



Job satisfaction analysis of private Aliyah madrasah teachers with sequential explanatory method in west Lampung district (Study on organizational culture factors, leadership and interpersonal communication)

Turi, Soewarto¹, Hardhienata², Widodo Sunaryo³

^{1, 2, 3} Post Graduate Program Pakuan University Bogor, Indonesia

Abstract

This study aims to examine the relationship between independent variables: Organizational Culture, Transformational Leadership, and Interpersonal Communication with the dependent variable of Job Satisfaction. Proportional random sampling was taken as many as 205 teachers in private madrasah in West Lampung district while testing hypotheses at a significance level of 0.05. The research used a combination of quantitative and qualitative research with the sequential explanatory design. Regression analysis was used to analyze the data. This study concludes that there is a significant and positive relationship between the independent variables of Organizational Culture, Leadership and Interpersonal Communication with Teachers, Job Satisfaction.

Keywords: job satisfaction, transformational leadership, interpersonal communication, organization culture

1. Introduction

Job satisfaction is the general attitude of individuals towards their work. This means that in general it can be formulated that someone who has a sense of achievement, with a high level of job satisfaction shows a positive attitude towards his job, and someone who is not satisfied with his career shows a negative attitude towards his work. Factors that influence job satisfaction are a) work atmosphere, b) supervision, c) current wage rates, d) promotion opportunities, and e) relationships with colleagues. Teacher job satisfaction is an essential element related to the achievement of educational goals which is a form of work behavior in the assessment of his work. If the teacher feels a pleasant working atmosphere, the teacher's job satisfaction will increase, and if teacher job satisfaction rises students will achieve satisfactory academic performance. The contribution of the teacher to an educational organization will determine the organization's progression. In general, there is a tendency for a teacher to teach only as a routine, without any further development innovations. Teacher's job dissatisfaction that occurs later will hamper overall performance. If teacher job satisfaction is low, the teacher will work arbitrarily, and the learning process will run poorly. This can result in students getting less than optimal knowledge so that students will become graduates whose quality is not following the educational goals that have been set.

Preliminary survey data conducted on 3 April 2017 from 30 teachers, from several private Madrasah Aliyah in West Lampung District in 5 different sub-districts showed the fact that there almost 65% of teachers have problems in the payroll system, especially in terms of salary matching with the rank and class of teachers and the timeliness of salary payments. Beside this, there are 20% of teachers who have problems in the security dimension, especially concerning freedom using classroom learning methods and using opportunities to think

and act creatively in classroom learning. The remaining 15% of teachers have problems like of achievement, leader working conditions, promotion opportunities and the relationship between colleagues, especially concerning cohesiveness in carrying out the duties of the madrasah and being responsible for the task.

2. Materials and methods

The method used in this study is a survey method with a correlational approach. The research variable consisted of three independent variables, namely organizational culture (X_1), transformational leadership (X_2) and interpersonal communication (X_3) with the dependent variable namely teacher job satisfaction (Y). The measurement technique that will be implemented is by rating scale technique. Scale making is arranged using the statement of each indicator in the research variable, and each statement followed by 5 responses that indicate the level of the attitude of respondents. The first stage of this research was the making of instruments; then the device was tested using statistical calculations. The second stage is validation instrument and reliability of the instrument and continued with the dissemination of tools aimed at predetermined samples. The sampling technique in this study used a simple random proportion sample. This technique is used to obtain a sample of 417 private Aliyah Madrasah teachers in West Lampung Regency. The sample size is calculated using the Slovin formula so that the results of the study can be generalized and the calculation does not require a sample number table.

3. Result and discussion

A. The relationship between organizational culture and job satisfaction

Organizational culture is a habit in an organization have

behavioral norms also followed by its members. Organizational culture can help employees to work because they can create a level of extraordinary motivation for employees to give the best ability in taking advantage of opportunities offered by their working place. Shared values make employees feel comfortable work, have commitment and loyalty and make employees work harder (Luthan, 2011) ^[1]. Based on the results of the analysis of interviews, FGD, observation, and documentation in the three private madrasah in West Lampung Regency, it can be seen that there is a corresponding relationship between organizational culture and job satisfaction. This shows that there is a functional relationship between organizational culture and job satisfaction. The results of this qualitative study, followed by quantitative research which indicates that there is a functional relationship between organizational culture and job satisfaction. The value of the correlation coefficient produced is 0.9876 and the determination coefficient $Ry1^2 = 0.975$. This means that 97.5% of job satisfaction is the result of the workings of the organizational culture, while 2.5% is contributed by other variables that have a relationship with increased job satisfaction. This means that the higher the organizational culture, the higher the job satisfaction, and vice versa, the lower the organizational culture, the lower the job satisfaction. This is consistent with what was written by (Robbin, 2007) ^[5], that a healthy culture would lead to job satisfaction. On the contrary culture, weak will bring the organization on low job satisfaction also. Rooted theory these, supported by various maintain excellence amid competition between employees.

B. The relationship between transformational leadership and job satisfaction

According to (Gibson, 2013), job satisfaction is a determinant of success, dedication, and passion in their work. (Rue, 2007) ^[4] in his research said that managers who have applied transformational leadership then the level of employee satisfaction in the company will increase which will automatically improve the quality of the company's performance. (Greenberg, 2008) ^[3] argues that transformational leadership has an indirect positive effect towards job satisfaction because transformational leadership can lead, change and motivate employees so that employees get high job satisfaction.

Based on qualitative research, the results of interview analysis, focus group discussion, observation and documentation in the three private Madrasah in West Lampung regency, it can be seen that there is a tendency of the relationship between transformational leadership and job satisfaction. The results of this qualitative study, followed by quantitative research which shows that there is a functional relationship between transformational and job satisfaction. From the results of testing the hypothesis indicates that there is a functional relationship between transformational leadership with job satisfaction the value of the resulting correlation coefficient is 0.992 and the coefficient of determination $ry2^2 = 0.984$. This means 98.4% of job satisfaction. Is the result of the operation of transformational leadership, while 1.6% is contributed by other variables that have a relationship with increased job satisfaction. This means

that the higher the transformational leadership, the higher the results of job satisfaction, on the contrary, the lower the transformational leadership, the lower the effects of job satisfaction.

C. The relationship between Interpersonal communication and job satisfaction

Interpersonal communication carries out four primary functions in regulating the relationship of members in an organization or company, namely giving individual control, individual motivation, regulating emotions, and adding information. Interpersonal communication requires action to provide and receive verbally in the form of advice or information among actors involved in the conversation. In his study also shows that a teacher who is satisfied with his work will commit to teaching. The survey conducted by (Jones, 2007) ^[6] indicates that communication among co-workers can have a sufficient impact on decreasing the number and intensity of turnover on employees.

From the results of testing the hypothesis shows that there is a functional relationship between organizational culture, transformational leadership, and Interpersonal Communication together with job satisfaction with multiple correlation coefficient of 0.439 and $Ry.1.2.3^2$ determination coefficient = 0.1927 This means showing, Communication factors only have an effect of 19.27% on job satisfaction. Based on qualitative research, the results of interview analysis, focus group discussion, observation and documentation in three private madrasah in West Lampung regency, it can be seen that there is a corresponding relationship between organizational culture, transformational leadership, and interpersonal communication together with job satisfaction.

4. Conclusion

1. There is a very significant positive relationship between organizational culture and job satisfaction, with a correlation coefficient $r = 0.9876$ and the coefficient of determination $r^2 = 97.5\%$. Thus can be stated that a healthy culture will lead to job satisfaction. On the contrary culture, weak will bring the organization on low job satisfaction
2. There is a very significant positive relationship between transformational leadership with job satisfaction, with a correlation coefficient $r = 0.992$ and a coefficient of determination $r^2 = 98.4\%$. Thus can be stated that higher the transformational leadership, the higher the results of job satisfaction, on the contrary, the lower the transformational leadership, the lower the effects of job satisfaction.
3. There is a deep relationship between interpersonal communication with job satisfaction, with correlation coefficient $r = 0.439$ and the coefficient of determination $r^2 = 19.27\%$.
4. Based on the results of interviews and FGD in qualitative studies can be known in addition to organizational culture factors, transformational leadership, and interpersonal communication, several factors that are considered related to teacher job satisfaction, among others: teacher work motivation, work environment, work atmosphere, work needs, and service ethics.

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