



The Influence of Leadership Style and Organizational Climate on Teacher Job Satisfaction in Madrasah Tsanawiyah Negeri 1 Batang Hari

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ABSTRACT

This study aims to determine the effect of leadership style and organizational climate on teacher job satisfaction at Madrasah Tsanawiyah Negeri 1 Batang Hari. This was a quantitative research with a survey approach. The population of this study is the number of all teachers who teach at Madrasah Tsanawiyah Negeri 1 Batang Hari. Multiple regression analysis was used to analyze the data and processed by the SPSS Version 20.0 program. The results showed that leadership style had a significant effect on job satisfaction with t count $>$ t table ($5.541 > 1.693$). This indicated that H_a was rejected and H_0 was accepted. Additionally, organizational climate has a significant effect on job satisfaction by obtaining a value of t count $>$ t table ($3.491 > 1.693$). This indicated that H_a was rejected and H_0 was accepted. This mainly meant that partially there was a significant effect between leadership style and organizational climate on job satisfaction. With the results of the coefficient of determination (r square) of 0.961, it meant that the leadership style and organizational climate variables were able to increase job satisfaction decisions by 96.1% and 0.039 or 3.9% were residual variables with a significant effect.

Keywords: Leadership style, organizational climate, job sttisfication

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INTRODUCTION

Education is a process of learning the knowledge, skills and habits of a group of people passed down from one generation to the next with the aim of educating and developing competencies (Qureshi et al., 2022), and creating quality individuals through teaching, training or experience gained. education as a human endeavor to foster his personality in accordance with the values in society and culture (Kartel et al., 2022). Education can be through parents or family (Gabriela et al., 2022), community, neighborhood, non-formal institutions or formal institutions such as schools (Keshav et al., 2022). This education in the framework of Improving the quality of Human Resources (HR) can only be achieved through the educational process,

Educational organizations or educational institutions are a form of cooperative organization when individuals interact and work together in achieving a goal and fulfillment (Demina et al., 2022). An education does not only cover intellectual development, but gives more priority to the process of developing the personality of students in a comprehensive manne (Dewi S et al., 2022). Saeed defines job satisfaction as how well a worker enjoys doing the job (Hikmah et al., 2022). Research has shown internal and external organizational factors that influence employee job satisfaction, including working conditions, leadership, office politics, and salary.

The role of the leader in an organization is one of the important factors that influence employee job satisfaction. In the school organization the principal is a professional teacher who is given the additional task of leading, supervising, directing and guiding teachers as executors of educational activities. In his leadership, the principal has a character, or a certain way which is also called a leadership style (Anoum et al., 2022). According to Miller et al, shows that leadership style has a positive relationship to job satisfaction of employees.

In this case the leader not only puts pressure on the task but also guides and understands the employees emotionally (Firman et al., 2022). The term style is often identified with the word model, type, style or attitude (Ilham et al., 2022). Of all these words, they contain equivalent meanings and intentions (Safitri et al., 2022), namely the pattern of behavior of the leader in demonstrating his leadership. Wahyudi argues, that leadership style is leadership behavior that is displayed in the leadership process that is displayed in the managerial process consistently.

As described in the Al-Qur'an Surah Al-Isra' verse 84 as follows:

قُلْ كُلٌّ يَعْمَلُ عَلَىٰ شَاكِلَتِهِ ۖ فَرَبُّكُمْ أَعْلَمُ بِمَنْ هُوَ أَهْدَىٰ سَبِيلًا

Another factor that influences the level of job satisfaction besides leadership style is organizational climate (Zhao et al., 2020). Organizational climate according to Sigh is a relatively enduring quality of the organization that is experienced by its members, has an effect on their behavior, and how the organization functions properly (Najeed et al., 2022). According to Croft in Sagono, a quality organizational climate is characterized by an atmosphere full of enthusiasm and vitality, giving satisfaction to members of the organization (Zanggi & Bahri, 2015).

In educational organizations, there is interaction between the principal and the education office, the principal's interaction with the teacher and the teacher's interaction with each other (Rohmalimna et al., 2022). In this interaction there is an exchange of thoughts and feelings that are global in nature, which affect the surrounding environment or organizational climate. Litwin and Stringer say organizational climate as a set of measurable properties of the work environment that are either directly or indirectly felt by employees working in an organizational environment that influence and motivate their behavior (Shafarila & Supardi, 2016).

Based on the results of observations, the authors see that the high rate of absenteeism inaccurate when attending some teachers is up to 15 percent (15%) (Hossain et al., 2020), the decrease in the level of intimacy between fellow educators and education staff, is

possibly related to the pandemic conditions which have made them rarely meet face to face (Nadya et al., 2022), decreased work performance of educational staff, this is indicated by the number of delayed monthly reports in the following month, disharmony between educators and education. Here the madrasa head needs to know what the needs of educators and education staff are, especially in work relations so that job satisfaction and good organizational climate will occur.

RESEARCH METODOLOGY

This research is a quantitative research with a survey approach. Survey research is a study conducted through direct observation of a symptom or gathering information from large or small populations (Barron, 2019), but the data studied is data from a sample that represents the population data.

Population is the area of generalization which consists of: objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. So the population is not only people, but also objects and other natural objects (Yarkoni, 2022). The population is also not just the amount that exists in the object/subject being studied, it includes all the characteristics/traits possessed by the subject or object under study (Han et al., 2019). The population is the entire research subject which can consist of humans, objects, animals, plants, symptoms of test scores or events as data sources that have certain characteristics in a study.

Based on the description of the opinion above, it can be understood that the population is all research subjects that can be used as data sources in terms of respondents in research (Huang et al., 2020). The population in this study were all teachers at Madrasah Tsanawiyah Negeri 1 Batang Hari, totaling 35 people (Xiao et al., 2019). The writer took all the population as respondents. Instrument testing at schools with the same degree level was carried out at Batang Hari 21 Public Middle School.

Sample, Sampling technique using Total Incidental technique. Sampling using this incidental technique is a technique of determining a sample by chance, that is, anyone who accidentally/accidentally meets the researcher can be used as a sample if it is deemed that the person who happened to be met is suitable as a data source.

Paying attention to the opinion above, the writer took the research sample, 35 teachers at Madrasah Tsanawiyah Negeri 1 Batang Hari. For the test the instrument was taken from other schools as many as 20 teachers at SMP Negeri 21 Batang Hari (Kouw & Loog, 2021). will fill in 3 kinds of instruments from leadership style variables, organizational climate variables and teacher job satisfaction variables.

Data collection technique

Observation (Direct Observation), Observation is systematic observation and recording of the symptoms studied (Fathoni, 2016). Observation activities include taking notes. systematically the events, behavior, objects seen and other things needed to support the research being carried out. In this case, the authors collect data by means of direct research on research objects.

Interview (Interview), An interview is an oral question and answer between two or more people directly (Liu et al., 2019). The technique of collecting data through interviews was carried out by direct questioning and answering with teachers at Madrasah Tsanawiyah Negeri 1 Batang Hari

Questionnaire, The most dominant data collection technique in this research is by using a questionnaire technique (Genova et al., 2020). A questionnaire is a list of statements or questions sent to respondents, either directly or indirectly (by post or intermediary) (Dick et al., 2021). To collect the data needed for research, the authors used a questionnaire designed from three research variables, namely: leadership style variables, organizational climate variables and teacher job satisfaction variables (Kartel et al., 2022). The questionnaire was given to the respondents in order to get answers from the statements and attitudes of the respondents.

RESULT AND DISCUSSION

The descriptive statistic used is a measure of central symptoms which includes the highest score, lowest score, average (mean), value that frequently appears in the respondent's answer (mode), median value (median), standard deviation (standard deviation) and sample variance. In addition to measuring the central symptoms and data distribution, frequency distribution tables and histogram graphs were also used.

The description of the data presented in this section includes data on the variable Job Satisfaction (X3), Leadership Style (X1), Organizational Climate (X2), after being processed using descriptive statistics with the SPSS 20 program, a measure of central tendency is obtained as shown in the following table:

		Climate organization	Job satisfaction
Valid	35	35	35
Missing	0	0	0
Means	82.03	82.03	79.20
Median	,844	,844	,835
Mode	82.00	82.00	80.00
Variances	4,991	4,991	4,940
Range	24,911	24,911	24,400
Minimum	22	22	22
Maximum]	69	69	65
sum	91	91	87

Table 1. Measures of Central Tendency

Based on the results of data processing with the SPSS version 20 program above, it can be described as follows.

Job Satisfaction (X3), Based on the calculation results, the score range is 35. based on the results of calculations using the Sturges formula obtained interval classas many as 6 classes with a class length of 4. Frequency distribution of facility variable data summarized in the following table.

No	Interval Class	Frequency	Relative Frequency (%)	Freku Kumul
2	71-74	2	5.714285714	6
3	75-78	7	20	13
4	79-82	12	34.28571429	23
5	83-86	7	20	34
6	87-90	6	17.14285714	35

Table 2. Frequency Distribution of Job Satisfaction Variables (X3)

Based on the table above, the values for mode, median and mean are in the fifth class interval 79-82. In addition, the number of respondents who obtained the highest score and the lowest score were balanced so that the data tended to be normally distributed. The table above also illustrates that the frequency distribution of the purchase decision variable is a symmetrical curve. Graphically the distribution of the score distribution of the job satisfaction variable can be seen more clearly through the diagram in the following figure.

Organizational Climate, Based on the calculation results, the score range is 23, based on The results of calculations using the Sturges formula obtained an interval class of 6 classes with a class length of 4. The frequency distribution of organizational climate variable data is summarized in the following table.

No	Interval Class	Frequency	Frequency Relative (%)	Freku Kumul
2	69-72	4	11.42857143	5
3	73-76	5	14.28571429	10
4	77-80	9	25.71428571	19
5	81-84	12	34.28571429	31
6	85-87	4	11.42857143	35
		Amount	100	35

Table 3. Frequency Distribution of Organizational Climate Variables (X1)

Based on the calculation results, the score range is 21. Based on the results of calculations using the Sturges formula, it is obtained that there are 6 class intervals with a class length of 4. Frequency distribution of force variable data leadership is summarized in the following table.

No	Interval Class	Frequency	Frequency Relative (%)	Freku Kumul
2	73-76	5	14.28571429	6
3	77-80	6	17.14285714	12
4	81-84	11	31.42857143	23
5	85-87	8	22.85714285	31
6	88-89	4	11.42857142	35

Table 4. Frequency Distribution of Leadership Style Variables (X1)

The results of the prerequisite analysis test using the SPSS version 20 application show that the variables are Leadership Style, Organizational Climate and Job Satisfaction normally distributed, homogeneous, and linear and can be continued to the next stage, namely: test the influence between variables and test the hypothesis.

Furthermore, the results of testing the influence between variables can be seen in the results the following regression analysis:

Model		Unstandardized		standardized	t	sig.
		B	std. Error	Betas		
	(Constant)	,276	2,903		.095	,925
	Organizational Climate Leadership	,614	,111	,609	5,541	,000

Table 5. Regression Coefficient Test Results

The Effect of Leadership Style on Job Satisfaction, Based on the results of testing the hypothesis above using a partial test (t-test), processed using the SPSS version 20 program, to see the effect of the leadership style variable (X1) on job satisfaction variable (Y). The ttable value can be seen in the t distribution table with an α value of 5% (0.05) taking into account the degrees of freedom (df) $nk-1$ or $35-2-1 = 32$. Where n (number of respondents), k (number of independent / independent variables). Which then obtained the value of ttable of 1.693. From the test results in the table above, the t value is obtained count the leadership style variable is 5.541, due to the t value count $>$ ttable ($5.541 > 1.693$), then partially leadership style has an influence on teacher job satisfaction.

Therefore it can be concluded that H_0 rejected, meaning that partially there is a significant influence between leadership style on teacher job satisfaction at Madrasah Tsanawiyah Negeri 1 Batang Hari. Thus the first hypothesis is accepted.

The Effect of Organizational Climate on Job Satisfaction, Based on the results of testing the hypothesis above using a partial test (t-test), processed using the SPSS version 20 program, to see the effect of the work discipline variable (X2) on the performance variable (Y). t value can be seen in the t distribution table with a value of 5% (0.05) taking into account the degrees of freedom (df) $nk-1$ or $35-2-1 = 32$. Where n (number of respondents), k (number of independent/free variables). Which then obtained the value of ttable of 1.693. From the test results in the table above, the t value is obtained count organizational climate variable of 3.491, due to the value of t count $>$ ttable ($3.491 > 1.693$), then partially work discipline have an influence on teacher performance. Therefore it can be concluded that H_0 rejected, meaning that partially there is a significant influence between organizational climate on teacher job satisfaction in Madrasah

The Effect of Leadership Style and Organizational Climate on Job Satisfaction

The results of the multiple regression coefficient test, the coefficient of determination and the simultaneous test which were processed using SPSS 20 software are as follows:

Next, the results of testing the hypothesis between variables can be seen in the description of the results test the following hypothesis.

First Hypothesis: There is a direct influence of Leadership Style (X1) on teacher job satisfaction (X3)

Leadership style influences teacher job satisfaction, this interprets that the better the leadership style by the head of the madrasa, the job satisfaction of teachers at Madrasah Tsanawiyah Negeri 1 Batang Hari will also increase. This can be proven by the results of inferential statistical analysis using multiple regression analysis, stating that partially the magnitude of the total influence of leadership style on teacher job satisfaction at Madrasah Tsanawiyah Negeri 1 Batang Hari is 61.4%. Furthermore, the results of the calculation of t_{count} with t_{table} got $t_{count}=5.491$ $t_{table}= 1.693$ this shows the rejection of H_0 and thank H_a . This means that there is a significant influence between styles leadership on teacher job satisfaction. Thus the first hypothesis is accepted.

Second Hypothesis: There is a direct influence of Organizational Climate (X2) on teacher job satisfaction (X3)

Organizational climate affects teacher job satisfaction, this is interpret that the more organizational climate the school has, the job satisfaction of teachers at Madrasah Tsanawiyah Negeri 1 Batang Hari has also increased. This can be proven by the results of inferential statistical analysis using multiple regression analysis, stating that partially the total influence of organizational climate on teacher job satisfaction at Madrasah Tsanawiyah Negeri 1 Batang Hari is 39.1%. Furthermore, the results of the calculation of t_{count} with t_{table} got $t_{count}=3,491$ $t_{table}= 1.693$ this shows the rejection of H_0 and thank H_a . This means that there is a significant influence between organizational climate on teacher satisfaction. Thus the second hypothesis is accepted.

Third Hypothesis: There is a direct influence of Leadership Style (X1) and Organizational Climate (X2) on teacher job satisfaction (X3)

Leadership style and organizational climate affect job satisfaction teacher, this interprets that the better the leadership style and organizational climate owned by the school, the job satisfaction of teachers at Madrasah Tsanawiyah Negeri 1 Batang Hari will also increase. This can be proven by the results of inferential statistical analysis using multiple regression analysis, stating that partially the total influence of leadership style and organizational climate on teacher job satisfaction in Madrasah Tsanawiyah Negeri 1 Batang Hari of 96.1%. This shows the rejection of H_0 and thank H_a . This means that there is a significant influence between organizational climate on teacher satisfaction.

CONCLUSION

Penelitian ini mempunyai kesimpulan sebagaimana berikut: Penerapan program Tahfidz dalam meningkatkan minat masyarakat Dusun Tengginah Sentol Laok dilakukan melalui beberapa strategi : Program Tahfidz dalam pembelajarannya dengan metode takrir, Melaksanakan demonstrasi hafalan santri yang disaksikan langsung oleh masyarakat dan

mengikutsertakan santri dalam kegiatan lomba-lomba Tahfidz, Mengikutsertakan masyarakat dalam evaluasi tahunan.

Perkembangan minat masyarakat Dusun Tengginah Sentol Laok Terhadap MDT. Al-Matin dengan adanya program Tahfidz bisa dikatakan sangat efektif hal ini ditandai dengan: Bertambahnya santri, Antusiasme masyarakat dalam proses perkembangan program Tahfidz Al-Qur'an.

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