

The Effect of Leadership, Organizational Culture and Motivation on Job Satisfaction of Teachers of SMA/SMK YP Antasari

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ABSTRACT

In facing competition in the global era, the College Foundation is expected to be able to operate more efficiently and effectively. Increasingly fierce competition requires the Perguruan Foundation to remain competitive and maintain its existence. Job satisfaction is an important element in an organization because it can affect individual work behavior, such as being diligent, lazy, unproductive, or even harmful. In the current era of globalization, education also plays a strategic role in improving the quality of human resources. Education is very influential in human life and is a fundamental factor that is oriented towards the future. One foundation that faces obstacles in increasing job satisfaction is YP Pangeran Antasari, which is engaged in educational services. Employee job satisfaction can be measured by the extent to which employees are satisfied with their work, which relates to the nature of the work itself, the results of the work achieved, and the feeling of liking the work they are doing. At YP Pangeran Antasari, there are problems related to employee job satisfaction, especially teachers. This problem has an impact on the implementation of their duties and where the level of teacher job satisfaction has not reached an optimal level. The leadership problem at YP Pangeran Antasari reflects the lack of attention between leaders and employees, where the leader cannot be a good role model for employees.

Keywords: Influence of Leadership, Organizational Culture, Motivation on Job Satisfaction

INTRODUCTION

Currently, to face competition in the global era, the College Foundation is expected to be more efficient and effective due to increasingly fierce competition, which is causing the College Foundation to be expected to compete and maintain the survival of the College Foundation. Efforts that can be made by the Foundation to increase competitiveness are to increase the job satisfaction of teachers. Job satisfaction is essential in an organization because it can affect a person's work behavior, such as being diligent, lazy, unproductive, or other harmful behavior.

In the current era of globalization, education also plays a strategically important role in improving the quality of human resources. As is known in human life, education is very influential and has important factors that are fundamentally oriented towards the future. One of the foundations that has experienced problems in increasing satisfaction is YP Pangeran Antasari, which is engaged in educational services.

Employee job satisfaction is also measured by the level of satisfaction of employees with their jobs related to the nature of their work, the results, and their liking for it. However, each individual has different job satisfactions equivalent to the satisfaction that applies to him.

At YP Pangeran Antasari, there is a problem regarding employee job satisfaction, and the

results impact employees. For example, teacher job satisfaction in carrying out their duties and responsibilities has not reached an optimal level. This may reflect a problem within the Foundation that needs to be maximized to improve teachers' welfare.

Table 1. Data on Job Satisfaction Issues at YP Pangeran Antasari

No.	Problems Job satisfaction
1	The lack of direction from leaders to employees can be seen from the coordination between subordinates and their superiors, making employees less satisfied in doing work.
2	Lack of appreciation for new things that subordinates have done.

Source: YP Pangeran Antasari, 2024

The leadership problem at YP Pangeran Antasari explains that there is a lack of concern from the leadership with employees. The leader cannot be a good role model for employees; for example, the leader rarely enters and holds meetings and has minimal direction.

The results of interviews with three employees show that the culture of mutual help and gotong royong in the workplace also affects the family relationship between employees at YP Pangeran Antasari. In addition, all employees and leaders of YP Pangeran Antasari faithfully follow the company's vision and mission. After making observations, the researcher found differences in the situation on-site with the results of interviews conducted with several employees. In this case, the researcher found that the lack of communication between leaders and employees and the lack of organizational culture behaviors that exist at school, such as lack of initiative in making decisions or risks and responsibilities, can be factors that affect the organizational culture at school.

The motivation problem at YP Pangeran Antasari explains work motivation, where a company will run well if it has the primary foundation: physical, capital, and human resources. These three things must synergize to smooth the pace of the foundation's operations in achieving each planned goal. The lack of motivation by leaders makes it difficult for employees to achieve targets, and the lack of understanding of instructions causes employees to work below standard, which is why employees cannot work effectively.

METHODS

To obtain relevant data in the study, interviews were conducted with the help of research instruments, namely questionnaires to be given to respondents, direct observation, and literature study.

Data collection techniques through questionnaires are carried out by asking questions to parties related to the problem under study. Researchers used Herlina's Likert scale (2019: 6), which uses several question items to measure individual behavior by responding to 5 choice points on each item to assess respondents' responses.

According to Ghozali (2018), the fundamental weakness of using the coefficient of determination is a bias toward the number of independent variables included in the model. For every additional independent variable, R² must increase regardless of whether the variable significantly affects the dependent variable. Therefore, many researchers recommend using the Adjusted R² value when evaluating the best regression model. Unlike

R², the adjusted R² value can increase or decrease when one independent variable is added to the model. The adjusted R² can be harmful even though the desired value should be positive. If, in the empirical test, a negative R² value is obtained, then the adjusted value is considered to be 0.

Table 2. Variable Definition Table

Variables	Definition of Variables	Indicators	Scale
Leadership (X1)	Leadership is the ability and art of influencing individuals or groups to work well together in achieving organizational goals. Source: Taryaman (2016: 7)	1. Have skills when communicating 2. Have an honest nature 3. Can show his example 4. Can solve problems creatively Source: Afandi, (2020)	<i>Likert</i>
Organizational Culture (X2)	Organizational culture consists of a set of values that every member of the organization agrees upon and follows. These values are constantly changing and help improve productivity. Source: Sudaryono, (2017)	1. Innovation and risk-taking 2. Attention to detail 3. Team orientation 4. Aggressiveness Source: Arifuidin (2020)	<i>Likert</i>
Motivation (X3)	The internal drive that prompts a person to perform a particular activity is known as motivation. It is often considered as the driver of an individual's behavior. Source: Sutrisno (2016: 109)	1. Hard work 2. Task orientation 3. Efforts to move forward 4. Diligent Work Source: Mangkunegara (2017)	<i>Likert</i>
Job Satisfaction (Y)	The general attitude towards work that describes the difference between the rewards received and those expected is called job satisfaction. Source: Robbins (2015)	1. Job suitability 2. Wages 3. Promotion 4. Attitudes and social relationships established Source: Radiansyah et al, (2023: 152- 153)	<i>Likert</i>

RESULTS

Descriptive statistics provide an overview of the data used in the study. Data analysis was carried out using the SPSS version 26 program. The statistical data is displayed as follows:

Table 3. Statistical Descriptive Analysis Table

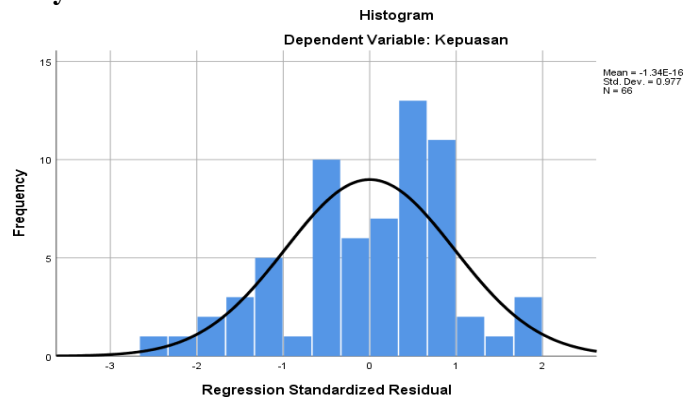
	N	Minmum	Maxmum	Mean	Std. Deviation
Leadership	66	16.00	36.00	27.0606	4.60060
Organizational Culture	66	17.00	34.00	26.5758	4.06887
Motivation	66	17.00	37.00	27.6515	4.58591
Satisfaction	66	15.00	36.00	26.3636	4.24132
Valid N (listwise)	66				

The descriptive statistical test results show that variables X1, X2, X3, and Y have a relatively balanced average value (mean), ranging from 26.3636 to 27.6515. The leadership variable with a minimum value of 16 is in respondent number 59, and the maximum value of 36 is in respondent number 9, with a mean of 27.06 and a standard deviation of 4.60060. The organizational culture variable with a minimum value of 17 is at respondent number 59, the maximum value of 34 is at respondent number 18, the mean is 26.57, and the standard deviation is 4.06887.

The motivation variable has a minimum value of 17 in respondent number 5, a maximum value of 37 in respondent number 16, a mean of 27.06, and a standard deviation of 4.58591.

The job satisfaction variable has a minimum value of 15 in respondent number 60, a maximum value of 36 in respondent number 10, a mean of 26.36, and a standard deviation of 4.24132.

Histogram Normality Test



Source: Data processing results, 2024

The histogram test results show that the data spreads and forms an inverted U curve, so the data is declared to have a normal distribution.

Multicollinearity Test

Coefficients ^a		Collinearity Statistics	
		Tolerance	VIF
Model			
1	(Constant)		
	Leadership	.835	1.197
	Organizational Culture	.843	1.187
	Motivation	.941	1.063

a. Dependent Variable: Satisfaction
Source: Data processing results, 2024

In multicollinearity, it can be explained as follows. Leadership variable with tolerance value ($0.835 > 0.10$) and VIF ($1.197 < 10$) Organizational culture variable with tolerance value ($0.843 > 0.10$) and VIF ($1.187 < 10$) Motivation variable with tolerance value ($0.941 > 0.10$) and VIF ($1.063 < 10$). These results indicate there is no multicollinearity problem

Glejser Heteroscedasticity Test

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
Model						
1	(Constant)	2.043	1.788		1.142	.258
	Leadership	-.036	.049	-.102	-.739	.463
	Organizational Culture	.014	.055	.034	.250	.804
	Motivation	.027	.046	.078	.596	.553

a. Dependent Variable: abs
Source: Data processing results, 2024

From the results of the Glejser test, it shows a significant value of leadership $0.463 > 0.05$, organizational culture $0.804 > 0.05$, and motivation $0.553 > 0.05$, so the data is stated that there is no heteroscedasticity problem.

Multiple linear regression analysis

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	-1.676	3.038		-.552	.583		
	Leadership	.252	.083	.273	3.040	.003	.835	1.197
	Organizational Culture	.432	.093	.414	4.634	.000	.843	1.187
	Motivation	.353	.078	.381	4.504	.000	.941	1.063

a. Dependent Variable: Satisfaction

Job satisfaction= -1,676+ 0,252 Leadership+ 0,432 Organizational culture+ 0,353 Motivation

1. The Y value representing Job Satisfaction is estimated to show -1.676 units, in accordance with the constant of -1.676, with changes assuming no change in the variables of Leadership, Organizational Culture, and Motivation.
2. The correlation coefficient between Leadership and Y value is 0.252. This indicates that, assuming other variables remain constant, every one unit increase Leadership will result in an increase in job satisfaction by 0.252 units.
3. Assuming other variables remain constant, the regression coefficient for organizational culture of 0.432 indicates that each one unit increase in organizational culture will increase job satisfaction by 0.432 units, which can be seen in the Y value.
4. The regression coefficient for the Motivation variable is 0.353, which indicates that by maintaining the value of other variables constant, each one unit increase in Motivation will cause an increase in Job satisfaction by 0.353 units.

Coefficient of determination

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.562	2.80697

a. Predictors: (Constant), Motivation, Organizational Culture, Leadership

b. Dependent Variable: Satisfaction

Source: Data processing results, 2024

The coefficient of determination shows Adjusted R Square 0.562, then the leadership, organizational culture and motivation variables have an effect of 56.2% and the rest is influenced by other variables not examined by 43.8%.

Partial Test (t Test)

		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	-1.676	3.038		-.552	.583
	Leadership	.252	.083	.273	3.040	.003
	Organizational Culture	.432	.093	.414	4.634	.000
	Motivation	.353	.078	.381	4.504	.000

a. Dependent Variable: Satisfaction

Source: Data processing results, 2024

The results of partial hypothesis testing show that: Leadership has a positive and significant effect on job satisfaction of teachers of SMA / SMk YP Pangeran Antasari, with t count $3.040 > t$ table 1.998 and significant $0.003 < 0.05$. Organizational culture also has a positive and significant effect, with t count $4.634 > t$ table 1.998 and significant $0.000 < 0.05$. Motivation has a positive and significant effect, with t count $4.504 > t$ table 1.998 and significant $0.000 < 0.05$.

Simultaneous Test (F Test)

		ANOVA ^a				
Model	Squares	Sum of	df	Mean Square	F	Sig.
1	Regression	680.770	3	226.923	28.801	.000 ^b
	Residuals	488.503	62	7.879		
	Total	1169.273	65			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Motivation, Organizational Culture, Leadership

Source: Data processing results, 2024

In the F test value, shows F count $28.801 > F$ table 2.74 with a sig value of $0.000 < 0.05$, so it can be stated that leadership variables, organizational culture and motivation simultaneously affect job satisfaction.

DISCUSSION

The Effect of Leadership on Job Satisfaction

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve a common goal designed to provide individual and organizational benefits so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization. Leadership is the central point and policy determinant of the activities to be carried out in the organization. Therefore, leadership affects job satisfaction, so it is hoped that

leadership has a firm, wise nature, and can carry out its duties properly. This finding is in line with research by Pahlawan & Onsardi (2020) which shows that employee job satisfaction is more or less influenced by leadership.

The Effect of Organizational Culture on Job Satisfaction

Organizational culture has a view that includes an emphasis on values and beliefs that must be scheduled in various actions or behaviors. Therefore, organizational culture is seen as values in the actions of the organization/company, which includes various elements in it. If the organizational culture is not implemented properly and correctly, job satisfaction will also decrease. This research is in line with Purba (2021: 141) which states that organizational culture is an attitude and behavior in the organization after feeling the values in the organization.

The Effect of Motivation on Job Satisfaction

Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often also defined as a factor driving a person's behavior. Therefore motivation is very important in the world of work or not, everyone can be motivated in different ways. Motivation can be done by anyone regardless of age. This research is in line with Hasibuan in (Sutrisno 2017) motivation is a stimulator of desire and a driver of one's willingness to work because each motive has a certain goal to be achieved.

CONCLUSION

YP pangeran Antasari must improve leadership, organizational culture, and work motivation to encourage employee job satisfaction, thus supporting the growth of the Foundation.

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