feel comfortable working here because there are many opportunities to advance in achieving the desired goals.	0 (0)	8(13, 10)	20(32 .80)	19(31.1 5)	14(22. 95)
7	I feel satisfied receiving a bonus according to my performance assessment.	0 (0)	1(1.6 0)	33(54 .10)	15(24.6 0)	12(19. 70)
8	I like working for a company that provides career advancement for employees who have potential.	0 (0)	0 (0)	1(1.6 0)	30(49.2 0)	30(49. 20)
9	I always try to improve my ability to complete tasks.	0 (0)	0 (0)	1(1.6 0)	39(63.9 5)	21(34. 45)
10	I feel happy to accept the work challenges given by the company.	0 (0)	0 (0)	7(11. 50)	35(57.4 0)	19(31. 15)

Source: Primary Data Analysis, 2024

THE EFFECT OF INTERPERSONAL COMMUNICATION AND WORK MOTIVATION ON JOB SATISFACTION OF CONTRACT EMPLOYEES AT PT. PERKEBUNAN NUSANTARA IV REGIONAL OFFICE II MEDAN

Muhammad Daffa Ramadhan Siregar et al

Table 4.3 Questionnaire Scores for Job Satisfaction Variable (Y)

NO	Statement	Answer				
		STS	TS	KS	S	SS
		1	2	3	4	5
1	I feel that the company has provided employee salaries according to applicable standards.	1(1.60)	5(8,20)	14(22.95)	31(50.85)	10(16.40)
2	I receive a salary according to the workload given to me	1(1.60)	5(8,20)	20(32.80)	22(36.10)	13(21.30)
3	I am happy with my current job because it matches my education/work experience.	0(0)	1(1.60)	14(22.95)	31(50.85)	15(24.60)
4	I enjoy working here.	0(0)	0(0)	15(24.60)	28(45.90)	18(29.50)
5	I am happy with the assessment for promotion based on employee performance and work results.	0(0)	2(3.70)	19(31.10)	27(44.20)	13(21.30)
6	I feel happy because there is an open opportunity for promotion.	1(1.60)	3(4.95)	14(22.95)	26(42.60)	17(27.80)
7.	I enjoy working with coworkers because they can provide solutions to work problems.	0(0)	1(1.60)	3(4.95)	41(67.20)	16(26.20)
8.	I am happy with coworkers who provide a harmonious working atmosphere for each other.	0(0)	0(0)	4(6.55)	36(59.00)	21(34.45)
9	I feel that my superiors have provided good guidance to employees.	0(0)	0(0)	4(6.55)	30(49.20)	27(44.25)
10	I feel that my boss has treated his subordinates well.	0(0)	0(0)	7(11.50)	27(44.25)	27(44.25)

Source: Primary Data Analysis, 2024

4.4 Classical Assumption Test

4.4.1 Normality Test

In this study, the normality test was conducted using the One-Sample Kolmogorov-Smirnov method. The results of the normality test are shown as follows:

THE EFFECT OF INTERPERSONAL COMMUNICATION AND WORK MOTIVATION ON JOB SATISFACTION OF CONTRACT EMPLOYEES AT PT. PERKEBUNAN NUSANTARA IV REGIONAL OFFICE II MEDAN

Muhammad Daffa Ramadhan Siregar et al

Table 4.4 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		61
Normal Parameters a,b	Mean	.0000000
	Std. Deviation	3.17742659
Most Extreme Differences	Absolute	.110
	Positive	.084
	Negative	-.110
Test Statistics		.110
Asymp. Sig. (2-tailed)		.065c,

Based on the test results *One-Sample Kolmogorov-Smirnov* shown in the table, a significance value of $0.065 > 0.05$ was obtained. Therefore, it can be concluded that the data has a normal distribution.

4.4.2 Multicollinearity Test

Table 4.5 Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Interpersonal Communication	.928	1,078
Work motivation	.928	1,078

a. Dependent Variable: Job Satisfaction

Based on the results of the multicollinearity test shown in the table, all independent variables, namely interpersonal communication and work motivation, have a Tolerance value > 0.10 and a VIF value < 10 . This indicates that there is no multicollinearity between the independent variables in the regression model used.

4.4.3 Heteroscedasticity Test

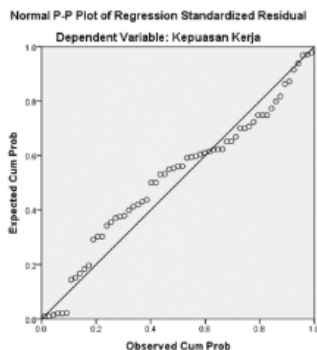


Figure 4.1 Heteroscedasticity Test Results

The results of the scatterplot graph above show that the points are randomly distributed above and below the number 0 on the Y axis. This indicates that there is no heteroscedasticity in the regression model used in this study.

Muhammad Daffa Ramadhan Siregar et al

4.5 Multiple Linear Regression Test

4.5.1 Coefficient of Determination Test (R²)

Table 4.6 Summary Model of Job Satisfaction Determination

RR Square	Adjusted Model	Std. Error of the Estimate	R Square
1	.79375 a	.630	.617
			3.232

Source: Primary Data Analysis, 2024

analysis of determination on job satisfaction. The R value of 0.79375 indicates a strong relationship between the independent variables and the dependent variables in this research model. The R Square value of 0.630 indicates that 63.0% of the variation in job satisfaction can be explained by the independent variables in the model. The remaining 37% of the variation in job satisfaction has not been included in the regression model. Overall, this model has a good level of accuracy in explaining job satisfaction.

4.5.2 Simultaneous Test (F Test)

Table 4.7 F Test Results

Model	Sum of df	Mean Square	F	Sig.	Squares
Regression	1029,680	2 514,840	49,294	.000 ^b	
Residuals	605,762	58	10,444		
Total	1635,443	60			

Source: Primary Data Analysis, 2024

The results of the F test show a significance value (Sig.) of 0.000, <0.05. This indicates that the regression model used in this study is significant overall, or the independent variables together have a significant influence on the dependent variable.

4.5.3 Partial Test (T-Test)

Table 4.9 T-Test Results

Model	UnstandardizedB	Sig
(Constant)	11,723	.020
Interpersonal communication (X1)	.252	.014
Work Motivation (X2)	.924	.000

Source: Primary Data Analysis, 2024

1. Interpersonal Communication:

The interpersonal communication variable has a regression coefficient value of 0.252, which means that every one unit increase in interpersonal communication will increase job satisfaction by 0.252, assuming other variables remain constant. The significance level of this variable is 0.014, which is below 0.05 (p <0.05), so it can be concluded that interpersonal communication has a significant effect on job satisfaction. Previous studies (Zulanda, 2021; Suartini, 2024; Fajarini & Nasution, 2023) support this finding, showing that good interpersonal communication increases job satisfaction in various sectors, including local taxes, education, and the organizational environment in general.

2. Work motivation:

The work motivation variable has a regression coefficient value of 0.924, which means that every one unit increase in work motivation will increase job satisfaction by 0.924, assuming other variables remain constant. The significance level of this variable is 0.000, which is far below 0.01 ($p < 0.01$), indicating that work motivation has a very significant effect on job satisfaction. This finding is in line with the theory (McClelland, 1987) and research (Arifah & Amirudin, 2024) and (Novarina, 2023), which conclude that employees with high motivation are more enthusiastic, proactive, and satisfied with their jobs.

The multiple linear regression equation is as follows:

$$Y = 11.723 + 0.252X_1 + 0.924X_2$$

Where :

Y = Job Satisfaction

a = Constant

X₁ = Interpersonal Communication

X₂ = Work Motivation

4.6 Managerial Implications

There are several managerial implications to improve job satisfaction at PT. Perkebunan Nusantara IV Regional Office II Medan. Effective interpersonal communication needs to be improved by encouraging transparency, conducting communication training, providing clear communication channels, and building a culture of constructive feedback. In addition, work motivation which has been proven to have a significant effect on job satisfaction can be improved through a performance-based incentive and reward system, more open career development opportunities, improved work facilities, and a balance between work and personal life. Given that there are still other factors that influence job satisfaction, management also needs to conduct additional surveys and periodic policy evaluations to ensure their effectiveness. With these steps, the company can create a more positive work environment, increase employee satisfaction and loyalty, and encourage overall productivity.

5. CLOSING

5.1 Conclusion

Based on the results of the research analysis on the influence of interpersonal communication and work motivation on job satisfaction of contract employees at PT. Perkebunan Nusantara IV Regional Office II Medan, it can be concluded

- a. Interpersonal communication variables have a positive and significant influence on job satisfaction of contract employees (PKWT) of PTPN IV Regional Office II. The better the interpersonal communication in the workplace, the higher the level of employee job satisfaction.
- b. The work motivation variable is the most dominant variable that has a positive and significant influence on the job satisfaction of contract employees (PKWT) of PTPN IV Regional Office II. High work motivation will increase job satisfaction, because factors such as awards, fair incentives, and opportunities for self-development play an important role in motivating employees.
- c. Simultaneously, both independent variables, namely interpersonal communication and work motivation, together have a significant influence on job satisfaction of contract employees (PKWT) of PTPN IV Regional Office II. This shows that effective interpersonal communication and high work motivation can create a more conducive work environment, strengthen loyalty and be more motivated to achieve the work targets that have been set.

5.2 Suggestions

1. Suggestions for PT. Perkebunan Nusantara IV Regional II

PT. Perkebunan Nusantara IV Regional II is advised to improve the job satisfaction of contract employees (PKWT) by strengthening interpersonal communication through training, information transparency, and open discussion. In addition, the company needs to develop a work motivation program with a reward system, fair incentives, and opportunities for self-development. Evaluation of policies and the work environment must also be carried out periodically to ensure improvements in factors that affect job satisfaction, such as facilities, work relationships, and employee appreciation.

2. Suggestions for Researchers

This study provides valuable insights into the relationship between interpersonal communication, work motivation, and job satisfaction of contract employees (PKWT). Researchers are advised to expand the scope of the study to other companies or compare job satisfaction factors in various industrial sectors to enrich understanding and improve analytical skills in social and managerial fields.

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