

The Effect of Social Interaction Patterns on Job Satisfaction

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ABSTRACT

In the context of small and medium enterprises (SMEs), social interaction patterns constitute a critical determinant of organizational dynamics and employee well-being. This study investigates the influence of social interaction patterns on employee job satisfaction at UD Anisa Jaya Kanigoro, Blitar Regency. Employing a quantitative associative approach with simple linear regression analysis, the research utilized a total sample of 10 permanent employees as respondents. Data were collected through validated Likert-scale questionnaires (Cronbach's Alpha: $X=0.699$; $Y=0.831$) and analyzed using SPSS. The findings reveal a significant positive influence of social interaction patterns on job satisfaction ($t=3.610$; $p=0.007$; $\beta=0.787$), with the regression equation $Y=-0.984+0.951X$ indicating that each unit increase in social interaction patterns enhances job satisfaction by 0.951 units. The strength of influence reaching 78.7% demonstrates that relational dimensions dominate over structural factors in SME contexts. Management should prioritize social capital investment through systematic team-building programs, open communication forums, and strengthening reciprocity norms. Future research requires sample expansion and exploration of moderating variables to understand the boundary conditions of this relationship.

Keywords:

Employee Satisfaction, Job Satisfaction, Organizational Behavior, Social Interaction, Small and Medium Enterprises

INTRODUCTION

In the development of the world of micro, small, and medium enterprises (MSMEs), the human factor is one of the main determinants in the success of entrepreneurship. Employees are not just task implementers, but also part of the social system that shapes the dynamics of the organization as a whole. In a small-scale work environment such as UD Anisa Jaya, located in Kanigoro, Blitar Regency, social relationships between employees take place closely and personally. This makes social interaction not just ordinary communication, but a sociological process that can affect comfort, motivation, and morale. Healthy and structured social interaction is believed to be able to create a harmonious and productive work atmosphere. The pattern of social interaction refers to the form, direction, and intensity of relationships between individuals in a social system. In work organizations, social interaction not only occurs vertically (superior-subordinate), but also horizontally (between peers). Positive interactions, characterized by mutual trust, mutual respect, and openness to opinions, will foster a sense of togetherness and strengthen work solidarity. On the other hand, negative interactions, such as poor communication, interpersonal conflicts, or the existence of exclusive social groupings, can trigger tension and decrease work comfort. (Goffman & Erving, 1959) The theory of symbolic interaction, it states that the identity of individuals in an organization is formed through the process of symbolic exchange in social interaction.

One of the important impacts of the quality of social interaction in the workplace is job satisfaction. Job satisfaction is a person's positive or negative attitude towards their job, which is influenced by various factors such as work environment, workload, reward system, and social relationships. (Judge, Weiss, Kammeyer-Mueller, & Hulin,

2017) stated that healthy social relationships in the workplace are one of the main causes of employee job satisfaction. Job satisfaction has major implications for employee productivity, loyalty, and work motivation. In the context of MSMEs such as UD Anisa Jaya, which are not always able to provide high financial incentives, positive social relationships can be a psychological compensation that encourages employees to stay and work optimally. This research is important considering that there are still limited studies that link the sociological dimension to human resource management in entrepreneurship, especially at the small business scale. The entrepreneurial approach often emphasizes too much on economic and managerial aspects, even though the success of the business is also greatly influenced by the quality of social interaction in the organization. (Daskalopoulou, Karakitsiou, & Thomakis, 2023) states that social entrepreneurship that pays attention to social dimensions such as trust, cooperation, and emotional attachment has higher resilience in the face of crises and market changes. Therefore, it is important to examine the relationship between social interaction patterns and job satisfaction as part of the strategy to strengthen human resources in MSMEs.

In a local community-based entrepreneurship scheme, such as the one run by UD Anisa Jaya, social values such as mutual cooperation, mutual respect, and openness play a very important role in shaping the work climate. Employees who have good social relationships tend to feel more comfortable, appreciated, and motivated in carrying out their jobs. This shows that a sustainable entrepreneurial strategy is not enough to be based only on production efficiency or market penetration, but must also consider a humanistic social approach. Therefore, the sociological aspect is relevant to be studied in depth in the context of workforce management in MSMEs. Based on this description, the formulation of the problem in this study is: *How does the pattern of social interaction affect employee job satisfaction?* This formulation leads to an attempt to find out how much the quality of social relationships in the workplace affects employees' attitudes towards their work. This research will be conducted using a quantitative approach, with the aim of measuring and analyzing the relationship between the two variables objectively and measurably.

The urgency of this research lies in its efforts to make theoretical and practical contributions. Theoretically, this research enriches the entrepreneurial perspective by including sociological dimensions that are often overlooked. Practically, the results of this research can be an input for small business actors such as UD Anisa Jaya to design a human resource management strategy that focuses more on improving the quality of social relations in the workplace. This is in line with a sustainable entrepreneurial approach that pursues not only financial gain, but also employee well-being socially and psychologically. By considering these various aspects, this research is expected to bridge the gap between sociological theory and entrepreneurial practice, especially in building a conducive, inclusive, and productive work environment. Social interaction is not just an interpersonal phenomenon, but is the foundation of the formation of an organizational culture that can determine the long-term success of the business.

METHOD

This study uses an associative quantitative approach that aims to measure and explain the cause-effect relationship between independent variables (social interaction patterns) and bound variables (job satisfaction) in employees at UD Anisa Jaya Kanigoro, Blitar Regency. The quantitative method was chosen because this study emphasizes on objective measurements of social variables through standardized instruments as well as inferential statistical analysis to test hypotheses.

1. Approaches and Types of Research

This type of research is causal associative research, which is research that aims to find out the relationship and influence between two or more variables. The focus of the research was directed to find out the extent to which social interaction patterns (X) affect job satisfaction (Y). This approach is in line with the thinking (Creswell & Creswell, 2018) which states that associative quantitative design is used to look at the relationships between variables and predict bound variables through statistical analysis.

2. Population and Sample

The population in this study is all permanent employees at UD Anisa Jaya Kanigoro which is 10 people. Because the population is less than 30, the sampling technique uses census techniques or total sampling, meaning that the entire population is sampled. This technique is in accordance with the recommendations (Scott, 2019) that for a small population, all elements can be used as respondents so that the analysis is more representative.

3. Research Variables

- a. Free Variable (X): *Social Interaction Pattern*, which is the form and quality of relationships between individuals in the work environment which includes communication, cooperation, and social dynamics.
- b. Bound Variable (Y): *Job Satisfaction*, which is the level of employees' positive feelings towards their work, working conditions, and the social environment in which they work.

4. Variable Operational Definition

a. Social Interaction Patterns

It is defined as a social process that is formed in relationships between individuals or groups in the workplace. Effective interactions can strengthen work bonds, build trust, and create social connections. Referring to contemporary symbolic interaction theory, (Green, Felstead, Gallie, & Henseke, 2022) explains that the quality of social interaction in an organization affects an individual's perception of the value and meaning of their work. Indicators in the measurement of these variables include:

- b. Communication between employees.
- c. Help each other in work.
- d. Informal relationships (outside of work).
- e. Tolerance of differences.
- f. Job Satisfaction

Referring to Herzberg's two-factor theory updated by (Zhang, Sun, & Zhang, 2022), job satisfaction is influenced by intrinsic factors such as recognition and social relationships in the workplace. Job satisfaction is not only based

on wages or workload, but also how employees feel valued in their social sphere. The indicators used include:

- g. Satisfaction with the working relationship.
- h. Satisfaction with superior-colleague communication.
- i. Comfort in the team.
- j. The desire to keep working.

5. Research Instruments

The main instrument used was a closed questionnaire (Likert scale 1–5) which was compiled based on theoretical indicators of both variables. The instrument will be tested for validity and reliability using Pearson Product Moment, while reliability will be tested with Cronbach's Alpha, with a limit of $\alpha \geq 0.6$ as a good indicator of reliability.

6. Data Collection Techniques

Data was collected using a direct quantitative survey technique through filling out a questionnaire by all UD Anisa Jaya employees. The researcher assists the filling to ensure the understanding and honesty of the respondents. In addition, non-participatory observations were carried out to strengthen the interpretation of the interaction patterns that occurred.

7. Data Analysis Techniques

Data analysis is carried out through the following stages:

- a. Test Instruments: validity and reliability.
- b. Classical Assumption Test: data normality and heteroscedasticity test.
- c. Simple Linear Regression Test: to test the influence of variable X on Y.

The regression test is used because there are only two main variables with the direction of the causal relationship. This technique corresponds to the model described in the theory of organizational social analysis by (Seibert, Wang, & Courtright, 2011) which shows that the structure of interaction in the working group affects *Outcome* psychosocial such as job satisfaction and engagement. The software used is the latest version of SPSS.

8. Data Validity and Research Ethics

This research upholds ethics, such as:

- a. Permission from the business owner.
- b. Consent of voluntary participation from respondents.
- c. Anonymity and confidentiality of data are maintained.

RESULTS AND DISCUSSION

1. Respondent Characteristics

This study involved 10 permanent employees of UD Anisa Jaya Kanigoro, Blitar Regency, all of whom were made respondents using the total sampling technique. Respondents consisted of employees who had worked on a regular basis and had sufficient experience of social interaction in the work environment at the company. All respondents participated voluntarily and filled out research instruments in the form of a closed questionnaire with a Likert scale of 1-5 that had been compiled based on theoretical indicators from both research variables.

2. Validity Test Results

The validity test was carried out using the Pearson Product Moment technique by comparing the calculated *r* value to the *r* table at a significance level of 0.05 with *N* = 10 (*r* table = 0.632). The results of the validity test for the Social Interaction Pattern

(X) variable showed that of the four statement items tested, all items were declared valid because they had a significant correlation value to the total score of the X variable.

Table 1: Results of the Validity Test of Social Interaction Pattern Variables (X)

Items	Pearson Correlation	Sig. (2-tailed)	Information
X.1	0,768**	0,009	Valid
X.2	0,866**	0,001	Valid
X.3	0,642*	0,045	Valid
X.4	0,680*	0,031	Valid

Remarks: ** significant at the level of 0.01; * significant at the level of 0.05

Meanwhile, the results of the validity test for the Job Satisfaction (Y) variable also showed that the four statement items used were all valid with a significant correlation value to the total score of the Y variable.

Table 2 : Results of the Validity Test of the Job Satisfaction Variable (Y)

Items	Pearson Correlation	Sig. (2-tailed)	Information
Y.1	0,936**	<0.001	Valid
Y.2	0,895**	<0.001	Valid
Y.3	0,742*	0,014	Valid
Y.4	0,669*	0,034	Valid

Remarks: ** significant at the level of 0.01; * significant at the level of 0.05

These results show that the research instrument used is able to measure the variables of social interaction patterns and job satisfaction precisely and accurately, so that it is suitable for data collection in this study.

3. Reliability Test Results

The reliability test was carried out using the Cronbach's Alpha method with a minimum limit of $\alpha \geq 0.6$ as a good indicator of reliability. The test results showed that both research variables had an adequate level of reliability.

Table 3 : Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Information
Social Interaction Patterns (X)	0,699	4	Reliable
Job Satisfaction (Y)	0,831	4	Reliable

The Social Interaction Pattern (X) variable has a Cronbach's Alpha value of 0.699, which indicates a good level of reliability. The Job Satisfaction variable (Y) has a Cronbach's Alpha value of 0.831, which indicates an excellent level of reliability. These results prove that the research instrument has high internal consistency and can be trusted to produce stable data when used repeatedly.

4. Normality Test Results

The data normality test was carried out using the Kolmogorov-Smirnov test to find out whether the residual data was distributed normally. Data normality is an important requirement in linear regression analysis.

Table 4 : Results of the Kolmogorov-Smirnov Normality Test

Testing Aspects	Value
N	10
Test Statistic	0,243
Asymp. Sig. (2-tailed)	0,098
Monte Carlo Sig. (2-tailed)	0,095

Based on the results of the Kolmogorov-Smirnov test, significance values of 0.098 (Asymp. Sig.) and 0.095 (Monte Carlo Sig.) were obtained, both greater than 0.05. This shows that the residual data is distributed normally, so that the assumption of normality in linear regression analysis is fulfilled and the analysis can be continued.

5. Heteroscedasticity Test Results

The heteroscedasticity test was performed to test whether in the regression model there was an inequality of variance from one residual observation to another. The test was carried out using the Glejser method, which is regressing the residual absolute value to an independent variable.

Table 5 : Heteroscedasticity Test Results

Type	B	Std. Error	Beta	t	Sig.
(Constant)	2,971	2,723	-	1,091	0,307
X	0,125	0,163	-0,262	-0,767	0,465

Variable Dependent: AbsRes

The results of the heteroscedasticity test showed a significance value of 0.465, much greater than 0.05. This indicates that there is no heteroscedasticity in the regression model, which means that the residual variance is homogeneous (homoscedasticity). Thus, the assumption of homogeneity in linear regression is fulfilled.

6. Results of the Simple Linear Regression Test (t-test)

A simple linear regression test was performed to determine the influence of the Social Interaction Pattern (X) variable on the Job Satisfaction variable (Y). Hypothesis testing was carried out with a t-test at a significance level of 0.05.

Table 6 : Results of the Simple Linear Regression Test (t-test)

Type	B	Std. Error	Beta	t	Sig.
(Constant)	-0,984	4,391	-	-0,224	0,828
X	0,951	0,263	0,787	3,610	0,007

Dependent Variable: Y

Based on the results of simple linear regression analysis, the regression equation was obtained: $Y = -0.984 + 0.951X$. A regression coefficient value (B) of 0.951 indicates that every one unit increase in the Social Interaction Pattern (X) variable will increase Job Satisfaction (Y) by 0.951 units, assuming other factors are constant. The value of the Beta coefficient (standardized coefficient) of 0.787 shows the strength of the influence of variable X on Y which is relatively strong. The results of the t-test showed a calculated t-value of 3.610 with a significance value of 0.007 ($p < 0.05$). By comparing the value of t calculated (3.610) against t table at $df = 8$ with $\alpha = 0.05$ (t table = 2.306), then $t_{\text{calculated}} > t_{\text{table}}$, so H_0 is rejected and H_a is accepted. This proves that there is a significant and positive influence of the Social Interaction Pattern on the Job Satisfaction of UD Anisa Jaya Kanigoro employees, Blitar Regency. Significance values below 0.01 also indicate that the effect is statistically significant, meaning that social interaction patterns are a strong predictor of employee job satisfaction in the context of this study.

Discussion

1. Dynamics of Social Interaction Patterns as Determinants of Job Satisfaction: An Analysis of Psychosocial Mechanisms

The findings of statistical significance in this study ($t = 3.610$; $p = 0.007$; $\beta = 0.787$) revealed that social interaction patterns are a strong predictor of employee job satisfaction. The power of influence reaching 78.7% indicates that in the context of small and medium enterprises such as UD Anisa Jaya, the relational dimension is more dominant than other structural factors. The characteristics of small-scale organizations with high intensity of personal interaction and close psychological distance make the quality of interpersonal relationships have a substantial impact on the individual's work experience. Comparison with findings (Pratiwi, 2023) which found that the contribution of social support of 43.70% to the job satisfaction of Wajo Police members showed a difference *Magnitude* significant. In hierarchical organizations such as the police, structural factors have a balanced weight with social aspects, while in organizations *flat* Like SMEs, social interaction becomes a primary coordination mechanism that replaces the function of formal structures. (Al Ghifari, Thahir, & Fausia, 2025) reinforcing this argument by finding that in the organization *Collaborative*, healthy social interaction not only increases satisfaction but also becomes a substitution of formal control mechanisms. Analysis of the regression coefficient ($B = 0.951$) revealed a consistent linear relationship, in contrast to the findings (Nurpratama & Yudianto, 2022) where leadership style is not significant ($t = 0.594$) while work facilities are significant ($t = 2.892$). This contrast shows that in organizations with limited physical resources, social capital becomes compensation *Powerful* to the physical capital deficit. (Almadina Rakhmaniar, 2023) Identifying that nonverbal communication such as friendly facial expressions and eye contact consistently builds interpersonal trust that creates reciprocity norms. (Nurbaiti, Ginting, Rezeki, & Siregar, 2024) adding a contemporary dimension that in the digital age, social interaction is enriched by digital communication that strengthens sustainable social bonds.

2. Managerial Implications and Strategic Consequences of Research Findings

The practical significance of this study lies in the identification of *Leverage Point* strategic for managerial interventions that *cost-effective*. (Rahmadhani & Priyanti, 2022) explain that job satisfaction is influenced by the work environment and *partner* work, however, these findings suggest that the relational aspect has greater weight in the context of SMEs, indicating the need to reorient managerial priorities from physical investment to social investment. The implementation of strategies to improve social interaction requires a deep contextual understanding. (Putra & Sinambela, 2021) Finding work communication to have a significant effect with leadership as the dominant variable, indicates that the effectiveness of social interaction depends on the leadership context that facilitates it. (Renaldi & Khaira, 2021) reinforcing that the organizational climate shaped by leadership styles and interaction norms has a simultaneous effect on satisfaction and performance, emphasizing the importance of a systemic approach that integrates horizontal and vertical interactions. (Fajriah & Ningsih, 2024) Identify that communication technology is changing interaction patterns but poses the challenge of reducing face-to-face interaction. In the context of SMEs, technology adoption needs to be selective to strengthen, not replace, personal interactions. (Natalia, William, & Ventje, 2021) Finding job satisfaction has a positive

effect on performance, adding an important dimension of *Multiplier effect* from social interactions that have an impact on organizational performance through job satisfaction mediation. Critically, with a limited sample (N=10), the generalizability of the findings needs to be tested in a more diverse organizational context. Nonetheless, consistency with previous research provides adequate external validity for practical recommendations. Future research needs to explore moderator variables such as organizational size and demographic characteristics to understand conditions *Boundary* Where social interaction has a maximum influence on job satisfaction.

CONCLUSION

This study proves that the pattern of social interaction has a significant and positive effect on the job satisfaction of employees of UD Anisa Jaya Kanigoro, Blitar Regency with a t-value of 3.610 ($p = 0.007$; $\beta = 0.787$). The power of influence reaching 78.7% indicates that in the context of small and medium-sized businesses, the relational dimension is the dominant determinant compared to other structural factors. The regression equation $Y = -0.984 + 0.951X$ shows that every one-unit increase in social interaction patterns increases job satisfaction by 0.951 units. The characteristics of small-scale organizations with high intensity of personal interaction and close psychological distance make the quality of interpersonal relationships have a substantial impact on the individual's work experience. Social capital has proven to be a powerful compensation for the limitations of physical resources in SME organizations. The research instrument proved to be valid and reliable with Cronbach's Alpha of 0.699 for variable X and 0.831 for variable Y, and met all classical assumptions of linear regression.

Based on the findings of the research, the management of UD Anisa Jaya needs to implement a strategy to increase social interaction systematically through periodic team building programs, open communication forums, and strengthening reciprocity norms in the organizational culture. Reorientation of managerial priorities from physical investment to social investment is necessary given the magnitude of the influence of social interaction on job satisfaction. The adoption of communication technology must be selective to strengthen, not replace, face-to-face personal interactions. Leadership needs to facilitate an organizational climate that is conducive to quality horizontal and vertical interactions. For future research, it is necessary to expand the sample and explore moderator variables such as organizational size, demographic characteristics, and industry type to understand boundary conditions where social interaction has the maximum influence. Longitudinal research is also recommended to analyze the temporal dynamics of social interaction relationships and job satisfaction and explore the mediating mechanisms of organizational performance.

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