



## Sequential explanatory study on relationship between the situational leadership, organizational climate, and personality to job satisfaction on private high school teachers in Banten province, Indonesia

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### Abstract

This study aimed to investigate the relationship between situational leadership, organizational climate and personality and job satisfaction private high school teachers in South Tangerang City. This study used mix method research with the sequential explanatory model. The total sample was 120 respondents out of 171 total population. Qualitative data was collected using interview, observation, and documentation. The findings from this research indicated that there was a significant positive relationship between situational leadership with satisfaction, there was a significant positive relationship between organizational climate and job satisfaction, and there was a significant positive relationship between personality and job satisfaction. Furthermore, there was a significant positive relationship between situational leadership, organizational climate, and personality together with job satisfaction with the correlation of coefficient = 0.856.

**Keywords:** situational leadership, organizational climate, personality, job satisfaction

### 1. Introduction

Job satisfaction is an attitude that reflects how a person feels about his work as a whole as well as on various aspects of his work. In simple terms, job satisfaction is the extent to which a person enjoys his work and job dissatisfaction is the extent to which someone does not like their jobs. Employees' happiness depends on whether or not the employee needs are met. Employees will be satisfied if he gets what he needs. The higher the employee needs are met, the more satisfied the employee. Similarly, if the employee needs are not met, employees will be dissatisfied. Teachers are expected to give the best thing to devote all forms of attention by all means to the best possible results for work. Based on the initial survey results conducted in a private high school in Banten Province, Indonesia, that there was a tendency of teachers have not been satisfied due to the receiving salary and timeliness of wages (75%), the opportunity to be promoted to the principal and the limited promotion opportunities are relatively limited (54%), there still exists a gap relationships between colleagues (51%), teachers problematic in terms of supervision of the superior (54%) teachers is uncertain in terms of working conditions (71%).

Job satisfaction is an individual attitude towards work, which comes from his perception of work. The factors involved are (a) pay (salary), (b) job (working conditions), (c) promotion opportunities (d) supervisor, and (e) co-workers [1]. This implies that the higher the appraisal of the factors of the job, the higher the level of satisfaction in the work as job satisfaction is an individual's emotional condition arising from an assessment of his or her work, or experiences in his or her work [2].

Based on opinion of experts it can be synthesized that job

satisfaction is a sense of satisfaction or dissatisfaction of teachers in performing their duties based on an assessment of the various aspects of work related to the employment situation, in exchange, cooperation between the personal and other matters concerning the physical and psychological factors including: salaries / wages and incentives, promotion opportunities, relationships with colleagues, quality supervision, conditions of employment, and workplace conditions [3,4,5].

In case of teachers, there is some desire to be met in the works, namely: salary, economically secure jobs, coworkers fit, appreciation of the work undertaken, meaningful work, opportunity to grow, working conditions that are safe, comfortable and attractive, fair and wise leader, directives and orders were reasonable, and workplace were valued by organization community [6].

Situational leadership is achieved by choosing the right leadership style According to the level of readiness or maturity of followers or subordinates [7]. Various studies [8,9] synthesized that situational leadership is the behavior of a leader who emphasizes the situation, maturity and the readiness of subordinates. With the indicators of instructing, directing and controlling (*telling*), motivating and persuading (*selling*), participating in decision making (*participating*), delegating authority (*delegating*).

Organizational climate is conceptualized as a shared perception of employees to events, practices, and procedures of the organization. The factors included autonomy (job design), participation in decision making, communication (sharing information), emphasize on training, integration (trust and cooperation), the supervisory support [10].

Other scholars [11, 12] conclude that organizational climate is

the individual's perception of the organization (environment, policies, management practices, and work procedures) that affect the behavior of individuals in work.

Personality is a relatively stable set of characteristics, trends, and temperaments (individuals) and is significantly shaped by genetic / derived factors, social, cultural and environmental factors [13]. To understand the person's personality in general, there are three theories of personality *trait theory*, *psychodynamic theory*, *humanistic theory*. Some approaches that discuss the personality dimensions among others: *The Myers-Briggs Type Indicator*, *Holland's RIASEC models*, and *Big Five Personality Model* [14].

Based on the theory above, it can be synthesized that personality is a set of characteristics, tendencies, and temperament (people) unique and relatively stable and significantly shaped by genetic/hereditary factors of social, cultural and environmental labelled as emotional stability, agreeableness, extraversion, conscientiousness and openness to experience [15].

The research hypothesis is formulated as follows:

1. There is a positive relationship between situational leadership and job satisfaction.
2. There is a positive relationship between organizational climate and job satisfaction.
3. There is a positive relationship between personality and job satisfaction.
4. There is a positive relationship between the situational leadership, organizational climate and personality together with job satisfaction.

## 2. Materials and methods

The study will be conducted using a combination of the model of the sequential explanatory design, which in the first phase of the research carried out by using quantitative methods and in the second stage with qualitative methods. The research variables consisted of three independent variables that situational leadership, organizational climate, and personality with the dependent variable is job satisfaction. The population in this study is the whole private high school teacher in South Tangerang City, amounting to 171 teachers. The community is spread in 12 (twelve) Private High School in South Tangerang City. The sample in this study amounted to a total of 120 respondents were calculated by a formula of Slovin proportional random sampling.

## 3. Results & Discussion

The results of hypothesis testing, shows that there is a functional relationship between job satisfaction and situational leadership with the regression equation  $Y = 96.900 + 0.2521X_1$  with calculated  $F = 11.879$  while the  $F$  table ( $\alpha = 0.05$ ) = 3.920 and  $F$  table ( $\alpha = 0.01$ ) = 6.840, which means that the significance of regression is very significant. The functional relationship is linear as evidenced by the linearity test with calculated  $F = 0.581$  while the  $F$  table ( $\alpha = 0.05$ ) = 1.790 and  $F$  table ( $\alpha = 0.01$ ) = 2.190, which means regression is linear. The resulting correlation coefficient values is 0.302 which shows that any increase in situational leadership score will increase job satisfaction.

Based on the above it can be concluded that the higher the situational leadership, the higher the job satisfaction of

teachers. Thus the findings of facts and data in this analysis further support previous results of the positive influence of situational leadership and job satisfaction [16, 17].

Similarly, the results of hypothesis testing, shows that there is a functional relationship of organizational climate and job satisfaction with the regression equation  $y = 95.54 + 0.2690X_2$  with calculated  $F = 16.022$  while the  $F$  table ( $\alpha = 0.05$ ) = 3.920 and  $F$  table ( $\alpha = 0.01$ ) = 6.840, which means that the significance of regression is very significant. The functional relationship is linear as evidenced by the linearity test with calculated  $F = 1.006$  while the  $F$  table ( $\alpha = 0.05$ ) = 1.790 and  $F$  table ( $\alpha = 0.01$ ) = 2.290, which means regression is linear. The resulting correlation coefficient values are 0.346 which shows that an increase in organizational climate score will increase job satisfaction.

Based on the above it can be concluded that the better the organizational climate, the higher the job satisfaction of teachers. Thus the findings of facts and data in this analysis further support previous findings of the positive influence of organizational climate and job satisfaction [18, 19].

Further, the results of hypothesis testing, shows that there is a functional relationship between job satisfaction and personality with regression equation  $Y = 95.610 + 0.243X_3$  with calculated  $F = 14.956$  while the  $F$  table ( $\alpha = 0.05$ ) = 3.920 and  $F$  table ( $\alpha = 0.01$ ) = 6.840, which means that the significance of regression is very significant. The functional relationship is linear as evidenced by the linearity test with calculated  $F = 1.132$  while the  $F$  table ( $\alpha = 0.05$ ) = 1.450 and  $F$  table ( $\alpha = 0.01$ ) = 1.690, which means regression is linear. The resulting correlation coefficient values are = 0.335 which shows that an increase in the score of personality will improve job satisfaction. Based on the above it can be concluded that the better the personality, the higher the job satisfaction of teachers. Thus the findings of facts and data in this analysis further support previous findings of the positive influence of personality and job satisfaction [20, 21].

Finally, overall test shows that there is a functional relationship between situational leadership, organizational climate and personality to job satisfaction with the regression equation  $\hat{Y} = 239.89 + 0.620X_1 + 0.4580X_2 + 0.65563 X_3$  with calculated  $F = 105.955$  while  $F$  table ( $\alpha = 0.05$ ) = 2.650 and  $F$  table ( $\alpha = 0.01$ ) = 3.880, which means that the significance of regression is very significant. A correlation coefficient = 0.856 which shows that an increase in the scores of situational leadership, organizational climate and personalities together will increase job satisfaction. The coefficient of determination between the situational leadership, organizational climate, personality and job satisfaction is = 0.733 meaning that in this research 73.3 % of satisfaction is determined by situational leadership, organizational climate and personalities while 26.7 is determined by other factors not included in the model. The qualitative research focus revealed the findings of other factors relating to the achievement by observation, interviews, and documentation in the field of qualitative research. Those variables were organizational culture, organizational commitment, Organizational Citizenship Behavior (OCB) and achievement motivation. This way, the school needs immediate treatment for the improvement of job satisfaction among teachers working in the own foundation by addressing the four issues above gradually.

#### 4. Conclusions

Situational leadership, organizational climate, and personality of teachers remain the foundation of Private High School located in South Tangerang City, Indonesia, can be summed up as follows:

1. There is a very significant and positive relationship confirmed by the results of the qualitative research between situational leadership and job satisfaction, with a correlation coefficient = 0.302 and coefficient of determination = 0.091 and regression equation  $Y = 96.900 + 0.2521X_1$ .
2. There is a significant and positive relationship confirmed by the results of the qualitative research between organizational climate and job satisfaction, with a correlation coefficient of = 0.346, coefficient of determination = 0.119 and the regression equation  $y = 5.54 + 0.2690X_2$ .
3. There is a very significant positive relationship and confirmed by the results of the qualitative research between personality and job satisfaction, with a correlation coefficient = 0.335 and coefficient of determination = 0.112 and the regression equation  $y = 95.610 + 0.243X_3$ .
4. There is a significant positive relationship and confirmed by the results of the qualitative research between situational leadership, organizational climate and personality together with job satisfaction (Y) with a correlation coefficient = 0.856 and coefficient of determination = 0.733 with a regression equation  $\hat{Y} = 239.89 + 0.620X_1 + 0.4580X_2 + 30.6556 X_3$ .

#### 5. References

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