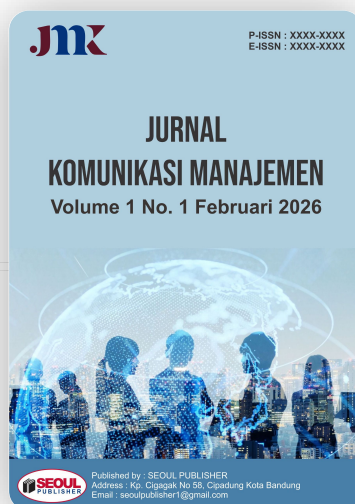


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Jurnal Komunikasi Manajemen adalah jurnal ilmiah yang mempublikasikan artikel hasil penelitian, kajian teoritis, dan studi kasus di bidang komunikasi manajemen. Jurnal ini bertujuan untuk menjadi wadah pertukaran pengetahuan dan gagasan inovatif bagi akademisi, praktisi, dan mahasiswa. Fokus utama jurnal ini mencakup topik-topik seperti manajemen sumber daya manusia, manajemen pemasaran, manajemen strategis, komunikasi organisasi, komunikasi pemasaran, serta media dan teknologi komunikasi. Jurnal Komunikasi Manajemen berkomitmen untuk menjaga kualitas akademik melalui proses review sejawat (peer-reviewed) yang ketat dan transparan. Setiap artikel yang dipublikasikan diharapkan dapat memberikan kontribusi signifikan terhadap pengembangan ilmu dan praktik di bidang manajemen dan komunikasi di tingkat nasional maupun internasional. Dan diterbitkan 4 kali setahun, pada bulan **Februari, Mei, Agustus, dan November**.

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The Mediating Role of Organizational Culture in the Link Between Communication Style and Job Satisfaction in Start-Ups

Nasaruddin Siregar

Universitas Bhayangkara Jakarta Raya

Sari Endah Nusyamsi

Universitas Bhayangkara Jakarta Raya

Keywords: Interpersonal Communication Style, Organizational Culture, Job Satisfaction, Start-Up Company

ABSTRACT

This study aims to analyze the influence of interpersonal communication style on employee job satisfaction, as well as the role of organizational culture as a mediating variable, in the context of start-up companies. This study uses a quantitative approach with a survey method of 00 respondents of start-up company employees. The data analysis technique used is multiple linear regression. The results of the study indicate that interpersonal communication style has a significant and positive effect on organizational culture ($R^2 = 0.974$, $p < 0.05$), and simultaneously interpersonal communication style and organizational culture also have a significant effect on job satisfaction ($R^2 = 0.984$, $p < 0.05$). These findings strengthen the role of organizational culture as a mediator between interpersonal communication style and job satisfaction. Thus, effective interpersonal communication can form a healthy organizational culture and ultimately increase employee job satisfaction in a dynamic work environment such as a start-up company.



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The Mediating Role of Organizational Culture in the Link Between Communication Style and Job Satisfaction in Start-Ups

Nasaruddin Siregar¹
Universitas Bhayangkara Jakarta Raya

Sari Endah Nursyamsi²
Universitas Bhayangkara Jakarta Raya

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Abstract

This study aims to analyze the influence of interpersonal communication style on employee job satisfaction, as well as the role of organizational culture as a mediating variable, in the context of start-up companies. This study uses a quantitative approach with a survey method of 00 respondents of start-up company employees. The data analysis technique used is multiple linear regression. The results of the study indicate that interpersonal communication style has a significant and positive effect on organizational culture ($R^2 = 0.974$, $p < 0.05$), and simultaneously interpersonal communication style and organizational culture also have a significant effect on job satisfaction ($R^2 = 0.984$, $p < 0.05$). These findings strengthen the role of organizational culture as a mediator between interpersonal communication style and job satisfaction. Thus, effective interpersonal communication can form a healthy organizational culture and ultimately increase employee job satisfaction in a dynamic work environment such as a start-up company.

Keywords: Interpersonal Communication Style, Organizational Culture, Job Satisfaction, Start-Up Company

Introduction

In the dynamic environment of start-ups, effective interpersonal communication is essential to foster harmonious working relationships. Leaders who adopt a positive interpersonal communication style can significantly improve work comfort, build trust, and promote collaboration among employees (Sanmas et al., 2024). This interpersonal communication style not only facilitates the exchange of ideas and feelings but also encourages openness and empathy, which are essential for resolving conflicts and strengthening team dynamics. In addition, leaders with high emotional intelligence can better understand and manage their own and their colleagues' emotions, leading to improved communication and reduced stress within the team (Aulia et al., 2024). By embracing a collaborative leadership approach, organizations can create a culture of shared decision-making and collective responsibility, further enhancing coordination and collaboration among team members.

Startups, characterized by their flexible structures and informal work cultures, foster an environment where interpersonal communication is intensive and direct. The communication style adopted in these organizations significantly affects teamwork and individual job satisfaction. Open communication, characterized by transparency and empathy, increases trust and motivation among team members, leading to higher job satisfaction (Gubaev & Ibragimova, 2020). In contrast, an authoritarian or closed communication style can reduce motivation and create a negative atmosphere, which ultimately reduces job satisfaction. In addition, an informal work culture encourages collaboration, which is essential for start-up success. Therefore, prioritizing supportive and empathetic communication is essential to fostering a positive work environment that promotes effective teamwork and employee retention in start-ups (Nugroho et al., 2024). Job satisfaction is an important indicator in human resource management, as satisfied employees demonstrate greater loyalty, productivity, and organizational commitment. In environments such as start-ups, where interpersonal interactions are critical, understanding the influence of communication styles becomes even more important. Effective interpersonal communication can increase job satisfaction by fostering a positive work atmosphere, which in turn strengthens organizational commitment and employee engagement (Baharum et al., 2006). Start-ups, characterized by their unique cultures, often rely on strong interpersonal relationships to navigate challenges and drive performance. Therefore, by prioritizing effective communication styles, organizations can increase job satisfaction, leading to a more dedicated and productive workforce, ultimately benefiting the overall success of the company.

Interpersonal communication plays a vital role in fostering a positive and productive work environment, especially in start-ups characterized by flat organizational structures. These structures facilitate direct and informal communication, which is essential for employee empowerment and autonomy. The communication style used by superiors and colleagues significantly influences employee comfort and satisfaction, as effective styles such as active listening and empathy can improve workplace relationships. Additionally, informal

communication, prevalent in such settings, encourages collaboration and innovation, although it requires careful management to avoid misunderstandings (Aulia et al., 2024). Ultimately, the interplay of these factors contributes to higher levels of employee engagement, which is critical to organizational success (Putri, 2018). By prioritizing effective communication practices, startups can create an environment where employees feel valued and motivated, leading to improved overall performance.

Interpersonal communication style significantly influences employee job satisfaction, especially in start-ups where collaboration is essential. Effective communication can foster trust and motivation, increasing job satisfaction, while poor communication styles can lead to conflict and stress (Shen & Austin, 2017) (Consul & Kola, 2024). Theories such as Herzberg's Two-Factor Theory highlight the importance of understanding these dynamics, as they provide a framework for identifying factors that contribute to employee satisfaction. Additionally, emotional intelligence plays a critical role in this context, as it enables employees to navigate their own and others' emotions, facilitating better communication and conflict resolution (Tobing & Khairuddin, 2023). Furthermore, active listening is essential in preventing misunderstandings and promoting a supportive work environment, which can further enhance job satisfaction. Therefore, developing effective communication strategies tailored to the unique culture of start-ups is essential to improving employee engagement and satisfaction.

Methods

This study uses a quantitative approach with a causal associative research type, namely to determine and analyze the extent to which interpersonal communication style influences employee job satisfaction. This approach was chosen because it allows researchers to objectively test the relationship between variables through statistical data processing. This research was conducted at a start-up company engaged in digital technology. The population in this study were all permanent employees working at the start-up company, totaling 120 people. The sampling technique used was probability sampling with the simple random sampling

method, with a sample size of 92 respondents, which was determined using the Slovin formula with a margin of error of 10%. The variables in this study include: Independent Variable (X): Interpersonal Communication Style, Dependent Variable (Z): Job Satisfaction, Variable (Y): Organizational culture.

Results and Discussion

1) Validity and Reliability Test

Table 1. Validity Test

Correlations		
	Sig. (2-tailed)	Information
Interpersonal Communication Styles	0,000	Valid
Organizational culture	0,000	Valid
Job satisfaction	0,000	Valid
** . Correlation is significant at the 0.01 level (2-tailed).		

Source: Data Processed (2025)

Interpretation, All question items in this study have a significance value of 0.000 (<0.005), thus it can be stated that the items in this study are declared Valid.

Table 2. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0,967	3

Source: Data Processed (2025)

Interpretation, All variable items in this study have a Cronbach's Alpha value of 0.967 ($0.70 < 0.967$), thus it can be stated that the items in this study are reliable and can be continued in further research.

2) Simple Linear Regression Analysis,

Model T Test

Table 3. T-Test Model 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,198	0,709		24,249	0,000
	Interpersonal Communication Styles	1,347	0,022	0,987	60,124	0,000
a. Dependent Variable: Organizational culture						

Source: Data Processed (2025)

The value of $t = 60.124$ and Sig. (p-value) = 0.000

Because the value of Sig. < 0.05, then statistically, the influence of Interpersonal Communication Styles on Organizational culture is significant. The value of $t = 60.124$ shows that the regression coefficient is very far from zero and is very statistically significant.

Model F Test

Table 4. F-Test Model 1

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12658,921	1	12658,921	3614,843	,000 ^b
	Residual	343,189	98	3,502		
	Total	13002,110	99			
a. Dependent Variable: Organizational culture						
b. Predictors: (Constant), Interpersonal Communication Styles						

Source: Data Processed (2025)

F value = 3614.843 and Significance (Sig.) = 0.000

Because the significance value is smaller than 0.05, it can be concluded that the regression model is statistically significant. This means that Interpersonal Communication Styles together (in this case the only predictor) significantly affect Organizational culture. This very high F value indicates that the variation explained by the regression model is much greater than the unexplained variation (error/residual). This indicates that the model is very good.

Determinant coefficient

Table 5. Determinant coefficient Model 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,987 ^a	0,974	0,973	1,871
a. Predictors: (Constant), Interpersonal Communication Styles				

Source: Data Processed (2025)

Interpretation, The R Square value = 0.974, thus the Interpersonal Communication Styles variable has an influence value of 97.4% on Organizational culture, the remaining 2.6% is contributed by other variables outside this study

Table 6. T-Test Model 2

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,773	0,802		8,449	0,000
Interpersonal Communication Styles	0,342	0,059	0,453	5,803	0,000
Organizational culture	0,299	0,043	0,542	6,938	0,000
a. Dependent Variable: Job satisfaction					

Source: Data Processed (2025)

Interpretation, Interpersonal Communication StylesThe value of $t = 5.803$, $\text{Sig.} = 0.000$: This influence is statistically significant (because $p < 0.05$). This value indicates that this variable has a moderate to strong influence on Job satisfaction. Organizational culture The value of $t = 6.938$, $\text{Sig.} = 0.000$: Also statistically significant. Shows that Organizational culture has a greater influence on Job satisfaction than Interpersonal Communication Styles in this model.

Table 7. F-Test Table Model 2

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3905,759	2	1952,879	3055,238	,000 ^b
	Residual	62,001	97	0,639		
	Total	3967,760	99			
a. Dependent Variable: Job satisfaction						
b. Predictors: (Constant), Organizational culture, Interpersonal Communication Styles						

Source: Data Processed (2025)

F value = 3055.238 and Significance (Sig.) = 0.000, This very high F value indicates that the regression model has a very good ability to explain the variability of Job satisfaction. This value is <0.05, meaning the model is statistically significant. Thus, the Interpersonal Communication Styles and Organizational culture variables together have a significant effect on Job satisfaction.

Table 8. R-Square Model 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,992 ^a	0,984	0,984	0,799
a. Predictors: (Constant), Organizational culture, Interpersonal Communication Styles				

Source: Data Processed (2025)

Interpretation R Square value = 0.984, thus the variables Interpersonal Communication Styles and Organizational culture together have a contribution of 98.4% influence on Organizational culture, the remaining 1.6% is contributed by other variables outside this study

Model 1: The Influence of Interpersonal Communication Styles on Organizational culture
 Test Results: Coefficient B = 1.347 with a t value = 60.124 and sig = 0.000, these results indicate that Interpersonal Communication Styles have a positive and very significant effect on Organizational culture. F Test Results: F value = 3614.843, sig = 0.000, this shows that this regression model is significant overall. R Square: R² value = 0.974, meaning that 97.4% of the variation in Organizational culture is explained by Interpersonal Communication Styles. The relationship between the two is very strong (R = 0.987).

Thus, the positive and open Interpersonal Communication Styles variable is able to form a conducive Organizational culture. In the context of a start-up company, this is important because Organizational culture is the basis for forming a spirit of collaboration, openness, and innovation.

Model 2: The Influence of Interpersonal Communication Styles and Organizational culture on Job satisfaction Test Results: Interpersonal Communication Styles variable: $B = 0.342$, $t = 5.803$, $sig = 0.000$ Organizational culture variable: $B = 0.299$, $t = 6.938$, $sig = 0.000$ The results of the statistical test show that both variables have a significant positive effect on Job satisfaction. F Test Results: F value = 3055.238, $sig = 0.000$, this result shows that the model with these two predictors is very significant simultaneously. R Square: R^2 value = 0.984, meaning that 98.4% of the variation in Job satisfaction is explained by Interpersonal Communication Styles and Organizational culture together. The predictive relationship is very high ($R = 0.992$).

Both independent variables have an important contribution to increasing Job satisfaction. Organizational culture also mediates the influence of communication style on Job satisfaction. This confirms that good communication not only has a direct impact on satisfaction, but also creates a healthy work climate which then strengthens employee satisfaction.

Conclusion

Interpersonal Communication Styles have a significant effect on Organizational culture. The results of the analysis of Model 1 show that Interpersonal Communication Styles have a very strong and positive effect on Organizational culture with a regression coefficient value of 1.347, a t value = 60.124, and a significance of 0.000. The R Square value of 0.974 shows that 97.4% of the variation in Organizational culture can be explained by Interpersonal Communication Styles. This indicates that the more effective the communication style between individuals in the company, the stronger and more conducive the Organizational culture will be.

Interpersonal Communication Styles and Organizational culture have a significant effect on Employee Job satisfaction. In Model 2, both independent variables have a positive and significant effect on Job satisfaction, each with a value of $t = 5.803$ (Interpersonal Communication Styles) and $t = 6.938$ (Organizational culture) with a $p\text{-value} < 0.05$. The R Square value of 0.984 indicates that 98.4% of the variation in Job satisfaction can be explained by the combination of Interpersonal Communication Styles and Organizational culture.

Organizational culture acts as a mediating variable in the relationship between Interpersonal Communication Styles and Job satisfaction. The results of the comparison of Model 1 and Model 2 show that Interpersonal Communication Styles not only have a direct impact on Job satisfaction, but also influence it indirectly through Organizational culture. This shows the importance of building a positive Organizational culture as a result of effective interpersonal communication within the company.

Implications for Start-Up Companies: In a dynamic work environment such as a start-up company, building open, empathetic, and supportive interpersonal communication can be the key to forming a healthy Organizational culture, which will ultimately increase employee Job satisfaction. Companies need to encourage leaders and all employees to implement effective communication styles in order to create a harmonious and productive work environment.

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