

ORIGINAL RESEARCH PAPER

The effect of leadership's communication ability on quality of work-life and employees job satisfaction

S. Sutiyatno

Department of Information Systems, STMIK Bina Patria, Magelang, Indonesia

ARTICLE INFO

Article History:

Received 17 May 2021

Revised 01 August 2021

Accepted 08 August 2021

Keywords:

Employees job satisfaction

Leadership's communication

Quality of Work-Life (QWL)

ABSTRACT

BACKGROUND AND OBJECTIVES: Job satisfaction is important to improve the effectiveness and efficiency of bank employees. Moreover, quality of work-life and leadership's communication ability are also required to increase their productivity.

METHODS: This research was conducted to investigate the effect of leadership's communication ability on the quality of work-life and employees job satisfaction. A quantitative approach was adopted using a survey method with the employees of the local bank in Magelang in Indonesia used as the respondents. Moreover, data were collected using a questionnaire as the research instrument and analyzed through the means of path analysis.

FINDINGS: Leadership's communication has a positive effect on the quality of work-life with a standardized coefficient of 0.928 and sig. $0.000 < 0.05$ and this means the influence is significant by 86.11%. The quality of work-life influenced the employees' job satisfaction with a standardized coefficient of 0.451 and sig. $0.032 < 0.05$ and this means the effect is significant by 20.34%. Leadership's communication directly influenced employees job satisfaction with $0.460=21.16\%$ and sig. $0.029 < 0.05$ and indirectly through the intervening or mediating variable of quality of work-life by $P2 \times P3$ ($0.928 \times 0.451 = 0.4185$ or 41.85%). Therefore, the total effect of leadership's communication on the employees job satisfaction were found to be $0.460 + 0.4185 = 0.8785$ which means the significance of the influence is 87.85%.

CONCLUSION: The results showed leadership's communication influences the employees' job satisfaction directly and also indirectly through the mediation of the quality of work Life. Communication was also observed to have a positive significant effect on the quality of work-life and this subsequently affected the job satisfaction of employees positively. The results of this research increase and improve the quality of leadership's communication patterns to enhance employee's job satisfaction and quality of work-life.

DOI: [10.22034/IJHCUM.2022.01.05](https://doi.org/10.22034/IJHCUM.2022.01.05)



NUMBER OF REFERENCES

56



NUMBER OF FIGURES

1



NUMBER OF TABLES

6

*Corresponding Author:

Email: sukris@stmikbinapatria.ac.id

Phone: +6281326782013

ORCID: [0000-0002-6000-6987](https://orcid.org/0000-0002-6000-6987)

Note: Discussion period for this manuscript open until April 1, 2022 on IJHCUM website at the "Show Article."

INTRODUCTION

Communication plays an important role in the life of an organization by creating a social interaction process. Effective communication happens through the exchange and sharing of information between two or more people. Successful communication is experienced when the message sent by the sender is meaningful and understood by the receiver (Subanci *et al.*, 2016). This can, however, be verbal and non-verbal and is considered very important to how people express their minds, ideas, feelings, and knowledge. This means communication is fundamental to all humans (Sutiyatno, 2018). Moreover, the ability of a leader to communicate is related to the effective use of resources to execute strategies, making accurate decisions, and creating value. It has also been reported that a leader needs to have strong communication skills due to its importance in managing and leading people (Zulch, 2014). This specifically means there is a need for the leader to communicate and coordinate all people both internally and externally considering the importance of interpersonal relationships to leadership. This is, however, related to the Quality of Work-Life (QWL) which has been explained to the conditions and atmosphere of a workplace with the ability to increase employee satisfaction through job security and an adequate reward system. This concept covers several aspects such as the working conditions, health hazards, payments as well as the behavior, and the way the leadership communicates to meet the needs of the employees (Muindi and K'Obonyo, 2015; Ince, 2018). QWL of a bank has a positive impact on the commitment of the organization as well as the job satisfaction and performance of employees. It also enables the employees to work productively due to the comfortable feeling they experience based on the conducive atmosphere provided by the leadership. Moreover, QWL encourages the autonomy of workers as well as more effectiveness and efficiency, commitment, loyalty, and dedication. It has also been reported in a previous study that satisfied employees usually perform with higher motivation and this mostly leads to higher productivity and customer satisfaction (Butt *et al.*, 2019). The job satisfaction of employees is closely related to their performance, positively influence organizational performance and productivity, and

these further affect the profitability of the company. It was also reported to be important in improving the quality of services provided to customers (Latif *et al.*, 2013). On the contrary, the inability of several business organizations to understand the importance of quality of work-life in improving the job satisfaction of their employees usually leads to several problems. This condition makes the company internally weak, unable to compete in the market, and unable to satisfy its customers (Sree and Satyavathi, 2017). On the other hand, Blanchard (2007) stated that leader should not only build communication to provide quality of work-life and job satisfaction but also creates energizing systems to increase a high performance of organization. This research has an important and strategic role because it was conducted in a small bank classified as a Small Medium Enterprise (SME). Leaders of these SMEs, sometimes pay less attention to the role of communication in carrying out organizational functions and focus more on the targets to be achieved without providing the right strategies needed to achieve these goals. Several studies discuss and focus on leadership and communication styles and models only as attributes and elements of abilities possessed by a leader. However, this research places the leadership's communication variable as a style, just in addition to the attributes and elements. Furthermore, it aims to reveal the role of leadership's communication as a style and its effect on job satisfaction of employees by mediating the quality of organizational life. This research plays an important role to contribute the leaders to develop and improve their communication ability.

Leadership's communication ability

Every organization, including banks, considers communication as an important concept to improve performance and productivity. Moreover, communication competence and effectiveness have been basically discovered to include knowledge, skills, and behaviors that can be learned to create social interaction. This was reported to have been applied in several areas such as business, leadership, human-computer interaction, and conflict (Nickitas, 2019). Leaders, directly and indirectly, manage internal communication in their organization by introducing a program and the strategy for its successful implementation to the employees which

are expected to support the process and build a sense of trust and loyalty towards the organization (Ophilia and Hidayat, 2021). There are two types of communication and these include verbal which involves the use of language and non-verbal which includes the application of expression, gestures, action, and others in passing information (Rawat, 2016). Moreover, leadership's communication either verbally or non-verbally has been discovered to be very crucial to building the quality of work-life and employee's job satisfaction in the banking sector. However, Luo *et al.* (2016) analyzed differently how leaders communicate effectively to encourage change, commitment to the process of change, and reduce their subordinates' fear of change and found the need to create a quality environment for the employees to perform their functions towards achieving the goal of the organization. A qualified leader manages employees with an appropriate attitude to achieve organizational objectives (Nanjundeswaraswamy and Swamy, 2013). One of the most important qualities required of a good leader is communication skills (Răducan and Răducan, 2014). Meanwhile, Zulch (2014) also confirmed through Kuria (2019) that it is necessary to figure out and improve relations between the leaders and employees and this further indicates the expediency of the leaders' communication model. On the other hand, Shah (2018) showed the effect of social communication skills on the emergence and effectiveness of a leader. This means a leader needs to be conscious of the factors associated with establishing relationship, symbolic communication, body language, and cognitive complexity to implement an effective strategy. Moreover, there is a direct relationship between verbal communication and customer satisfaction. The communication style of a leader has also been discovered to be very important in motivating employees and the whole workforce in an organization to be more productive. Based on the explanation above, it is concluded that communication plays an essential role in an organization, including the banking sector. Therefore, leaders need to always develop their verbal and nonverbal communication skills. In this research, the position of leadership's communication skills as an independent variable has a vital role in creating quality of work-life and job satisfaction of employees.

Quality of work-life

Most employees increase their job performance through constructive suggestions on their area of expertise and recommendations for jobs done effectively. They develop their career to ensure better effectiveness in performing their duties. Quality of work-life is related to several other outcomes for the employees such as job satisfaction, an opportunity of career growth, psychological development, job security, job enrichment, and participatory management, interpersonal relationship with the employer, secured working environment, and low levels of work accidents. It is also connected with the plan to change an organization for the better (Osabiya, 2015; Mamaghaniyeh *et al.*, 2019). The fundamental concept of QWL is based on the belief of employees that an organization has the capacity to meet their needs and this keeps them satisfied with their job (Butt *et al.*, 2019). Conversely, several employees are not satisfied with the quality of their work-life and this usually affects their performance negatively. This means it is necessary for the leaders to provide a quality environment for their employees and one of the best ways to achieve this is through the improvement of interpersonal relationships between the employer and employees. Moreover, Asegid *et al.* (2014) showed that several organizations focus on increasing their staff satisfaction and management. On the other hand, it has also been discovered that QWL is very important to the development and empowerment of employees (Lee *et al.*, 2015) due to its ability to improve organizational and employee efficiency. QWL is often used as a model to plan organizational change (Osabiya, 2015). It is usually focused on factors associated with the efficiency and productivity of an organization and directed towards achieving the projected outcomes. In addition, Rabins and Black (2007) also showed that the concept covers several programs arranged to implement changes in an organization due to its ability to provide the management with meaningful and productive information needed to improve the productivity of employees (Wynne-Jones *et al.*, 2011). Moreover, it is also a bridge used in ensuring job satisfaction of employees based on salary and having effective and efficient co-workers and supervisors (Rozbehani *et al.*, 2016). Therefore, based on the theories above, QWL as a mediating variable plays an important role

in increasing job satisfaction of employees in order to increase their productivity, satisfaction, comfort and efficiency at work. Meanwhile, QWL is built when a leader has the ability to build constructive interpersonal communication to create a quality work-life.

Employee's job satisfaction

Employees are very important to the execution and achievement of an organization's mission and vision. They are required to meet certain performance standards determined by the organization as regards the quantity and quality of their job description. The organization also needs to provide a conducive and quality environment to enable them to work freely without problems with the ability to hinder their potential competence (Raziq and Maulabakhsh, 2015; Dziuba *et al.*, 2020). Employee satisfaction reflects the attitude of an individual towards a job based on the difference between the level of rewards received and the expected reward. This shows it is mainly focused on attitude rather than the behavior which is centered on human needs and the ability of their job to fulfill those needs. Job satisfaction is based on the perception of an employee concerning the ability of the job to satisfy fundamental needs. Moreover, a previous study showed that the need for satisfaction promotes high productivity (Saranya, 2014). On the other hand, it has been discovered that a satisfied employee usually has better performance (Dziuba *et al.*, 2020). Moreover, Employees Job Satisfaction (EJS) is based on work performance, work-life satisfaction, productivity, and motivation (Abuhashesh *et al.*, 2019), and these further influence their security in an organization. This shows the concept is closely related to work productivity and, consequently, the profitability of the firm. It also affects the performance of an organization positively through the improvement in the quality of goods and services. This shows that employee satisfaction is very important to achieving the objectives and mission of an organization (Latif *et al.*, 2013). Meanwhile, Wolniak and Olkiewicz (2019) also reported satisfied employees have a comfortable feeling with their company and this is reflected in their better performance. This is believed to be the reason for the significant importance of job satisfaction to work safety. Motivation and job satisfaction have some influence on the

performance of employees. Similarly, the perception of employees towards their organizations and their performance are believed to be correlated to their job satisfaction. It is also important to note that the attitude and feelings of people towards their work are positively correlated to job satisfaction and motivation. This summarily means a positive attitude towards the job leads to job satisfaction while a negative attitude causes dissatisfaction (Abdolshah *et al.*, 2018). Further, employees tend to increase their productivity, efficiency, and performance, when satisfied and comfortable with the working environment. Therefore, job satisfaction is a dependent variable realized through the support of leadership and QWL communication skills. This research objectives was conducted to reveal the effect of leadership's communication ability on the quality of work-life and employees job satisfaction. The current study have been carried out in BKK local bank in Magelang Indonesia on July 2020 up to April 2021.

MATERIALS AND METHODS

This research was conducted through a survey method with a multi-analysis approach using BKK Bank which is a local bank owned by the local government of Magelang Municipality as the research object. This research used the entire population as a sample due to the small number of population sizes. The population consists of 38 employees and they were all used as samples with 22 males (58%) and 16 females (42%). Data were collected using questionnaires as a research instrument and analyzed through means of path analysis. Questionnaire of Leadership Communication is measured by using The Perceived Leadership Communication Questionnaires (PLCQ) (Schneider *et al.*, 2015). Then, Quality of Work-Life was adopted from Cascio (1986). Then, Employees Job Satisfaction was measured by means of The Minnesota Satisfaction Questionnaire (MSQ) (Luthans, 2006). The validity, reliability, and normality of the questionnaires, were measured before it was distributed. Furthermore, the loading factor, Cronbach's alpha and Saphiro-Wilks were used to measure the validity, reliability, normality and values, and analyzed using the SPSS version 24. Meanwhile, sampling adequacy was measured by KMO and Barlett's Test (The result of test assumption). Moreover, Leadership's

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
	Approx. Chi-Square	69.859
Bartlett's Test of Sphericity	Df	1
	Sig.	.000

Table 2: Summary of Validity Test

Variables	Alpha Cronbach	Category
Leadership Communication	0.802	Acceptable
Quality of Work Life	0.845	Acceptable
Job Satisfaction of Employees	0.862	Acceptable

Table 3: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Leadership Communication (X1)	.120	38	.180	.887	38	.112
Quality Of Work Life (X2)	.179	38	.359	.897	38	.212
Job Satisfaction Of Employees (Y)	.215	38	.115	.851	38	.136

a. Lilliefors Significance Correction

Communication (LC) (X1) and Quality of Work Life (QWL) (X2) were used as the independent variables while Job Satisfaction of Employees (JSE) (Y) was used as the only dependent variable.

communications 0.802, Quality of Work-Life 0.845, and Employees Job Satisfaction 0.862 were categorized good and acceptable. The results from this research are presented in the following [Table 2](#).

RESULTS AND DISCUSSION

Test of Assumption

Factor Analysis

Based on the result of sampling adequacy, KMO was 0.500, it confirmed that the sample was appropriate. Meanwhile, Bartlett's Test of Sphericity value 69.859 with significant 0.000, it explained that the data were sufficient to evaluate for the factor analysis as shown in [Table 1](#).

a. Validity and Reliability Test

Validity means a test has the ability to measure what it is designed to measure. This research adopted factor analysis which was used to ensure each question item was classified in the predetermined variables. The result showed that all the questions items used in this research were valid based on their loading factors which were greater than 4.0. Alpha Cronbach was used to measure reliability such that the alpha values between 0.8-1 were interpreted as good, 0.6- 0.79 were categorized as acceptable while those below 0.6 were poor ([Sekaran and Bougie, 2010](#)). The alpha values of leadership

b. Normality

Saphiro-Wilk was used to measure normality and the information presented in [Table 3](#) shows all variables have normal distribution based on the asymp. Sig. (2-tailed) value which is > 0.05

c. Test of Linearity

[Table 4](#) shows there is a linear relationship between Leadership Communication (X1) and Job Satisfaction of Employees (Y)

[Table 5](#) also shows a linear relationship between Quality of Work Life (X2) and Job Satisfaction of Employees (Y).

d. Path Analysis Results

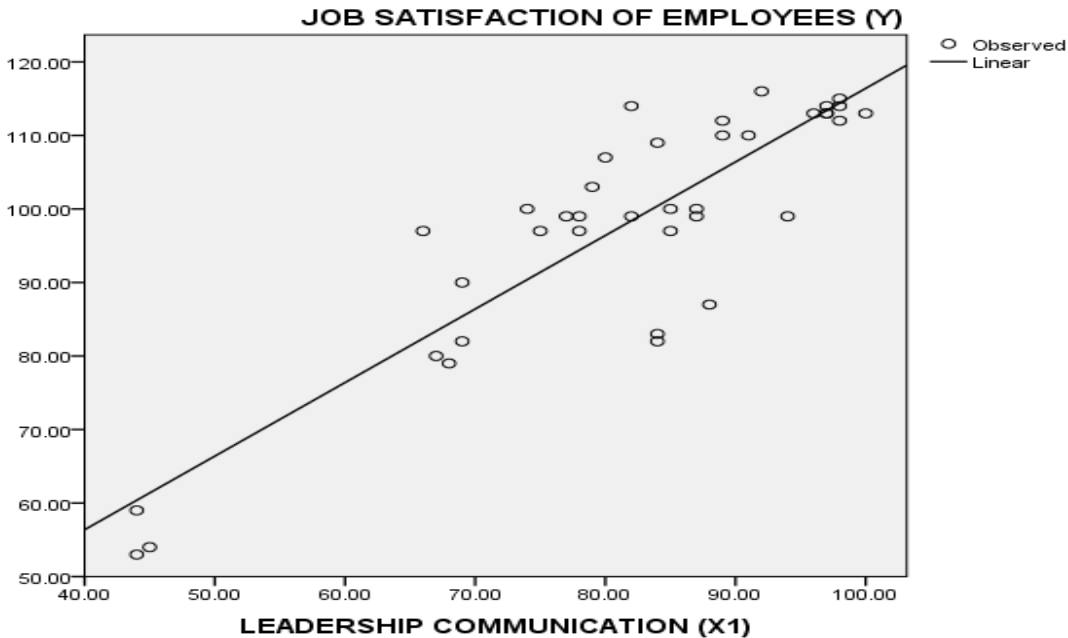
The effect of leadership's communication on the quality of work-life and its subsequent impact on job satisfaction of employees is visualized as follows ([Fig. 1](#)).

[Fig. 1](#) shows the influence of the leadership's communication on the job satisfaction of employees by 0.460 or 21 %. It also shows its indirect effect through the use of quality of work-life as an

Table 4: Model Summary and Parameter Estimates

Dependent Variable: Job Satisfaction Of Employees (Y)							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.772	122.216	1	36	.000	16.359	1.000

The independent variable is Leadership Communication (X1).



intervening or mediating variable by P2 x P3 ($0.928 \times 0.451 = 0.4185$ or 41.85%). Therefore, the total direct effect of leadership’s communication on the job satisfaction of employees and its indirect influence through the quality of work Life was found to be $0.460 + 0.4185 = 0.8785 = 87.85\%$. This analysis showed the hypothesis was empirically proven. This was observed in the coefficient of $\text{sig} < 0.05$ which confirmed that leadership’s communication empirically influenced job satisfaction of employees directly and indirectly through the mediation of quality of work-life as shown in Table 6.

The observations from Table 6 are stated that Leadership’s communication has a positive effect on the quality of work-life with a standardized coefficient of 0.928 and $\text{sig. } 0.000 < 0.05$ and this means the influence is significant by 86.11%. quality of work-life influenced the employees job satisfaction with a standardized coefficient of 0.451 and $\text{sig. } 0.032 < 0.05$ and this means the effect is

significant by 20.34%. Leadership’s communication directly influenced employees job satisfaction with $0.460 = 21.16\%$ and $\text{sig. } 0.029 < 0.05$ and indirectly through the intervening or mediating variable of quality of work-life by P2 x P3 ($0.928 \times 0.451 = 0.4185$ or 41.85%). Therefore, the total effect of leadership’s communication on the employees job satisfaction were found to be $0.460 + 0.4185 = 0.8785$ which means the significance of the influence is 87.85%.

Discussion

a. Effect of Leadership’s Communication on QWL

The results showed leadership’s communication influenced QWL by 0.928 or 86% and this means leadership’s communication has a significant role in creating and providing a better quality of work-life for employees. This shows that a leader needs to be able to build an efficient interpersonal communication mechanism within the organization to increase the comfortability of the working

Table 5: Model Summary and Parameter Estimates

Dependent Variable: Job Satisfaction Of Employees (Y)							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.771	121.445	1	36	.000	16.254	1.006

The independent variable is Quality Of Work Life (X2).

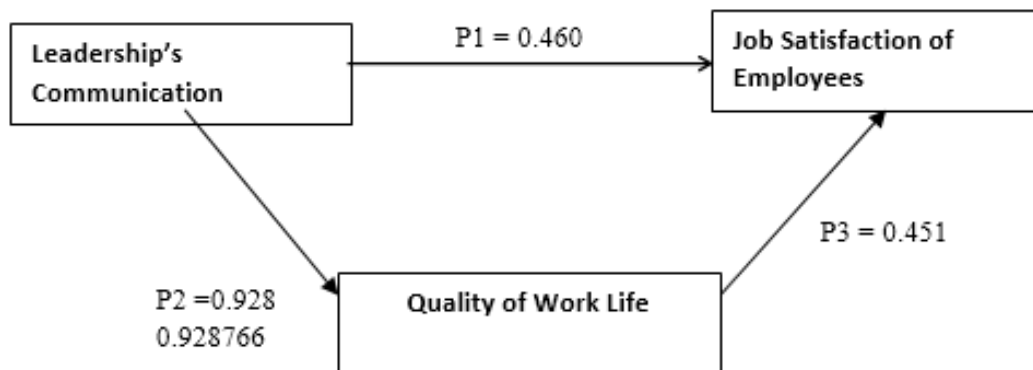


Fig. 1: Relationship structure of variables

environment for the employees. The finding is in line with the result of Luo *et al.* (2016) that interpersonal communication is an essential part of leadership life. In addition, Andrew *et al.* (2019) revealed

that leadership styles gave a significant role on QWL. Therefore, it is mandatory to understand the behavioral patterns of the communicator in order to build the most effective and productive working

Table 6: Results of Analysis

No.	Independent	Dependent	Unstandardized Coefficient		Standardized Coefficient	T	Sig
			B	Std. Error	Beta		
1.	Leadership's Communication	Quality of Work Life	0.921	0.062	0.928	14.889	0.000
2.	Quality of Work Life	Job Satisfaction of Employees	0.517	0.231	0.451	2.237	0.032
3.	Leadership's Communication	Job Satisfaction of Employees	0.524	0.230	0.460	2.281	0.029

relationship. An interpersonal relationship involves the ability to understand, communicate, and cooperate effectively with individuals and groups to ensure productivity (Oberer and Alptekin, 2018). Moreover, the positive influence of the dimensions of QWL such as work environment, communication and cooperation, and work autonomy on leadership style (Rao et al., 2018). Human resource is absolutely very essential in an organization due to the influence of its unlimited capacity in achieving the objectives of the organization. This means a leader needs to search for methods to build a quality environment for staff to perform optimally, efficiently, effectively, and productively (Ehnert and Harry, 2012; Mamaghaniyeh et al., 2019). The leader communicates to improve employees' motivation and this further helps in building a productive workforce (Shah, 2018). A leader needs to be able to build constructive communication with employees to increase their level of trust, improve performance, motivation, quality of interaction, and communication, thereby achieving the organizations vision and mission. This finding is in line with the studies carried out by Son et al., (2014), Wikaningrum and Yuniawan (2018), Abuhashesh et al. (2019), and Madlock (2008). The importance of communication is in different contexts, especially in a culturally diversified workplace where the relationship between the employees is improved to ensure they work effectively and efficiently. Moreover, (Madlock, 2008) confirmed that leadership described through communication has both assignment and relational components which when utilized effectively has the ability to generate higher levels of employees' satisfaction. Sree and Satyavathi (2017) also challenged organizations to focus on building a work environment with the ability to increase the productivity of employees in order to maximize profits. The employees' perception of

a leader's support determines their contribution to the business. Moreover, human-focused businesses require that the leaders focus on the thoughts, feelings, and hopes of the employees (Pelenk, 2020). This research revealed that leadership's communication has a significant effect on QWL, meaning that a leader need to improve and build QWL continuously to increase the job satisfaction, work motivation, cooperation and productivity of employees more effectively to maximize profits. It is in line with the research carried out by Luo et al. (2016), Oberer and Alptekin (2018), and Mamaghaniyah et al. (2019). Furthermore, this research found that leadership's communication has a significant effect on the job satisfaction of employees. The inverse of finding of this research, QWL gave an influence on the leadership style (nanjundeswaraswamy and Swamy, 2015). Based on the discussion above, the previous findings did not explain and confirm the finding of this research clearly and completely that of leadership's communication gave an effect on the QWL.

b. Quality Work-Life on Job Satisfaction of Employees

The result showed the quality of work-life influenced job satisfaction of employees by 0.451 or 20.34 % and this means a leader needs to understand the importance of QWL in satisfying the employees in order to provide the positive climate needed to increase their productivity. This is necessary due to the ability of the QWL to improve the identity of an organization, engagement, organizational commitment, and employees' job satisfaction, workload, and performance. It reduces absence, turnover intentions, and turnover of the organization and also increases the welfare and independence of employees (Grote and Guest, 2017). This, therefore, means QWL influences the efficiency and effectiveness of both the organization

and employees based on the fundamental concept that employees are aware the organization has the ability to meet their needs (Lee *et al.*, 2015). Similarly, the results of this research prove that QWL has a positive effect on the job satisfaction of employees in terms of performance, commitment, cooperation, efficiency, effectiveness, and decrease in turnover and absences. This finding is in line with the research by Lee *et al.*, (2015), Grote and Guest (2017), Rao *et al.*, (2018) and (Dziuba *et al.*, 2020). Conversely, bad QWL causes employee dissatisfaction and has a negative impact on their performance (Griffin, 2007). However, this is not in accordance with the research conducted by Evans and Lindsay (2013), which stated that productivity downturns and product quality decline in organizations due to shortcomings in the quality of work-life and changes in employee preferences. On the contrary, leadership style and job satisfaction cannot significantly influence employee performance in the Regional Revenue Agency of East Java, Surabaya (Purnomo *et al.*, 2021). QWL is correlated with job satisfaction, job security, productivity, motivation, health, and safety. It provides benefits for both employees and management through a mutual resolution of work-related problems, cooperation, efficient work climate, and conduct of assignment carefully and objectively through the use of human resource outcome and payoffs (Rao *et al.*, 2018). QWL also enables training opportunities, job satisfaction, and conducive working condition for the employees. This, therefore, means a better QWL has the ability to develop employees in line with the growth of an organization (Rao *et al.*, 2018). Martin and Roodt (2008) stated that job satisfaction positively affects the evaluation of employees regarding all dimensions of an organization as a qualified working environment (Tajpour *et al.*, 2021). According to Griffin (2007), QWL ranks life satisfaction as the first, job satisfaction as the second, and satisfaction with other aspects of work such as income, co-workers, and supervisors as the third. This shows its importance is beyond the satisfaction of the employees with their job (Rozbehani *et al.*, 2016). Moreover, the QWL index creates valuable and productive information required to increase the productivity of employees (Wynne-Jones *et al.*, 2011). The other functions of QWL which are able to enhance satisfaction and learning of employees and

which provides support for change and evolution are beliefs and attitudes. On the contrary, the dissatisfaction of employees with the quality of their work lives has the ability to create negative impacts on the organization (Griffin, 2007). Moreover, the QWL concept is related to the philosophies of the organization created to ensure employee development, change in organizational culture, and the development of physical and organizational skills (Mamaghaniyeh *et al.*, 2019). It is majorly focused on the core dimension of an organization through the increment in the welfare and productivity of employees. Moreover, employees' job satisfaction is defined as the extent to which a working environment has the ability to match the needs and value of the employees as well as their response to such environment (Lambert, 2004; Tewksbury and Higgins, 2006; Babalola, 2016). Experts in the theory of organization and leadership found job satisfaction to be affected by several organizational factors such as job security, condition of workplace, leadership, and others. Furthermore, leadership style has also been reported to have a positive influence on employees' job satisfaction, productivity, and commitment (Çetin *et al.*, 2012). This means satisfied and happy employees perform their tasks better, are considered more responsible, and feel like part of an organization (Dziuba *et al.*, 2020). Conversely, workplaces are generally experience low productivity due to the employee's dissatisfaction with the quality of life. Therefore, organizations need to increase employee's satisfaction at all levels (Asegid *et al.*, 2014) in (Mamaghaniyeh *et al.*, 2019).

c. The direct and indirect effect of leadership's communication on JSE.

Leadership's communication was found to have a positive effect on job satisfaction of employees directly by 0.460 or 21% and indirectly by $0.928 \times 0.451 = 0.4185$. This, therefore, means total influence was significant by $0.460 + 0.4185 = 0.8785$ or 87.85%. The research revealed a direct positive influence of leadership's communication and an indirect influence on the employee's job satisfaction through the mediating role of quality of work life. This was observed to be in line with the research of Wikaningrum and Yuniawan (2018) which showed the leadership styles and communication skills of leaders positively influenced employees'

job satisfaction. Meanwhile, [Abuhashesh et al. \(2019\)](#) further stated that job satisfaction involves work performance, motivation, productivity, and satisfaction with work-life. The effective communication of the leader's vision has the ability to improve the employee's trust and this can further enhance their satisfaction in the job ([Madlock, 2008](#)). [Subanci et al. \(2016\)](#) also showed that managers use almost more than half of their time communicating either internally or externally. It is, however, possible for the organization to satisfy employees and their needs effectively and efficiently through the communication style and ability of its leadership ([Babalola, 2016](#)). In addition, [Moestaina et al. \(2020\)](#) revealed that leadership gave an effect on the job satisfaction. Employees' perception of leadership is focused on the objective of the task to be performed and the existing interpersonal relationship ([Wikaningrum and Yuniawan, 2018](#)). Meanwhile, [Son et al. \(2014\)](#) confirmed the possibility of improving job satisfaction and organizational commitment through the quality communication style of the leader. Moreover, the empowerment of employees by an organization is an effective way to improve their satisfaction in the job. On the other hand, [Sree and Sayyavathi, \(2017\)](#) the inability of several business organizations to understand the importance of quality of work-life in improving the job satisfaction of their employees usually leads to several problems. This condition makes the company internally weak, unable to compete in the market, and unable to satisfy its customers. In addition, it was discovered that employees dissatisfied with their quality of work-life usually cause problems that mostly spreads to other areas and levels of the organizations ([Asegid et al., 2014](#)). Furthermore, appropriate communicative skills due to effective interactions lead to better job performance. On the contrary, the inability of managers to interact effectively makes it impossible for the organization to perform outstandingly ([Hosseini et al., 2020](#)). Meanwhile, [Madlock \(2008\)](#) in [Wikaningrum and Yuniawan \(2018\)](#) confirmed that a leading figure with the ability to lead, manage, motivate, empower human resources, and communicate visions and mission effectively in an organization is very important to achieving a high level of employees' satisfaction. This was believed to be due to the contribution of

these abilities to the development of constructive communication between the leaders and the followers. Communication is the basis for successful actions due to its capability to show the pathways to a more cooperative workplace. This is associated with the function of effective communication in information distribution, expectations, goals, ideas, feelings, and emotions in the context of coordinated actions. Moreover, communication is also one of the most crucial interpersonal processes in an organization and also assists employees and the organization to achieve their objectives ([George and Jones, 2012; Subanci et al. 2016](#)). Conversely, employees dissatisfied with their quality of work-life cause problems which spread to other areas and levels. Therefore, organizations are required to improve employees' satisfaction from the lowest to highest managerial levels ([Asegid et al., 2014](#)). Further, [Ibad \(2014\)](#) also revealed different findings that leadership's communication did not give an effect on the job satisfaction. It has, however, been recently observed that more output is demanded from less input by business organizations and this usually affects the comfortability of employees in the work environment. Therefore, organizations need to build flexible work relationships between the employees and the workplace ([Mamaghaniyeh et al., 2019](#)).

CONCLUSION

This research was conducted to show the effect of leadership's communication on the quality of work-life and job satisfaction of employees. The results showed a direct positive influence of leadership's communication and an indirect influence on the employee's job satisfaction through the mediating role of quality of work life. This is an empirical confirmation of the essential role of leadership's communication in providing the quality of work-life required to satisfy employee's in their job. This means communication from leadership is very vital for the life and growth of an organization due to its significant role in the discharge of the responsibility of the leader both internally and externally. The ability of a leader to effectively manage communication within an organization usually leads to the creation of an appropriate quality of work-life which consequently provides a conducive environment for all the employees. This further has a positive influence on the performance of the organization,

enhances job satisfaction, and motivates employees to work optimally. The result showed the quality of work-life influenced job satisfaction of employees. The research findings imply that a leader needs to understand the importance of QWL in satisfying the employees in order to provide the positive climate needed to increase their productivity. This is necessary due to the ability of the QWL to improve the identity of an organization, engagement, organizational commitment, and employees' job satisfaction, workload, and performance.

Employees' job satisfaction involves work performance, motivation, productivity, and satisfaction with work-life. It is, however, possible for the leader organization to satisfy employees and their needs effectively and efficiently through the communication style and ability of its leadership. Employees' perception of leadership is focused on the objective of the task to be performed and the existing interpersonal relationship. The effective communication of the leader has the ability to improve the employee's trust and this can further enhance their satisfaction in the job. Finally, The possibility of improving quality of work-life and employees job satisfaction through the quality communication style of the leader. The theoretical implication of this research is the need to build a theory that places leadership's communication as a model based on communication or as a determinant variable to create the quality of work-life and employee job satisfaction. Therefore, this research is expected to contribute to the construction of a theory related to leadership's communication. The research has practical implications, namely a leader needs to be able to improve communication patterns to create the right quality of work-life, and increase employee performance satisfaction to increase work productivity and achieve company goals. There are some limitations inherent this research, such as the scope of both the object and the small population. Therefore, further research, need to be carried out by adding other similar objects such as consumer satisfaction and information technology with a larger population.

AUTHOR CONTRIBUTIONS

Sukris Sutiyatno performed conceptualization, literature review, methodology, analyzed and interpreted data, prepared the manuscript text, and manuscript edition.

ACKNOWLEDGEMENT

The author would like to acknowledge Prof. Sukarno for being great advice. The author would also wish to express great gratitude to the anonymous reviewers for their wise and valuable comments.

CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

OPEN ACCESS

This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license, and indicate if changes were made. The images or other third party material in this article are included in the article's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the article's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder. To view a copy of this license, visit: <http://creativecommons.org/licenses/by/4.0/>

PUBLISHER'S NOTE

Tehran Urban Planning and Research Center remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

ABBREVIATIONS

<i>EJS</i>	Employees job satisfaction
<i>JSE</i>	Job Satisfaction of Employees
<i>LC</i>	Leadership's communication
<i>PLCQ</i>	Perceived Leadership Communication Questionnaires
<i>QWL</i>	Quality of work-life
<i>SME</i>	Small medium enterprise

REFERENCES

- Abdolshah, M.; Khatibi, S.A. M.; Moghimi, M., (2018). Factors influencing job satisfaction of banking sector employees (The case study: Asgariyeh and MehrIran Banks in Qazvin and Alborz, Iran). *J. Central Banking Theory and Pract.*, 7(1): 207-222 **(16 pages)**.
- Abuhashesh, M.; Al-Dmour, R.; Masa'deh, R., (2019). Factors that affect employees' job satisfaction and performance to increase customers' satisfaction. *J. Hum. Res. Manage. Res.*, 1-23 **(23 pages)**.
- Asegid, A.; Belachew, T.; Yimam, E., (2014). Factors influencing job satisfaction and anticipated turnover among nurses in Sidama zone public health facilities, South Ethiopia. *Nurs. Res. Pract.*, 1-26 **(26 pages)**.
- Babalola, S.S., (2016). The effect of leadership style, job satisfaction and employee-supervisor relationship on job performance and organizational commitment. *J. Appl. Bus. Res.*, (JABR), 32(3): 935-946 **(12 pages)**.
- Blanchard, K., (2007). *Leading at a higher level*. Prentice-Hall: New Jersey
- Borman, W.C.; Motowildo, S.J., (2014). Organizational citizenship behavior and contextual performance. A special issue of human performance: *Psychol. Press*, 10(2): 71-83 **(13 pages)**.
- Butt, R. S.; Altaf, S.; Chohan, I. M.; Ashraf, S. F., (2019). Analyzing the role of quality of work life and happiness at work on employee's job satisfaction with the moderation of job stress, empirical research of Jiangsu University. *Int. J. Sci. Tech. Res.*, 8(10): 1905-1925 **(21 pages)**.
- Cascio, W.F., 1986. *Managing human resources: Productivity, quality of work life, profits*.
- Çetin, M.; ErdilekKarabay, M.; NaciEfe, M., (2012). The effects of leadership styles and the communication competency of bank managers on the employee's job satisfaction: the case of Turkish banks. *Pro-Soc. Behav. Sci.*, 58, 227–235 **(9 pages)**.
- Dziuba, S.T.; Ingaldi, M.; Zhuravskaya, M., (2020). Employees' job satisfaction and their work performance as elements influencing work safety. *System Safety: Hum. Tech. Facility-Environ.*, 2(1): 18-25 **(8 pages)**.
- Ehnert, I.; Harry, W., (2012). Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. *Manage. Rev.*, 23(3): 221-238 **(18 pages)**.
- Evans, J.R.; Lindsay, W.M., (2013). *Managing for quality and performance excellence*. Cengage Learning. 9th Ed.
- George, J.M.; Jones, G.R., (2012). *Understanding and managing organizational behavior* (6th Ed.). Prentice Hall.
- Griffin, J., (2007). What do happiness studies study? *J. Hip. Stud.*, 8(1): 139-148 **(10 pages)**.
- Grote, G.; Guest, D., (2017). The case for reinvigorating quality of working life research. *Hum. Rel.*, 70(2): 149-167 **(19 pages)**.
- Hosseini, E.; Tajpour, M.; Lashkarbooluki, M., (2020). The impact of entrepreneurial skills on manager's job performance. *Int. J. Hum. Capital Urban Manage.*, 5(4): 361-372 **(12 pages)**.
- Ince, F., (2018). Perceptions of environmental sustainability amongst mineworkers. *Global. J. Environ. Sci. Manage.*, 4(1): 1-8 **(8 pages)**.
- Kuria, G.N., (2019). Leader communication styles and work outcomes. *Int. J. Sci. Eng. Res.*, 10(1): 1956-1965 **(10 pages)**.
- Lambert, E.G. (2004). The impact of job characteristics on correctional staff members. *Prison J.*, 84(2): 208-227 **(20 pages)**.
- Latif, M.S.; Ahmad, M.; Qasim, M.; Mushtaq, M.; Ferdoos, A.; Naeem, H., (2013). Impact of employee's job satisfaction on organizational performance. *Eur.J. Bus. Manage.*, 5(5): 166-171 **(6 pages)**.
- Lee, J.S.; Back, K.J.; Chan, E.S., (2015). Quality of work life and job satisfaction among frontline hotel employees: A self-determination and need satisfaction theory approach. *Int. J. Contemp. Hospitality Manage.*
- Luo, W.; Song, L.J.; Gebert, D.R., Zhang, K.; Feng, Y., (2016). How does leader communication style promote employees' commitment at times of change? *J. Organ. Chang. Manage.*, 29(2): 242-262 **(21 pages)**.
- Luthan, F. (2006) *Organizational behavior* (11th Ed.). Irwin: McGraw-Hill
- Madlock, P.E., (2008). The link between leadership style, communicator competence, and employee satisfaction. *J. Bus. Comm.*, 45(1): 61-78 **(18 pages)**.
- Mamaghaniyeh, M.; Sadeghi, M.; Amani, S., (2019). The quality of working life among employees. *Int.J. Hum. Capital. Urban Manage.*, 4(3): 213-222 **(10 pages)**.
- Martin, A.; Roodt, G. (2008). Perception of organizational commitment, job satisfaction and turnover intentions in a post-merger South African tertiary institution. *SA J. Ind. Psychol.*, 34(1): 343-351 **(9 pages)**.
- Meenakshi, G.; Meenakshi, G., (2011). Factor credentials boosting quality of work life of BSNL employees in Jammu Region. *Asia Pac.J. Res. Bus. Manage.*, 2(1): 79-89 **(11 pages)**.
- Moestain, I.; Hamidah, H.; Kadir, K., (2020). Leadership, quality of work life, job satisfaction and organizational citizenship behavior in PT. Pertamina. *Manage. Sci. Lett.*, 10(6): 1213-1224 **(12 pages)**.
- Muindi, F.; K'Obonyo, P., (2015). Quality of work life, personality, job satisfaction, competence, and job performance: A critical review of literature. *Eur. Sci.J.*, 11(26): 223-240 **(18 pages)**.
- Nanjundeswaraswamy, T.S.; Swamy, D.R., (2013). Quality of work-life of employees in private technical institutions. *Int.J. Qua. Res.*, 7(3): 431-442 **(12 pages)**.
- Nanjundeswaraswamy, T.S.; Swamy, D.R., (2015). Leadership styles and quality of work life in SMEs. *Manage. Sci. Lett.*,

- 5(1): 65-78 **(14 pages)**.
- Nickitas, D.M., (2019). First-face communication: Is digital technology impacting leadership communication effectiveness. *Nur. Econ.*, 37(2): 65-66 **(2 pages)**.
- Oberer, B.; Alptekin, E., (2018). Leadership 4.0: digital leaders in the age of industry 4.0. *Int.J. Organ. Lead.*, 7(4): 404-412 **(9 pages)**.
- Ophilia, A.; Hidayat, Z., (2021). Leadership communication during organizational change: internal communication strategy: a case study in multinational company operating in Indonesia. *Acad.J. Int. Stud.*, 10(2): 24-34 **(11 pages)**.
- Osabiya, B., (2015). The effect of employee's motivation on organizational performance. *J. Pub. Adm. Pol. Res.*, 7: 62-75 **(14 pages)**.
- Pelenk, S.E., (2020). The mediation effect of leader support in the effect of organizational commitment on job satisfaction: a research in the Turkish textile business. *Int.J Organ. Lead.*, 9: 227-242 **(16 pages)**.
- Purnomo, B.R.; Eliyana, A; Pramesti, E.D., (20210). The effect of leadership style, organizational culture and job satisfaction on employee performance with organizational commitment as the intervening variable. A multifaceted review journal in the field of pharmacy. *Sys. Rev. Pharm.*, 11(10): 446-458 **(13 pages)**.
- Rabins, P. V.; Black, B. S., (2007). Measuring quality of life in dementia: purposes, goals, challenges and progress. *Int. Psychol.*, 19(3): 401-407 **(7 pages)**.
- Răducan, R.; Răducan, R., (2014). Communication styles of leadership tools. *Procedia- Soc. Behav. Sci.*, 149: 813-818 **(6 pages)**.
- Rao, S.; Ch Sahyaja; Lahari, S.; Pravallika, S.V., (2018). Role of leadership styles in quality of work-life: a study on education sector. *Int.J. Mech. Eng. Tech.*, 9(3): 122-133 **(12 pages)**.
- Rawat, M. D., (2016). Importance of communication in teaching learning process. *Scholarly Res. J.Int. Stud.*, 2(26): 3058-3068 **(11 pages)**.
- Raziq, A.; Maulabakhsh, R., (2015). Impact of working environment on job satisfaction. *Procedia Econ. Fin.*, 23, 717-725 **(9 pages)**.
- Rozbehani, R.; Maleki, S.E.; Dizaji, M. K., (2016). The effect of implementing a performance-based payroll system on employee satisfaction in a state hospital (a case study of Masih Daneshvari hospital). *IIOAB J.*, 7(1): 618-626 **(9 pages)**.
- Saranya, K. (2014). Influence of job satisfaction on employees' performance – a general perspective. *Int.J. Global Bus. Manage. Res.*, 2(2): 1-7 **(7 pages)**.
- Schneider, F.M., Maier, M., Lovrekovic, S.; Retzbach, A., (2015). The perceived leadership communication questionnaire (PLCQ): Development and validation. *J. Psychol.*, 149(2): 175-192 **(18 pages)**.
- Sekaran, U.; Bougie, R., (2010). *Research methods for business: a skill building approach*. Willey.
- Shah, B., (2018). Effective leadership in organization. *Eur. J. Bus. Manage.Res.*, 3(3): 1-5 **(5 pages)**.
- Son, J.Y.; Shin, Y.J.; Lee, J.K., (2014). The impact of leader's communication style on the conflict and job attitude in ship organization. *J. Korea Port Econ. Assoc.*, 30(3): 59-87 **(29 pages)**.
- Sree, R.N.B.; Satyavathi, R., (2017). Employee job satisfaction. *Int.J. Eng. Manage. Res.*, 7(5): 85-94 **(10 pages)**.
- Subanci, A.; Sahin, A.; Ozdemir, I., (2016). Interpersonal communication skills of the leaders of inspection groups in Turkey. *Int. J. Acad. Res. Prog. Educ. Dev.*, 5(4): 148-159 **(12 pages)**.
- Sutiayatno, S., (2018). The effect of teacher's verbal communication and non-verbal communication on students' English achievement. *J.Lang. Teach. Res.*, 9(2): 430-437 **(8 pages)**.
- Tajpour, M.; Salamzadeh, A.; Hosseini, E. (20210). Job satisfaction in IT department of Mellat Bank: Does employer brand matter? *IPSI BgD Trans. Inte. Res.*, 17(1); 15-21 **(7 pages)**.
- Tewksbury, R.; Higgins, G.E., (2006). Examining the effect of emotional dissonance on work stress and satisfaction with supervisors among correctional staff. *Crim. Jus. Pol. Rev.*, 17(3): 290-301 **(12 pages)**.
- Wikaningrum, T.; Yuniawan, U.A., (2018). The relationships among leadership styles, communication skills, and employee satisfaction: a study on equal employment opportunity in leadership. *J. Bus. Re. Manage. Res.*, 13(1): 138-147 **(10 pages)**.
- Wolniak, R.; Olkiewicz, M., (2019). The relations between safety culture and quality Culture. *Syst. Saf. Hum-Tech. Facility-Environ.*, 1(1): 10–17 **(8 pages)**.
- Wynne-Jones, G.; Phillips, R.; Porteous, C.; Cooper, L., (2011). What happens to work if you're unwell? Beliefs and attitudes of managers and employees with musculoskeletal pain in a public sector setting. *J. Occup. Rehab.*, 21(1): 31-42 **(12 pages)**.
- Zulch, B., (2014). Leadership communication in project management. *Pro-Soc. Behav. Sci.*, 119: 172-181 **(10 pages)**.

COPYRIGHTS

©2022 The author(s). This is an open access article distributed under the terms of the Creative Commons Attribution (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, as long as the original authors and source are cited. No permission is required from the authors or the publishers.



HOW TO CITE THIS ARTICLE

Sutiyatno, S., (2022). *The effect of leadership's communication ability on quality of work-life and employees job satisfaction. Int. J. Hum. Capital Urban Manage.*, 7(1): 55-68.

DOI: [10.22034/IJHCUM.2022.01.05](https://doi.org/10.22034/IJHCUM.2022.01.05)

url: http://www.ijhcum.net/article_245856.html

