

# *The Roles Of Principal Leadership, Organizational Culture, And Work Environment On Job Satisfaction Of Junior High School Teachers*

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**Abstract** – The efforts to improve the quality of education must be carried out comprehensively and continuously, one of the determinants of the quality of education in Indonesia is the quality of teachers. This study was conducted to explore the relationship between the role of leadership, organizational culture, and work environment on the job satisfaction of teachers in junior high schools in Indonesia. This quantitative research began in June 2022, where data was collected through the distribution of online questionnaires using Google Forms to 100 respondents who were teachers at the junior high school level. Data analysis was performed using Smart PLS software. The results showed that leadership had a positive effect on organizational culture and job satisfaction. A strong organizational culture will increase job satisfaction and a good and conducive work environment will affect the level of job satisfaction. The research implication is that the principal's role is not only direct and mobilize teachers in the education unit but also to pay attention to all elements in the organization including human resources, making clear regulations, good attitudes to provide high job satisfaction for existing teachers. at the school he leads.

**Keywords** – Leadership, Organizational Culture, Work Environment, Job Satisfaction

## I. INTRODUCTION

Organizations are developing globally and face many challenges to achieve the expected organizational goals. Therefore, leaders play a very important role in achieving organizational goals (Torlak & Kuzey, 2019). Leaders must be able to encourage employee performance by satisfying their performance through policies and the active role of leaders. Likewise, educational institutions must be able to compete to achieve the expected goals according to the mandate of Law Number 14 of 2005 concerning Teachers and Lecturers stating that quality teachers are teachers who can realize national education goals.

Research on teacher job satisfaction is important because the teacher is the spearhead who deals directly with students, therefore teachers in carrying out their duties must be equipped with good quality competencies, in the management process they must also give attention, opportunities for self-development and satisfaction. teacher work. As stated by Mukhtar et al. (2018) job satisfaction in carrying out tasks is important for one's performance and productivity.

The role of the leader is very influential on job satisfaction as said by García Torres, (2018) the role of leadership is very important to create job satisfaction, based on research with study results showing that the role of the leader influences job satisfaction through the policies taken. According to Braun et al. (2013) shows that leadership can increase job satisfaction both individually and in groups and shows trust among team members.

The role of the leader affects the achievement of organizational goals, but the achievement still pays attention to the organizational culture. Dimitrios & Athanasios (2014) organizational culture in which there is an attitude of tolerance, mutual

respect and cooperation between workers can affect job satisfaction. According to Sami et al. (2011) employee job satisfaction has an important order in the management of human resources because it will help in retaining employees and will also improve their performance.

Other factors that can create job satisfaction include the work environment, according to Jabeen et al. (2018) showing that the quality of the work environment affects job satisfaction thereby reducing the level of turnover intention. Dhamija et al. (2019) a conducive work environment is a stimulus to create better work quality, exploiting the importance of learning the work environment to increase employee job satisfaction. Riyanto & Panggabean (2020) the concept of conducive work and the support of colleagues who can work together in various activities is the dream of every member in a company and is able to provide satisfaction at work.

In previous studies, many have discussed the variables of leadership, organizational culture, and job satisfaction. However, at this time no one has discussed the relationship between leadership variables, organizational culture, work environment and job satisfaction. This research was conducted on the teachers at the Junior High School in Indonesia. The purpose of this study was to determine the relationship or influence of the principal's leadership style, organizational culture, work environment that affect teacher job satisfaction in junior high schools.

## **II. LITERATURE REVIEW**

### **A. Relationship of Leadership and Organizational Culture**

According to Torres (2018), leadership often emerges as a strong reference because it facilitates positive working conditions and contributes to one's job satisfaction. Leadership in this case the principal according to Hartinah et al. (2020) as a professional leader can provide a good example to his subordinates so that this will be a high work motivation for teachers to be able to work better. Dimitrios & Athanasios (2014) defines organizational culture as a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and norms that state an organization and accommodates all diversity or pluralism, where Schlesinger (2017) argues that organizational culture has a determined strength in live the core values, clarity of regulations and the flexibility of socialization between school organizations.

Leaders are committed to building capacity and empowering others, are respectful and consultative and willing to make difficult decisions (Hughes, 2009). Improving the quality of work of human resources is influenced by the job satisfaction they receive and feel in their organization (Riyanto & Panggabean, 2020). Leaders must be able to develop their leadership patterns towards the future with a strong organizational culture (Henriyani, 2013). The relationship between leadership and organizational culture has been previously investigated by (Arif et al., 2019). The study found that leadership has a positive effect on organizational culture. Based on this description, the following hypothesis is proposed:

**H1: Leadership has a positive effect on organizational culture.**

### **B. Relationship between Leadership and Work Environment**

Dhivya & Phil (2020) describes the work environment as a comprehensive set that is selected to increase employee satisfaction, the quality of work life is very important for organizations to continue to engage and retain employees. Meanwhile, according to Winaliyah et al. (2021) the work environment is everything that is around the workers and can affect him in carrying out the tasks assigned, the company is required to provide and create a comfortable and sufficient work environment for its employees. Leaders must pay attention to the work environment to maintain and protect the human resources owned by (Suwanto, 2019). Karakiliç, (2019) in his research states that democratic leadership style has a positive relationship to the work environment. The influence of leadership has a positive impact on achieving working environmental conditions and providing comfort to employees. Pio & Tampi (2018) the study found that leadership has a positive effect on the work environment. Based on that explanation, the hypothesis proposed is as follows:

**H2: Leadership has a positive effect on the work environment.**

### **C. Relationship between Organizational Culture and Job Satisfaction**

Job satisfaction reflects positive feelings towards the tasks performed, through the value of job satisfaction, an individual will feel confident and enthusiastic in doing his job (Amin et al., 2021). Employee job satisfaction in this case the teacher is an

important factor for the effectiveness of teachers and schools as well as improving academic achievement and student knowledge (Lopes & Oliveira, 2020). Employees or groups of workers who have a strong commitment to their organizational culture have high morale and are satisfied with their work, the effectiveness and success of the organization is highly dependent on employee job satisfaction (Saha & Kumar, 2018). Corporate culture greatly influences the level of positive response in the workplace and increases effective organizational commitment (Kucharska & Bedford, 2019). Several studies have found that there is a significant relationship between organizational culture and job satisfaction (Prakasa & Sunaryo, 2019). Based on this description, the following hypothesis is proposed:

**H3: Organizational culture has a positive effect on job satisfaction.**

#### **D. Relationship between Work Environment and Job Satisfaction**

Dhamija et al. (2019) stated that there is a clear relationship between various factors of the quality of the work environment and job satisfaction. This research is also supported by Kasraie et al. (2014) which states that the results of the study show that there is a significant positive relationship between work environment, job stress, citizenship behavior and job satisfaction. In another study, Specchia et al. (2021) found workplace relationships, work-life balance, and flexible work schedules affect job satisfaction. Based on this description, the following hypothesis is proposed:

**H4: The work environment has a positive effect on job satisfaction.**

#### **E. Relationship between Leadership and Job Satisfaction**

Cansoy (2018) has conducted research with the results that principals respect employees and show concern for them, provide fairness, and confidence in interactions in schools and create a strong vision around common goals and a sincere school atmosphere can affect satisfaction. work positively. Reinforced by the opinion of Akhtar & Nazarudin (2020) leadership plays an important role in creating a good organization and provides a sense of satisfaction in doing work for employees. The results of research conducted by Priyatmo (2018) there is a positive influence between leadership on employee job satisfaction. Furthermore, Torres (2018) the role of leadership is very important to create job satisfaction. Based on the research, the results of the study show that the role of the leader influences job satisfaction through the policies taken. Research by Nordin et al. (2020) shows that the leadership of the principal affects the teacher's task load and productivity as well as the influence on teacher job satisfaction. Based on this description, the following hypothesis is proposed:

**H5: Leadership has a positive effect on job satisfaction.**

From the description above, the research model can be described as follows:



Figure 1. Conceptual Framework

### **III. RESEARCH METHOD**

Data was collected using a survey method by distributing online questionnaires, where measurements were carried out using a Likert scale with a scale of 1 – 5 (1 = strongly disagree and 5 = strongly agree). The Leadership variable uses measurements from Bernarto et al., (2020) which consist of 5 statements, namely showing good examples, being proud of leaders, inspiring

leaders, openness, and providing direction. The organizational culture variable uses measurements from Sari & Riyanto, (2020) which consists of 5 statements, namely the opportunity to develop oneself, the existence of clear instructions, providing equal opportunities, a sense of kinship, and having a guiding nature. The work environment variable uses measurements from (Bibi et al., 2018) which consist of 5 statements, namely the work environment is well organized, clean, safe, provides welfare and adequate facilities are available. The job satisfaction variable uses measurements from (Sudibjo & Suwarli, 2020) which consist of 5 statements, namely the salary received, leader support, providing motivation, being challenged to do additional tasks, and being satisfied with the work done. Then the total measurement uses 20 questions.

This research was conducted in June 2022. The population of this study were junior high school educators in Banten province. This research method uses a purposive sampling technique where the sample criteria in this study are educators in Junior High Schools in banten province, both public and private, whose teachers have taught at least 1 year both with the status of state civil apparatus, government employees with a contract agreement, honorary or non state civil apparatus teachers. The research was conducted quantitatively using SPSS software to test the validity and reliability followed by hypothesis testing using the PLS Structural Equation Model (SEM) with Smart PLS software.

The validity test was carried out by looking at the measurement values of Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA), which based on SPSS 26 output showed that the results of KMO and MSA values were all indicators of leadership variables, organizational culture variables, and work environment variables. greater than 0.5, which means that the factor analysis shows the fulfillment of the validity requirements. Meanwhile, of the 5 indicators on the job satisfaction variable, only 4 were declared valid. Then, the reliability test uses Cronbach's Alpha measurement where the results are (0.675 to 0.817), because it is closer to 1, the better (Hair et al., 2014). So that declared valid to be used as a questionnaire in this study were 19 questions. The results of the Pre-Test analysis are in Appendix 5. Because it uses SEM (Structural Equation Model) where the determination of the number of research samples is at least 5 times the number of questions (Joseph F Hair et al., 2014). So, the number of samples in this study is at least 95 people by considering reserves if there is a discrepancy in filling out the questionnaire.

#### **IV. RESULT AND DISCUSSION**

Construct Validity and Reliability Test on the reflective measurement model was carried out based on the recommendations of Hair et al. (2017), where the required loading factor value in SmartPLS 3 is 0.70. The output of SmartPLS 3 shows that the results of the construct validity test on the leadership variable 3 indicators are declared valid, while 2 indicators have a loading factor of less than 0.70 so they are declared invalid. Organizational culture variable 4 indicators are declared valid, while 1 indicator has a loading factor of less than 0.70 so it is declared invalid. Then the work environment variable indicators are declared valid, while 2 indicators have a loading factor of less than 0.70 so they are declared invalid. Job satisfaction variable 4 indicators are declared valid, while 1 indicator has a loading factor of less than 0.70 so it is declared invalid.

Next for the discriminant validity based on Hair et al., 2017) is declared valid because the AVE root of each latent variable is higher than the correlation with other latent variables (Fornell-Larcker Criterion) and the indicator also has a higher correlation with each latent variable compared to other latent variables (Cross Loading). Then related to the reliability test, the calculation results of Composite Reliability (CR) and Average Variance Extracted (AVE) according to Hair et al. (2017) the required values are CR 0.70 and AVE 0.50. Where the SmartPLS3 output shows that the calculation results for CR and AVE for leadership variables (CR = 0.831; AVE = 0.621), organizational culture (CR = 0.861; AVE = 0.608), work environment (CR = 0.868; AVE = 0.687), and job satisfaction (CR = 0.884; AVE = 0.718) so that all variables meet the reliability requirements.

Structural test analysis was conducted to determine the value of  $R^2$  in each equation. The value of  $R^2$  shows how much the independent variable can explain the dependent variable. Based on the output of SmartPLS 3, it shows that the  $R^2$  value of the job satisfaction variable is 0.556. This value shows that 55.6% of job satisfaction variables are influenced by leadership variables, organizational culture, and work environment, while the remaining 44.4% can be explained by other variables not included in this study. Regarding the model fit test, the NFI value (normed fit index) is 0.699, where the closer the NFI value is to 1, the more appropriate the research model built is (Hu & Bentler, 1998).

Table 1. Characteristic of Respondents

Aspect	Criteria	Number	Percentage
Gender	Female	40	40%
	Male	60	60%
Age	22-35	65	65%
	36-45	30	30%
	46-60	5	5%
Last Education Level	Bachelor of Education	80	80%
	Bachelor of Non-Education	15	15%
	Magister/Doctor	5	5%
The status of Teacher	State Civil Apparatus	16	16%
	Contract	5	5%
	Non-State Civil Apparatus	79	79%
Type of School	State School	42	42%
	Private School	58	58%
Length of work	1-10	54	54%
	11-20	44	44%
	21-40	2	2%

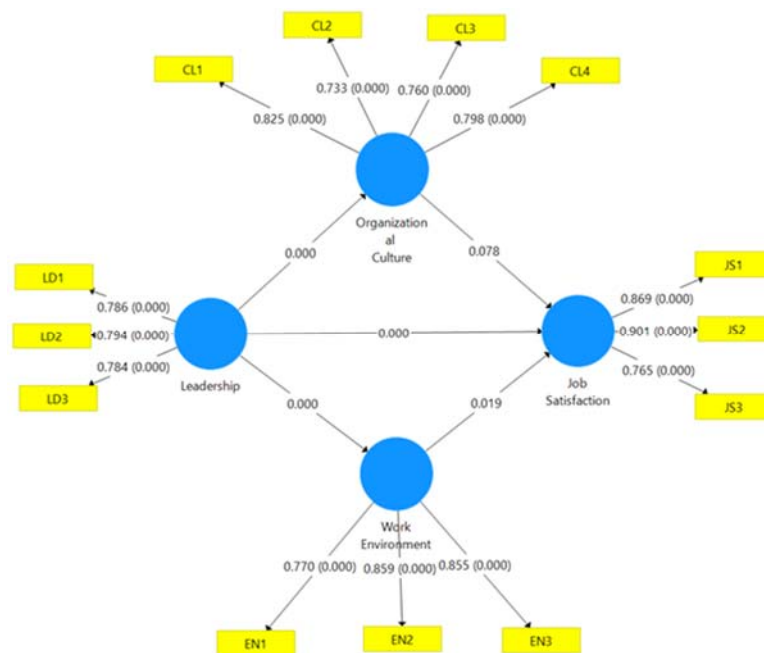


Figure 2. Bootstrapping Result

Table 2. Results of Hypothesis-testing

Hypothesis	Relationship	Coefficient	T-stat	P-value	Conclusion
H <sub>1</sub>	(Leadership) → (Organizational Culture)	0.692	14.147	0.000	Accepted
H <sub>2</sub>	(Leadership) → (Work Environment)	0.582	7.829	0.000	Accepted
H <sub>3</sub>	(Organizational Culture) → (Job Satisfaction)	0.181	1.767	0.078	Rejected
H <sub>4</sub>	(Work Environment) → (Job Satisfaction)	0.220	2.353	0.019	Accepted
H <sub>5</sub>	(Leadership) → (Job Satisfaction)	0.456	4.472	0.000	Accepted

Based on the hypothesis test table above, it is known that 4 hypotheses have a T-Value value above 1.96 so that the data supports the research hypothesis built. While 1 hypothesis (H<sub>3</sub>) related to organizational culture has a positive effect on job satisfaction has a T-Value below 1.96 so that the hypothesis is rejected.

From the results of hypothesis testing, it shows that leadership has a positive effect on work culture. Hypothesis testing is carried out on junior high school teachers in Banten Province Indonesia. Principals who inspire teachers through their vision and provide direction in carrying out their duties so that there are clear instructions in carrying out their duties and provide equal rights in teacher career development and have a sense of kinship. This hypothesis is in line with previous research by Lee et al., (2018). Service leadership has a positive effect on organizational culture. Then, leadership has a positive effect on the work environment, the principal provides inspiration to the teacher through his vision, the existence of clear instructions in carrying out tasks and the work environment can provide a sense of security and comfort to every worker in this case the teacher. This hypothesis is in line with previous research conducted by Pio & Tampi, (2018). The influence of leadership has a positive impact on achieving working environment conditions and providing comfort to employees.

Meanwhile, organizational culture has no positive and significant effect on job satisfaction. This is due to several things, including schools that do not provide equal opportunities to teachers in self-development, prioritizing the teachers with state civil apparatus status. Then, work environment has a positive effect on job satisfaction, a clean and safe work environment. and comfort will affect teacher job satisfaction through the motivation given by the principal so that teachers can work better and are challenged in carrying out tasks, both main tasks and additional tasks given and feel at home filling time at school, this hypothesis is in line with previous research conducted by Kurniawaty et al., (2019) The work environment has a positive and significant effect on employee job satisfaction.

Leadership has a positive effect on job satisfaction, principals provide freedom in decision making, carry out a clear vision so that teachers are satisfied with the support provided by the principal in carrying out their duties, teachers feel challenged to carry out tasks and find learning innovations towards a better, role The principal can motivate teachers to do their job better. This research is in line with previous research conducted by Akhtar & Nazarudin, (2020) leadership plays an important role in creating a good organization and provides a sense of satisfaction in doing work for employees.

## V. CONCLUSION AND RECOMMENDATION

Leadership has This study shows that in the field of education at the junior high school level in Indonesia, leadership has a positive effect on organizational culture, leadership has a positive effect on the work environment, work culture does not have a positive effect on job satisfaction due to lack of clear instructions in achieving goals. Education and lack of providing equal opportunities in terms of self-development between civil servant and honorary status teachers, work environment has a positive effect on job satisfaction and leadership has a positive effect on job satisfaction.

This research produces managerial implications, especially for leaders in the field of education, where principals are essentially teachers who are given additional tasks to lead the implementation of school organizations, principals have an important role in improving the quality of education, as a leader in the education unit the principal must be able to manage environment in order to create a conducive atmosphere is also able to create a good work culture in order to improve human resources. A good work environment will greatly affect job satisfaction in an organization where the work environment will provide support for teacher job satisfaction.

Then, the role of the leader in this case the head of the education unit must be able to understand each individual character he



leads because everyone has different expectations and needs. Individuals in every organization are very diverse and have their own uniqueness because of that the job satisfaction of everyone will be different. For the Education Office, in this case the head of the Junior High School development field, to provide equal space for self-development for both civil servant and honorary teachers. For junior high school supervisors to continue to provide guidance, monitoring and evaluation of teacher performance on a regular and ongoing basis so that every teacher is able to deal with any changes in the learning curriculum in order to increase their respective competencies.

The researcher realizes that there are shortcomings in terms of the methods and variables of this study, therefore the next researcher is expected to develop research on research methods and variables, especially internal variables that can affect teacher job satisfaction. Several variables can be used as independent variables in the study which allegedly affect job satisfaction including promotion opportunities, this provides an important role for every employee with promotion meaning there is an opportunity and recognition of the abilities and skills of workers, other variables including the effectiveness of training this activity is useful when employees lack skills and knowledge, changing employee behavior for the better so that job satisfaction can be achieved by each individual employee

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