Improving Job Satisfaction in Manufacturing Industries: Exploring Roles of Workplace Cold Violence, Abusive Supervision and Organizational Support

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Abstract

In the manufacturing industry, employee job satisfaction not only has an impact on performance or contribution given to the company, but also has an impact on work discipline, loyalty and work quality. In types of industries with monotonous working conditions and uncomfortable working environments, job satisfaction is a challenge not only for company management but also for employees. This study aims to explore the role of workplace cold violence, abusive supervision and organizational support on employee job satisfaction, especially in the manufacturing industry. This study uses a qualitative research method, where researchers conduct a study of theories, literature and previous research results that discuss the relationship between all independent variables and dependent variables. The literature collected is scientific articles published in journals in the last seven years. Based on the results of the study and analysis conducted by researchers on the literature and the results of previous studies that discuss the relationship and influence of workplace cold violence, abusive supervision and organizational support variables on job satisfaction, it proves that there is a strong relationship between each independent variable and the dependent variable. Workplace cold violence and abusive supervision have been shown to have a negative effect on job satisfaction, while organizational support has been shown to have a positive effect on job satisfaction.

Keywords: workplace cold violence, abusive supervision, organizational support, job satisfaction.

INTRODUCTION

One of the important factors in improving employee performance is job satisfaction. Employee satisfaction is a comprehensive feeling felt by an employee, not only satisfied with the benefits received such as compensation, but also satisfied with various factors such as the work environment, trust given by leaders, work facilities, coworkers and so on (Sadikin et al., 2023). In the manufacturing industry, employee job satisfaction not only has an impact on performance or contribution given to the company, but also has an impact on work discipline, loyalty and work quality. In types of industries with monotonous working conditions and uncomfortable working environments, job satisfaction is a challenge not only for company management but also for employees (Senoaji et al., 2024). Employees who are satisfied with their jobs tend to have high motivation in working, this motivation is very important to increase work productivity. Job satisfaction in the manufacturing industry also has an impact on work commitment and work ethic (Gunawan et al., 2020). Employees with a high level of satisfaction will be disciplined and will not shirk their work, employees will try to solve

challenges and problems related to work with the best efforts they can give. Employees will not act to avoid work demands. Another positive impact that will be received by the company is minimal employee turnover and employees will easily express themselves and produce innovative work which is certainly beneficial for the company's competitiveness (Ariawan et al., 2023).

There are three factors that are thought to have an influence in determining the level of employee job satisfaction, especially in the manufacturing industry, namely workplace cold violence, abusive supervision and organizational support. Workplace cold violence is a mental disorder experienced by employees due to treatment such as intimidation, harassment and abuse experienced by employees in the workplace (Helmita et al., 2023). This problem will certainly cause employee job dissatisfaction because employees feel pressured by the environment or their coworkers (Rahayu et al., 2019). Abusive supervision is an arbitrary attitude shown by leaders to employees, this attitude can be related to work or not work carried out by leaders in the workplace (Trisila et al., 2024). Organizational support is support from the company to employees, this support can be in the form of moral and material support. The support provided aims to create a good relationship between the organization and employees, as well as create good employee and organizational performance, thus the organization will be able to have competitiveness in competing (Mallarangan et al., 2024). This study aims to explore the role of workplace cold violence, abusive supervision and organizational support on employee job satisfaction, especially in the manufacturing industry.

METHOD

This study uses a qualitative research method, where researchers conduct a study of theories, literature and previous research results that discuss the relationship between all independent variables and dependent variables. The literature collected is scientific articles published in journals in the last seven years. The independent variables in this study are three variables, namely workplace cold violence, abusive supervision and organizational support. The dependent variable or vocal variable in this study is job satisfaction. Based on theoretical studies and conclusions from previous studies, then a summary and comparative analysis are made, the researcher makes an analysis of the relationship and influence descriptively and then makes conclusions and suggestions for company management.

RESULT AND DISCUSSION

After reviewing all the literature that discusses the relationship between all variables both partially and simultaneously, the researcher then explores the influence of each independent variable on the dependent variable. Regarding the relationship between workplace cold violence and job satisfaction, workplace cold violence is a direct or indirect attitude or behavior in the form of intimidation, exclusion and harassment received by employees in the workplace, this attitude can come from leaders and/or coworkers. Workplace cold violence does not necessarily occur in the form of physical violence, but verbal forms are common. This bad attitude can weaken the mentality and damage the psychology of employees, employees will feel alienated and uncomfortable at work, resulting in dissatisfaction at work. Workplace cold violence has a negative impact on job satisfaction, the greater the violence received by employees, the less satisfaction they will have at work. This attitude can also affect employee relationships with coworkers and their leaders, employees who experience discrimination and isolation will be introverted and unable to work optimally, let alone produce innovative thoughts and works. If this condition continues, it will cause work stress and trigger enthusiasm to decide to leave the company. Management needs to think about the best strategy in creating a work environment that is free from workplace

cold violence. Effective communication, openness and mutual respect are essential in fostering a teamwork spirit. When employees feel appreciated, respected and their opinions are heard, they will be satisfied with what they do and satisfied with their work environment, therefore reducing and even eliminating workplace cold violence practices will have an impact on increasing employee job satisfaction and performance (Wibowo et al., 2023; Susanto et al., 2023; Suyatno et al., 2023).

Based on the relationship between abusive supervision and job satisfaction, abusive supervision has a role in negatively influencing job satisfaction. The greater the abusive supervision, the lower the job satisfaction. Abusive supervision is bad behavior carried out by leaders towards their staff, this behavior can be in the form of insults, intimidation, demeaning behavior, unfair actions and the practice of isolating certain employees for reasons that are not objective. Abusive supervision causes a disharmonious relationship between leaders and their work team members, which then causes distrust and damage to vertical communication within the department or organization. Employees will definitely feel unappreciated and ignored when receiving abusive supervision behavior. Motivation and of course job satisfaction are factors that will be sacrificed when employees receive abusive attitudes from their leaders. In a long and continuous period, this condition will have an impact on employee psychology, feelings of frustration and decreased performance. Work discipline will be disrupted because employees will act evasively and feel uncomfortable every time they are faced with a situation where employees have to go to the office to work and meet with their leaders. In addition, employees who receive abusive behavior will also not be totally committed in producing brilliant and innovative ideas in an effort to improve and enhance the quality of their work, this has an impact on not being optimal in working. The manufacturing industry is a place that is very vulnerable and sensitive to abusive supervision practices, because the work situation and job demands in the manufacturing industry often make the relationship between management and staff bad. High product demand with strict standardization also has the potential to cause abusive supervision (Rony et al., 2020; Lubis et al., 2020; Reynaldo et al., 2022).

In terms of the relationship between job satisfaction and organizational support, support from the organization plays an important role in influencing job satisfaction. Organizational support is an employee's assessment of how much the organization where they work has supported employees in terms of work and welfare. The support expected by employees is in the form of assistance in facilitating work-related tasks and responsibilities and how the company cares about employee welfare, as evidenced by various indicators such as compensation and benefits. When employees feel supported by the organization, employees will have job satisfaction and be able to provide optimal performance. Employees will have strong engagement with the company, provide above company expectations and work with totality. Various previous studies across industries have also proven that support from the organization is absolutely necessary for every department and human resources working in the company. Support for work effectiveness can be in the form of training and self-development programs, adequate work facilities, work authority and effective two-way communication. While welfare support can be in the form of direct and indirect compensation. For employees with compensation based on productivity units, of course the performance appraisal system is a form of support for employees, so that it does not cause conflict among fellow employees due to issues of unfairness in compensation. The presence of leaders in difficult work situations or in difficult situations, such as difficult company economic conditions, is also organizational support for employee morale (Aryanto et al., 2020; Purba et al., 2024; Haribowo & Rezeki, 2023).

CONCLUSION

Based on the results of the study and analysis conducted by researchers on the literature and the results of previous studies that discuss the relationship and influence of workplace cold violence, abusive supervision and organizational support variables on job satisfaction, it proves that there is a strong relationship between each independent variable and the dependent variable. Workplace cold violence and abusive supervision have been shown to have a negative effect on job satisfaction, while organizational support has been shown to have a positive effect on job satisfaction. Researchers suggest that company management implement a coaching program that places employees as equal partners with the company, the coaching program will also be able to maximize employee potential and create job satisfaction. An open and transparent communication forum is also needed to be able to absorb the aspirations and good suggestions given by employees for company development. Leadership training is also needed to improve leadership quality, especially at the middle manager level.

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