

The Influence of Leadership Style, Organizational Culture and Interpersonal Communication on Teacher Job Satisfaction
(Case study at Bustanul Hikmah Dumpiagung Islamic Middle School, Lamongan Regency)

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Article Info	ABSTRACT
Keywords: Leadership style, organizational culture, interpersonal communication and job satisfaction	Human resources are one of the important factors for the smooth running of activities in an organization, the progress or emergence of an educational institution is determined by its human resources. This study aims to analyze the influence of organizational culture leadership style and interpersonal communication on teacher job satisfaction. The sample of this study was all teachers of Bustanul Hikmah Dumpiagung Islamic Middle School, Lamongan Regency, totaling 51 people. The data analysis techniques used were validity testing, reliability testing, and hypothesis testing using SPSS version 27. The results of the t-test analysis (partial) showed that leadership style with t count results $(0.782) < t \text{ table } (2.011)$, Sig. value $0.438 > 0.05$, organizational culture with t count results $(0.290) < t \text{ table } (2.011)$, Sig. value $0.773 > 0.05$ and interpersonal communication with t count results $(-1.141) < t \text{ table } (2.011)$, Sig. value $-0.941 > 0.05$, then the three variables are declared insignificant to the job satisfaction of teachers at Bustanul Hikmah Dumpiagung Islamic Middle School, Lamongan Regency.

INTRODUCTION

Human resources are one of the important factors for the smooth running of activities in an organization, the progress or emergence of an educational institution is determined by these human resources. Educational institutions to achieve their goals must manage external and internal elements well. Job satisfaction achieved can make teachers or employees work well to advance educational institutions.

According to Sardina & Abdurrahman (2020), job satisfaction is a driving force in doing work, because job satisfaction is the result of employee or teacher views regarding good feelings and has important value for educational institutions. Therefore, job satisfaction is very important for an educational institution, because teacher job satisfaction has different levels because satisfaction is individual in nature that suits oneself. To achieve job satisfaction, there are several influencing factors such as leadership style, organizational culture, and interpersonal communication. One of the factors that influences job satisfaction is interpersonal communication. Siswandi, Y. (2021) stated that communication is a process of sending and receiving news or information that is interconnected so that they can understand what each other means. Another factor that influences job satisfaction according to Pudjiono, (2021) is the right leadership style that will spur employee enthusiasm and passion in working so that it can improve their performance and satisfaction in working. In addition, another factor that influences job satisfaction is organizational culture, in educational institutions organizational culture is very important for shaping behavior, so that someone can follow the culture that exists in an organization. In order to achieve the organization's vision and mission, teachers will work harder when they feel they are part of forming the company's culture (Sutoro, 2020). Good organizational culture will encourage the achievement of job satisfaction Werdati, et al., (2020). The results of a study conducted by Nasution (2023), Herdiana & Yuniasih (2020), stated that organizational culture has a significant effect on employee job satisfaction. Meanwhile, research conducted by Wulandari (2019) stated that organizational culture does not have a significant effect on employee job satisfaction.

There are various results of differences or there is a research gap, therefore this study will try to re-test the leadership style, organizational culture, and interpersonal communication on teacher job satisfaction. Different from before, the subjects in this study were teachers of Bustanul Hikmah Islamic Middle School.

Based on observations and interviews conducted, it was obtained information that there are still many problems with the level of job satisfaction. Frequent changes in principals and the acceptance of new teachers or employees who are mostly taken from alumni of the foundation compared to outsiders, this is one of the reasons for teacher dissatisfaction in working. Based on the description above and according to the opinions of experts, it can be identified that job satisfaction is greatly influenced by various factors including leadership style, organizational culture, teacher motivation, interpersonal communication, organizational environment, teacher performance and others. Of all the factors above, the researcher focuses more on three factors, namely leadership style, organizational culture and interpersonal communication because according to temporary assumptions, these three factors have a major influence on job satisfaction. To find out how big the influence is, the researcher gave the title in this study "The Influence of Leadership Style, Organizational Culture and Interpersonal Communication on Job Satisfaction of Bustanul Hikmah Dumpiangung Islamic Middle School Teachers, Lamongan Regency"

RESEARCH METHODS

This research was conducted at SMP Islam Bustanul Hikmah located in Dumpiangung, Kembangbahu District, Lamongan Regency. The implementation of this research was in October 2024 - February 2025. This type of research is quantitative which aims to see the influence of fellow variables. This research will lead to casual associative research with quantitative research methods, where this research will explain the influence of leadership style, organizational culture and interpersonal communication. In this study, the population taken was all teachers of SMP Islam Bustanul Hikmah Dumpiangung, Lamongan Regency, totaling 51 people. To determine the number of samples in the study based on Sugiyono (2020: 133) who said that "if the population is less than 100, the population becomes a sample or population research". Sampling in this study was carried out using the Total Sampling technique, where the entire population was used as a research sample, so that the sample in this study amounted to 68 people at SMP Islam Bustanul Hikmah Dumpiangung, Lamongan Regency.

RESULTS AND DISCUSSION

1. Data Quality Test

1) Validity Test

Table 1 Validity test results

No	Variables	Item	r count	r table	Information
1	Leadership Style(X1)	X1.1	0.631	0.275	Valid
		X1.2	0.579	0.275	Valid
		X1.3	0.710	0.275	Valid
		X1.4	0.789	0.275	Valid
		X1.5	0.691	0.275	Valid
2	Organizational Culture(X2)	X2.1	0.567	0.275	Valid
		X2.2	0.437	0.275	Valid
		X2.3	0.738	0.275	Valid
		X2.4	0.753	0.275	Valid
		X2.5	0.727	0.275	Valid
		X2.6	0.348	0.275	Valid
3	Interpersonal Communication (X3)	X3.1	0.631	0.275	Valid
		X3.2	0.535	0.275	Valid
		X3.3	0.757	0.275	Valid
		X3.4	0.827	0.275	Valid
		X3.5	0.700	0.275	Valid
4	Job Satisfaction(Y)	Y1	0.581	0.275	Valid
		Y2	0.548	0.275	Valid
		Y3	0.759	0.275	Valid
		Y4	0.798	0.275	Valid
		Y5	0.672	0.275	Valid
		Y6	0.565	0.275	Valid

Source: SPSS 27 Output Results

Based on table 4.9 above, the output results show that all indicators or question items from each variable in this study have a calculated r value $>$ r table (0.275) which means that all indicators from each variable are valid.

2) Reliability test

The results of the reliability test of the variables of leadership style (X1), organizational culture (X2), interpersonal communication (X3), and job satisfaction (Y) using the SPSS 27 program with 51 respondents can be shown in the following table:

Table 2 Reliability Test Results

No	Variables	Cronbach Alpha (α)	Reliability Standard	Information
1	Leadership style	0.692	0.60	Reliable
2	Organizational culture	0.623	0.60	Reliable
3	Interpersonal communication	0.725	0.60	Reliable
4	Job satisfaction	0.733	0.60	Reliable

Source: SPSS 27 Output Results

Based on table 2 above, the results of the reliability test show that the Cronbach's Alpha number for the leadership style variable (X1) is 0.692; the organizational culture variable (X2) is 0.623; the interpersonal communication variable (X3) is 0.725; and the job satisfaction variable (Y) is 0.733. So the Cronbach's Alpha value of the four variables used in this study is greater than the minimum Cronbach's Alpha value of 0.60. Thus, it can be concluded that the statements in this questionnaire are reliable.

3) Multiple linear regression test

Multiple linear regression is a regression model that involves more than one independent variable. This analysis model is used to predict the value of the dependent variable of job satisfaction (Y) with the independent variables of leadership style (X1), organizational culture (X2), interpersonal communication (X3), and to determine how much influence each independent variable has on the dependent variable. The results of the multiple linear regression test using the SPSS 27 program, the output is obtained in the following table:

Table 3 Multiple Linear Regression Test Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,640	7,964		3.345	.002
	X1	2,030	2,596	.963	.782	.438
	X2	.243	.839	.129	.290	.773
	X3	-2.301	2.446	-1.141	-.941	.352

a. Dependent Variable: job satisfaction

Source: SPSS 27 Output Results

Based on table 3 above, the multiple linear regression equation can be compiled as follows:

$$Y = 26,640 + 2,030X1 + 0.243X2 + -2,301X3 + e$$

Based on the linear regression equation, it can be seen that the most influential independent variable is the leadership style variable with a regression coefficient of 2.030 and the least influential is the interpersonal communication variable with a regression coefficient of -2.301.

4) Test of coefficient of determination

The coefficient of determination (R²) value is used to measure the percentage of independent variables to dependent variables. The closer to zero the coefficient of determination of a regression equation, the smaller the influence of all independent variables on the dependent variable. To find out the coefficient of determination test carried out using the SPSS 27 program, it can be seen from the table below:

Table 4 Results of Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.146a	.021	-.041	3.906

a. Predictors: (Constant), leadership style, organizational culture, interpersonal communication

b. Dependent variable job satisfaction

Source: SPSS 27 Output Results

From the results of table 4 above, it can be seen that the strength of the relationship between the independent variables and the dependent variables is determined by the value (R²) seen in the R Square table, which is 0.021. This means that job satisfaction (Y) is influenced by leadership style (X1), organizational culture (X2), and interpersonal communication (X3). While the rest is influenced by other variables not examined in this study, such as performance, job training, and recruitment.

5) t-test (partial)

The t-test is used to determine whether the independent variable partially has a significant or insignificant influence on the dependent variable (if the Sig. value < 0.05 then it has a significant influence).

Table 5 t-Test Results (Partial)

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	26,640	7,964		3.345	.002
	X1	2,030	2,596	.963	.782	.438
	X2	.243	.839	.129	.290	.773
	X3	-2.301	2.446	-1.141	-.941	.352

a. Dependent Variable: job satisfaction

Source: SPSS 27 Output Results

From the results of table 5 above, the t table is obtained through the formula $df = n - k$ with a significant value of 5%, where (n) is the number of respondents = 51, (k) is the number of variables = 4 ($df = 51 - 4 = 47$). So that the t count is 2.011. Leadership style does not have a significant effect on teacher job satisfaction because the significant value is 0.783. Organizational culture does not have a significant effect on teacher job satisfaction because the significant value is 0.290. Interpersonal communication does not have a significant effect on teacher job satisfaction because the significant value is -0.941

6) F test (simultaneous)

The F test basically shows whether all independent variables included in the model have a simultaneous effect on the dependent variable. Where the F table is taken using the formula $df = (nk-1)$ namely $df = 51-3-1 = 47$, resulting in an F table of 2.80. The results of the F test (simultaneously) using SPSS 27 then get the output in the table below:

Table 6 F Test Results (Simultaneous)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,626	3	5.209	.341	.795b
	Residual	717.001	47	15.255		
	Total	732,627	50			

a. Dependent Variable: job satisfaction

b. Predictors: (Constant), leadership style, organizational culture, interpersonal communication

From table 6 above, the F count is 0.341, while the F table is 2.80 so the F count > F table and the Sig. value is $0.795 < 0.05$. So that H_0 rejected and H_a is accepted. This shows that leadership style, organizational culture and interpersonal communication simultaneously have a positive and significant effect on job satisfaction of teachers at Bustanul Hikmah Dumpiangung Islamic Middle School, Lamongan Regency.

CONCLUSION

From the results of the study entitled "The Influence of Leadership Style, Organizational Culture and Interpersonal Communication on Job Satisfaction of Teachers at Bustanul Hikmah Dumpiangung Islamic Middle School, Lamongan Regency". Based on the results of the analysis and discussion related to the problems and objectives of the study, it can be concluded that the leadership

style variable partially has no significant effect on teacher job satisfaction. This means that teachers have a lot of pressure from the leader which causes teachers to be dissatisfied with their work. The organizational culture variable partially has no significant effect on teacher job satisfaction. This means that the large number of teachers taken from alumni rather than teachers from outside causes teacher dissatisfaction with their work. The organizational culture variable partially has no significant effect on teacher job satisfaction. This means that communication between teachers and leaders is lacking and leaders who often make decisions unilaterally without involving other teachers cause teachers to be dissatisfied with their work.

It is expected that further researchers can use this research as a reference and comparison regarding the science of management in the field of human resource management, and can also conduct similar research with different objects and larger samples to generalize new findings. In addition, it can also add other variables, even intervening variables.

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