

# The Effect of Inter-Personal Communication and Perception of Leadership Quality on Employee's Satisfaction in Regional Office of Religion Ministry of North Sumatera

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**Abstract :** *Job satisfaction is one of the important factors to get optimal work results through communication, perception and satisfaction of employees in the office. So, the aim of this paper is to know the impact of inter-personal communication and perception of leadership quality on employee's satisfaction in the office of the region of the ministry of religion in North Sumatera Province. This research was conducted in the Regional Office of the Ministry of Religion, North Sumatra Province. This research is planned to take place for three months from July to September 2018. This type of research is quantitative research with the research method used is a study of the description of correlative studies. The result is Interpersonal communication has an influence on the work satisfaction of environmental employees of the Ministry of Religion Regional Office of North Sumatra Province at 13.8%. This finding means that employee job satisfaction can be predicted through interpersonal communication.*

**Keywords :** *the effect of inter-personal; communication; leadership quality; Ministry of religion*

## I. Introduction

Indeed, employees need a leader who is not only able to move, direct or instruct, but is also able to show an exemplary attitude. Recognition and appreciation of leaders for their achievements and subordinate work are important in realizing subordinate job satisfaction. To realize an organization such as in the Regional Office of the Ministry of Religion of North Sumatera which is of high quality and high performance it is impossible to achieve without effort and cooperation of various parties and to realize this the leadership within this organization has a very strategic role in mobilizing and directing employees in an effort realizing a quality organization and increasing organizational performance in general. In order for the leadership function to successfully empower all organizational resources to achieve goals in accordance with the situation, it takes a leader who has professional abilities, namely: personality, basic skills, experience, training and professional knowledge, as well as administrative and supervisory competencies. The leadership in the Regional Office of the Ministry of Religion of North Sumatra Province needs to have the ability to create a conducive work and organizational situation, so that employees can carry out their duties and functions properly and in turn are expected to increase their satisfaction and work results. Besides that, the leadership of this organization is also required to be able to work with subordinates, in this case the employees.

Job satisfaction is one of the important factors to get optimal work results. According to Siagian (2003: 297) job satisfaction can spur better work performance (performance). Soetjipto (2008: 67) states that job satisfaction influences organizational commitment. Job dissatisfaction is often reflected in low work performance, high absenteeism, frequent workplace accidents, and so on. Siagian (2000: 93) states that job satisfaction is a person's perspective, both positive and negative, about his work. Wexley and Yukl in As'ad (1998: 276), define job satisfaction as follows: " Job satisfaction is the way an employee feels about

his job '!' Therefore, when someone feels satisfaction in working, of course he will try as much as possible with all the abilities he has to complete his work assignments. Therefore the head of office should try to understand his subordinates (employees) and strive so that the employees get satisfaction in carrying out their duties. Employee perceptions of the leadership quality of the head office have an impact on the level of job satisfaction of employees in the Ministry of Religion Regional Office of North Sumatra Province.

## **II. Literature review**

### **2.1 Job Satisfaction**

Job satisfaction according to Davis and Newstrom (2001: 105) is the way a worker feels his job. Similar opinion was also expressed by Milton in Burhanuddin, Ali and Maisyaroh (2002: 162) that job satisfaction is something that is pleasant or a positive emotional statement, resulting from an assessment of one's work experience. This means that if someone feels satisfied with his job, then he will have a positive attitude and enjoy his job. Job satisfaction is also suggested by Mathis and Jackson (2001: 98), which is a positive emotional state from evaluating one's work experience. Job dissatisfaction will arise when these expectations are not met.

Job satisfaction is the result of employees' perceptions of how well someone's job provides everything that is seen as important through their work (Luthans, 1997). Job satisfaction reflects a person's feelings for his job. This can be seen from the employee's positive attitude towards work and everything faced in his work environment. Every organization must monitor job satisfaction, because it will affect absenteeism, labor turnover, morale, complaints and other vital organizational problems. Kondalkar (2007: 89) states: Job satisfaction focuses on employee attitude towards his job. It has three important dimensions: (a) Job satisfaction can be seen, and it can be inferred, (b) Job satisfaction is related to what you actually get as reward and what you expect to get. If the difference between the actual reward and expectation is the minimum or negligible them, the person will display a positive attitude and there will be a negative attitude towards the job and therefore the satisfaction level will be low, (c) Job satisfaction is related to job dimensions.

The point is job satisfaction focuses on the work attitude of employees towards their work. Job satisfaction has three important dimensions: (a) job satisfaction can be measured by emotional responses to work situations, it cannot be seen, and can only be concluded, (b) job satisfaction is related to what you get as a gift and what you expect to get it. If the difference between reality and expectations is a little they will display a positive attitude and if there is a big difference between the two, someone will display a negative attitude towards his job and then the satisfaction level will be low, and (c) job satisfaction is related to the work dimension. This can be stated in content work, remuneration, attitude of coworkers, and opportunities for increased employment capable of providing in terms of promotion.

### **2.2 Definition of Perception**

Perception is the process of how one selects, organizes, interprets and responds to information or objects in their environment. There are two factors that influence perception, namely: external factors and internal factors. Culture, intensity, contrast, motion and repetition are things that come from outside (external) that can give an influence on one's perception. While internal factors include: personality, past experience, education, education and motivation.

According to Robbins (2004: 116): Perception is defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. There are three factors influencing perception: (1) perceiver: attitude, motive, interests, experience, expectations, (2) situation: time, setting, social setting, (3) object / target: shape -size, shade-sound, silhouette , movement, background.

Attitude as one of the perceptual factors, can be positive or negative. For example, there are two employees who have the same expectation of wanting to get extra money, given extra tasks with additional incentives, they will have a positive response. On the other hand when the leader makes a new policy, the employee will give a different response, it can be positive or negative due to differences in attitude. Motiv is also one of the factors that influence perception. Past experience also has an important role in perception. For someone who will give a response or perception it is very important to better analyze the situation, or an object with the right perspective, so that there is no wrong perception. Time is another factor that is no less important in perception. Time in this case relates to work or social conditions. When we respond best to the right situation, don't work or social situations that make us give the wrong perception.

So it can be concluded that each employee will have their own perceptions/ responses to the principal's leadership activities. The response can be positive or negative depending on how far the employee's perception responds to the behavior of the leader.

### **2.3 Leadership**

Leadership comes from the word lead contains the meaning as an ability to move all existing resources in an organization so that it can be utilized maximally to achieve the goals set. According to Wahjosumidjo, in organizational practice, the word "lead" contains connotations of moving, directing, guiding, protecting, fostering, setting an example, giving encouragement, providing assistance, and so on (Wahjosumidjo, 2002: 82). Many experts provide leadership definitions according to their personal views, as well as phenomena aspects of the best interests of the experts concerned. Yukl defines leadership as a trait, personal behavior, influence on other people, patterns of interaction, cooperative relations between roles, position. Mulyasa (2003: 107) suggests leadership is an activity to influence people who are directed towards achieving organizational goals. Tye (Bolz and Forter, 1980) revealed that "leadership is computed of four dimensions: (1) goal attainment of the school; (2) human processes with in school; (3) the socio-political context within which the school operates; (4) self-understanding ". Leadership is structured by four dimensions: (1) achievement of organizational goals; (2) humanization process in the organization; (3) political social context in organizing the organization; (4) self understanding. Leadership is the ability or technique to make a group of subordinates in a formal organization or followers or sympathizers in informal organizations follow or obey everything that is desired, make subordinates enthusiastic and follow the leader and willing to sacrifice for him (Purwanto, 2007: 26)

Based on the description of the definition of leadership above, it appears that the key element of leadership is the influence that someone has and in turn due to that influence for the person who wants to be influenced. An important role in leadership is the effort of someone who plays a role as a leader to influence other people in certain organizations / institutions to achieve goals.

### III. Research Methodology

This research was conducted in the Regional Office of the Ministry of Religion, North Sumatra Province. This research is planned to take place for three months from July to September 2018. This type of research is quantitative research with the research method used is a study of the description of correlative studies. According to Arikunto (2010: 313) correlative research is intended to determine whether there is a relationship between two or more variables, research with correlative studies will be able to predict the relationship between independent variables namely Interpersonal Communication (X1) and Perception of leadership quality (X2) with dependent variables namely Employee Job Satisfaction (Y). The population in this study were all employees of the Regional Office of the Ministry of Religion of North Sumatra with a total of 164 people.

#### IV. Discussion

In this study the data taken were three variables, namely: employee job satisfaction, interpersonal communication and perceptions of leadership quality. Based on data is processing will be described successively about the description of the data, the level of tendency of each research variable, testing requirements analysis and testing hypotheses.

#### A. Description of Research Data

**Tabel 4.1** Summary of Characteristics of Research Variable Data

No	Description	Y	X <sub>1</sub>	X <sub>2</sub>
1	High score	93	97	98
2	Low score	47	42	54
3	Modus	67,36	78,97	76,50
4	Median	68,70	76,03	78,00
5	Average	69,26	74,44	78,40
6	Division standard	10,60	11,95	10,97
Total		122	122	122

#### 1. Variable Employee Job Satisfaction (Y)

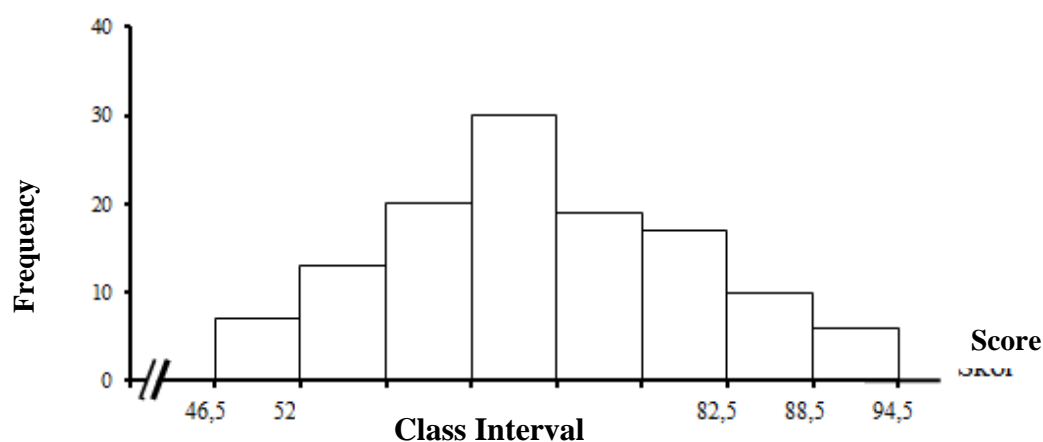
The score data of employee job satisfaction variables can be seen in Table 4.2. While the histogram image of the data on employee job satisfaction variables can be seen in Figure 4.1.

**Tabel 4.2** Frequency Distribution of Employee Job Satisfaction Scores (Y)

Class	Class Interval	F. Absolute	F. Relative (%)
1	47 - 52	7	5,74
2	53 - 58	13	10,66
3	59 - 64	20	16,39

4	65	-	70	30	24,59
5	71	-	76	19	15,57
6	77	-	82	17	13,93
7	83	-	88	10	8,20
8	89	-	94	6	4,92
Total				122	100,00

Based on Table 4.2. can be explained that the percentage score of teacher performance is at an average score of 24.59% (30 respondents), below the average score of 32.79% (40 respondents), and 42.62% (52 respondents) are in above average. The histogram image that shows the relationship between the score groups of employee job satisfaction variables can be seen in Figure 4.1 below.



**Figure 4.1** Employee Job Satisfaction Score Histogram (Y)

## 2. Variables of Interpersonal Communication (X1)

The score data for interpersonal communication variables can be seen in Table 4.3. While the histogram image of the interpersonal communication variable data can be seen in Figure 4.2.

**Table 4.3** Frequency Distribution of Interpersonal Communication Score (X1)

Class	Class Interval			F. Absolute	F. Relative(%)
1	42	-	48	4	3,28
2	49	-	55	4	3,28
3	56	-	62	11	9,02
4	63	-	69	20	16,39
5	70	-	76	24	19,67

6	77	-	83	30	24,59
7	84	-	90	19	15,57
8	91	-	97	10	8,20
Total				122	100,00

Based on Table 4.3, It can be explained that the percentage of interpersonal communication scores is at an average score of 24.59% (30 respondents), below the average score of 32.79% (40 respondents), and 42.62% (52 respondents) are above average. The histogram image that shows the relationship between the score groups of interpersonal communication variables can be seen in Figure 4.2 below.

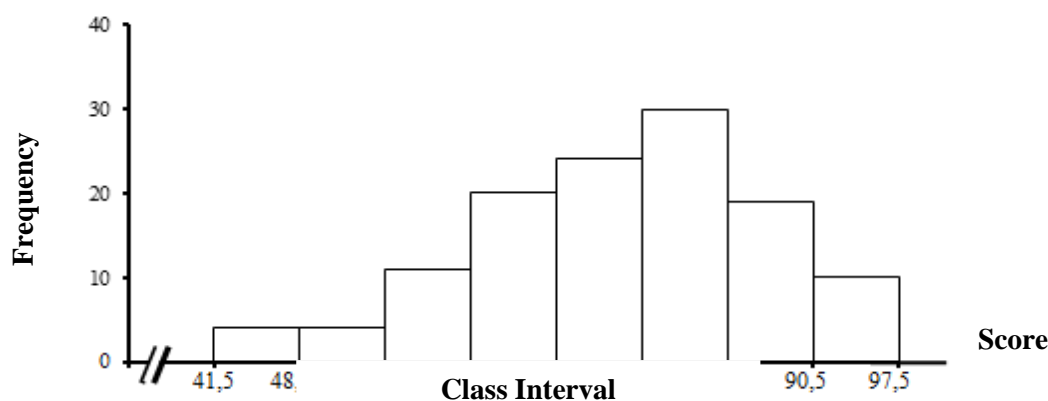


Figure 4.2 Histogram of Interpersonal Communication Score (X1)

### 3. Variabel Persepsi Tentang Kualitas Kepemimpinan (X<sub>2</sub>)

The score data on quality variables about leadership can be seen in Table 4.4. While the histogram image of variable work culture data can be seen in Figure 4.3.

Tabel 4.4 Distribution of Frequency of Perception Score About Quality of Leadership (X<sub>2</sub>)

Class	Class Interval	F. Absolute	F. Relative (%)
1	54 – 59	7	5,74
2	60 – 65	9	7,38
3	66 – 71	19	15,57
4	72 – 77	24	19,67
5	78 – 83	23	18,85
6	84 – 89	18	14,75
7	90 – 95	15	12,30
8	96 - 101	7	5,74
Total		122	100,00

Based on Table 4.4. It can be explained that the percentage of perception scores on leadership quality is at an average score of 18.85% (23 respondents), below the average score of 48.36% (59 respondents), and 32.79% (40 respondents) above average. Figure histogram that shows the relationship between score groups perception variables about leadership quality can be seen in Figure 4.3 below.

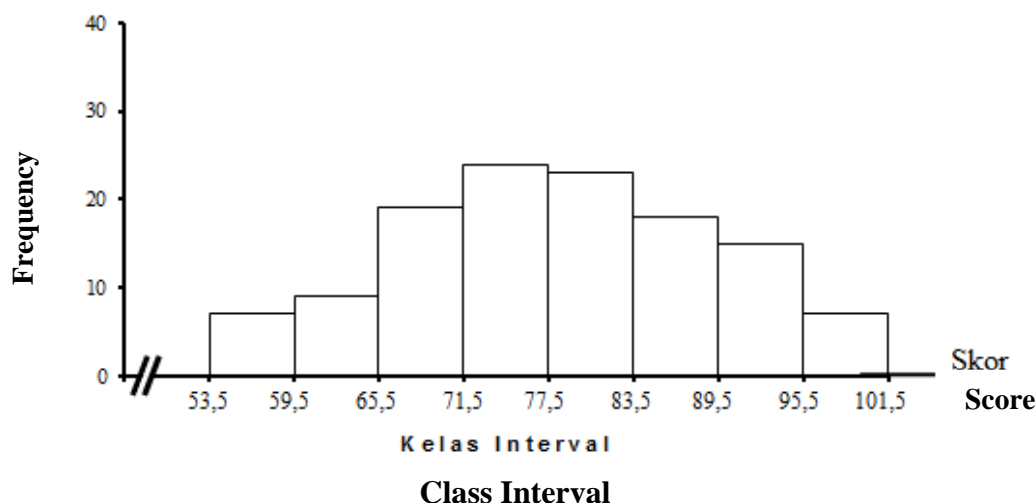


Figure 4.3 Histogram Perception Score About Leadership Quality (X2)

## B. Identification of the Trend Level of Research Variables

### 1. Identify the Tendency of Employee Job Satisfaction (Y)

To identify trends in job satisfaction, employees first calculated the ideal mean ( $M_i$ ) and ideal standard deviation ( $SD_i$ ), namely:  $M_i = 62.50$  and  $SD_i = 12.50$ . Furthermore, the level of tendency can be made as presented in Table 4.5.

Table 4.5. Level of Trend Variable Employee Job Satisfaction (Y)

Interval	F. Observation	F. Relative (%)	Category
43 - under	0	0,00	Less
44 - 62	34	27,87	Low
63 - 81	70	57,38	Medium
82 - up	18	14,75	High
Total	122	100,00	

Based on Table 4.5, the level of tendency of employee job satisfaction is included in the medium category, namely as many as 70 respondents (57.38%).

### 2. Identifying the Tendency of Interpersonal Communication (X1)

To identify trends in interpersonal communication, the ideal value ( $M_i$ ) and ideal standard deviation ( $SD_i$ ) are calculated first:  $M_i = 65.00$  and  $SD_i = 13.00$ . Furthermore, the tendency level can be made as presented in Table 4.6.

Table 4.6 The level of trend of interpersonal communication (X1)

Interval	F. Observation	F. Relative (%)	Category
45 - Under	2	1,64	Less
46 - 65	27	22,13	Low
66 - 84	67	54,92	Medium

85 - Up	26	21,31	High
Total	122	100,00	

Based on Table 4.6, the level of trend of interpersonal communication is included in the medium category, namely as many as 67 respondents (54.92%).

### 3. Mengidentifikasi Tingkat Kecenderungan Persepsi Tentang Kualitas Kepemimpinan (X<sub>2</sub>)

To identify trends in perceptions of leadership quality, the ideal average value (Mi) and ideal standard deviation are calculated first: Mi = 65.00 and ISD = 13.00. Furthermore, the level of trend can be made as presented in Table 4.7.

**Tabel 4.7** Level of Trend of Perception Variables About Quality of Leadership (X<sub>2</sub>)

Interval	F. Observation	F. Relative (%)	Category
45 - under	0	0,00	Less
46 - 65	16	13,11	Low
66 - 84	73	59,84	Medium
85 - Up	33	27,05	High
Total	122	100,00	

Based on Table 4.7, the level of tendency of perceptions of leadership quality is included in the medium category, which is 73 respondents (59.84%).

### 4. Effect of interpersonal communication on employee job satisfaction

The statistical hypotheses tested are:

$$H_0: \rho_{y1} \leq 0$$

$$H_1: \rho_{y1} > 0$$

From the simple regression calculation, the correlation between X1 and Y = 0.37 is obtained; while  $r_{table}$  with N = 122 and a significance level of 5% at 0.18. Thus are the price of  $r_{y1} > r_{table}$  ( $0.37 > 0.18$ ). Based on the results of this simple regression analysis it is also known that the coefficient of determination ( $r^2$ ) is 0.138. This coefficient of determination shows that interpersonal communication has an influence on employee job satisfaction of  $0.138 \times 100\% = 13.8\%$ .

Through regression significance test using t-test obtained  $t_{count} = 4.37$ . The price of table for N = 122 at the significance level of 5% is 1.65. Therefore  $t_{count} > t_{table}$  ( $4.37 > 1.65$ ) then  $H_0: \rho_{y1} \leq 0$  is rejected and accepts  $H_a: \rho_{y1} > 0$ , which concludes that there is a positive and meaningful influence between interpersonal communication on employee job satisfaction can be accepted and tested the truth is in the form of linear and predictive relationships through regression lines  $\hat{Y} = 44,764 + 0,329X_1$ .

Based on the above analysis it can be concluded that interpersonal communication has a positive and significant influence on employee job satisfaction. This shows that the first hypothesis of this study has been empirically tested. The findings of this study provide meaning that to optimize the work chaos among employees it should be initiated by fostering



positive interpersonal communication among employees both among each other and with leaders in the Ministry of Religion Regional Office of North Sumatra Province.

The test results of the trend level of employee job satisfaction are included in the moderate category, namely as many as 70 respondents (57.38%). The level of trend of interpersonal communication is included in the moderate category, namely as many as 67 respondents (54.92%), while the level of tendency of perceptions of leadership quality is included in the moderate category, namely as many as 73 respondents (59.84%).

The results of simple regression calculations obtained a correlation between X1 with Y = 0.37; while  $r_{table}$  with N = 122 and a significance level of 5% at 0.18. Thus are the price of  $r_{y1} > r_{table}$  (0.37 > 0.18). Based on the results of this simple regression analysis it is also known that the coefficient of determination ( $r^2$ ) is 0.138. This coefficient of determination shows that interpersonal communication has an influence on employee job satisfaction of  $0.138 \times 100\% = 13.8\%$  and based on the results of regression significance test using t-test obtained  $t_{count} = 4.37$ . The price of table for N = 122 at the significance level of 5% is 1.65. Therefore  $t_{count} > t_{table}$  (4.37 > 1.65) then  $H_0: \rho_1 \leq 0$  is rejected and accepts  $H_a: \rho_1 > 0$ , which concludes that there is a positive and meaningful influence between interpersonal communication on employee job satisfaction can be accepted and tested the truth is in the form of linear and predictive relationships through regression lines  $\hat{Y} = 44,764 + 0,329X_1$ .

The results of simple regression calculations obtained a correlation between X2 and Y = 0.232; while  $t_{table}$  with N = 122 and a significance level of 5% at 0.18. Thus are the price of  $r_{y1} > t_{table}$  (0.23 > 0.18). Based on the results of this simple regression analysis, it is also known that the coefficient of determination ( $r^2$ ) is 0.054. This coefficient of determination shows that perceptions of leadership quality have an effect on employee job satisfaction of  $0.054 \times 100\% = 5.4\%$  and based on the results of regression significance test using t-test obtained  $t_{count} = 2.661$ . The price of table for N = 122 at the significance level of 5% is 1.65. Therefore  $t_{count} > t_{table}$  (2.661 > 1.65) then  $H_0: \rho_2 \leq 0$  is rejected and accepts  $H_a: \rho_2 > 0$ , which concludes that there is a positive influence and means that perceptions of leadership quality on employee job satisfaction can be accepted and verified with the form of linear and predictive relationships through regression lines  $\hat{Y} = 51,700 + 0,224X_2$ .

From multiple regression calculations between variables X1 and X2 towards Y obtained by the correlation coefficient  $R_y(12) = 0.428$ ; while  $t_{table}$  with N = 122 and a significance level of 5% at 0.18. Thus are the price of  $R_y(12) > t_{table}$  (0.428 > 0.18). Then the significance test was performed using the F-test. With the price of  $R_y(12) = 0.51$  obtained  $f_{count} = 13,364$ . Price of  $F_{table}$  for N = 122 at significance level of 5% is 2.65. Because  $f_{count} > f_{table}$  (13,364 > 2,65) then  $H_0: R_y(12) \leq 0$  is rejected and accepts  $H_a: R_y(12) > 0.5$  which concludes that there is a positive and meaningful influence between interpersonal communication and perceptions about leadership quality together towards employee job satisfaction can be accepted and proven.

## V. Conclusion

Interpersonal communication has an influence on the work satisfaction of environmental employees of the Ministry of Religion Regional Office of North Sumatra Province at 13.8%. This finding means that employee job satisfaction can be predicted through interpersonal communication.

Perceptions of leadership quality have an influence on the job satisfaction of environmental employees of the Ministry of Religion of North Sumatra Province at 5.4%. This finding implies that employee job satisfaction can be predicted through Perception about leadership quality.

Interpersonal communication and Perception about leadership quality together have an influence on the job satisfaction of the Ministry of Religion Regional Office environment in North Sumatra Province at 13.8% while the remaining 86.2% comes from other variables outside of this research variable.

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