

THE EFFECT OF ASSERTIVE COMMUNICATION STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING FACTOR

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Abstract. *The study of the influence of assertive communication style and organizational culture on employee performance with job satisfaction as an intervening factor was conducted by taking a sample of 72 respondents from the Al Ummah Education and Human Resources Foundation who were placed in Assalaam Integrated Islamic Junior High School Pekalongan City. From the results of the study, it was found that assertive communication style has a positive effect on job satisfaction; organizational culture has a positive impact on job satisfaction; Assertive communication style has a positive effect on employee performance, organizational culture has a positive impact on employee performance, job satisfaction has a positive effect on employee performance, job satisfaction does not mediate the influence of assertive communication style on employee performance, job satisfaction mediates the impact of organizational culture on employee performance.*

Keywords: *Assertive Communication Style, Organizational Culture, Employee Performance, Job Satisfaction*

INTRODUCTION

Human resources are the most important factor in various fields of life, especially organizations. In a school, employees (teachers and education staff) are human resources that should be managed to work together and collaborate productively. Cooperation and collaboration of every member of the organization will result in performance. Performance is about what is done and how to do it (Wibowo, 2016).

For employees to have good work performance, the principal as the head of the education unit must guide employees so that employees have good performance. The principal has an important role in empowering employees. How well a leader manages the performance of subordinates will directly affect the performance of individuals, work

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units, and the entire organization (Wibowo, 2016). In line with this opinion, Jamaludin (2017) states that the leader is the most important source in achieving employee performance improvements.

Yulian (2015) finds that the higher the job satisfaction of the employees, the higher the employee's performance will be if the employee's commitment to the organization increases. Pitasari (2015) states that there is no significant effect between Communication Style on employee performance. Based on the results of the study indicate that job satisfaction does not affect job satisfaction. This shows that the employee's negative perception of his work causes the employee's performance to decrease. From the differences in the results of the research above, it is interesting for the authors to conduct this research.

The objectives of this study are:

1. Measuring and analyzing the effect of assertive communication style on employee performance
2. Measuring and analyzing the influence of organizational culture on employee performance
3. Measuring and analyzing the effect of assertive communication style on employee job satisfaction
4. Measuring and analyzing the influence of organizational culture on employee job satisfaction
5. Measuring and analyzing the effect of job satisfaction on employee performance
6. Measuring and analyzing assertive communication style mediated by job satisfaction on employee performance?
7. Measuring and analyzing organizational culture by mediated job satisfaction on employee performance?

LITERATURE REVIEW

Employee Performance

Employee Performance has a broad meaning, not only defined as the result of work but also as how the work process takes place. Talking about performance, means talking about processes and results. In an organization, an assessment is needed so that the achievement of goals can be known or often also called performance. Performance

appraisal is a measure of the success of the organization in achieving its mission, as well as measuring the level of achievement of individuals and groups within the organization (Manurung, 2020).

Bangun (2012) suggests that performance is the result of work achieved by a person based on job requirements. Another opinion states that performance is a performance or performance (Suwatno and Priansa, 2013). Karina (2014) suggests that performance is an achievement achieved by a person in carrying out his duties or work by the standards and criteria set by the job. Wibowo (2018) suggests that performance is how to do work and the results achieved from the work.

Job Satisfaction

According to Robbins (2015) job satisfaction is a general attitude towards one's work as the difference between the number of rewards received by workers and the number of rewards that are believed to be received. Job satisfaction is an important thing that individuals have in their work. Each worker has different characteristics, so the level of job satisfaction is also different and the level of job satisfaction can have an unequal impact. According to Lawler (2015), the measure of satisfaction is based on the reality that is faced and accepted as compensation for the effort and effort given. Job satisfaction depends on the suitability or balance between expectations and reality. According to Priansa (2018) job satisfaction is an employee's feeling towards his job, whether he likes it or doesn't like it as a result of the employee's interaction with his work environment or as a perception of mental attitude, as well as the result of an employee's assessment of his work.

Job Satisfaction Indicators

According to Rivai (2015), the indicators that determine job satisfaction are 1) job content, the appearance of actual work tasks and as control over work, 2) supervision, 3) organization and management, 4) opportunities for advancement, and 5). Salaries and other financial finances, 6) Colleagues, 7) Work Conditions.

Communication Style

School is a place for social interaction of all school members consisting of students, teachers, education staff, committees, and the community. Taylor (2007) states that communication is the basis of social interaction. No social interaction takes place without communication. Even human life itself cannot be separated from communication.

Littlejohn & Foss (2008) stated that communication is the center of human life. Every aspect of our daily life is affected by our ability to communicate with other people. In line with this opinion, Koprowska (2008) states that communication is the center of social life. With good communication, a person can express his thoughts, ideas, insight, feelings, and desires to his social environment. Through effective communication, a person can convey his hopes and desires to others. Through effective communication, people can influence and change the attitudes or behavior of others, and form a consensus known as a public opinion (Erawati, 2015).

Organizational Culture

All organizations have a culture. Certain organizations that have a very influential culture both on personnel and on customers. This Organizational culture is what distinguishes an organization from other organizations.

Organizational culture is formed from the behavior of individuals and groups within the organization; This behavior is a collective agreement that becomes the commitment of employees in the organization and becomes a guide for members of the organization (Kosasih, A., 2017).

RESEARCH METHODS

In this study, the population used were all employees of the Al Ummah Education and Human Resources Foundation who were placed in the Assalaam Integrated Islamic Junior High School in Pekalongan City with a population of 90 employees. The sample used in this study was 72 respondents with an error rate of 5%.

The hypotheses developed in this study are:

1. H1 Assertive Communication Style has a positive and significant effect on employee performance
2. H2 Organizational culture has a positive and significant effect on employee performance
3. H3 Assertive Communication Style has a positive and significant effect on employee job satisfaction.
4. H4 Organizational culture has a positive and significant effect on employee job satisfaction.

5. H5 Employee job satisfaction has a positive and significant effect on employee performance.
6. H6 Job satisfaction positively mediates assertive communication style on performance
7. H7 Job satisfaction mediates positively Organizational culture on performance

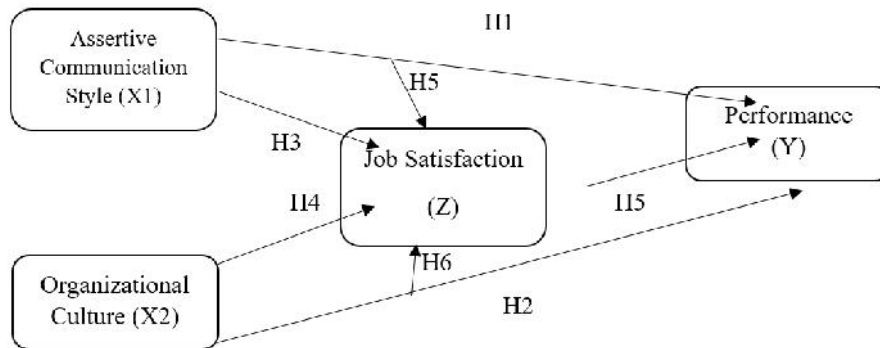


Figure 1. Conceptual Framework

Data Analysis Tool:

The formula of the multiple linear regression model for this test is as follows:

$$Z = 1X1 + 2X2 \dots\dots\dots (i)$$

$$Y = 1X1 + 2X3 + 3 Z \dots\dots\dots (ii)$$

Information:

Y = Employee Performance

Z = Job Satisfaction

A = Constants

1, 2, and 3 = Regression coefficient of the variable

X1 = Assertive Communication Style

X2 = Organizational Culture

RESULT AND DISCUSSION

Hypothesis Testing (Test of Parameter Significance Partial)

1) Multiple Linear Regression Analysis

a linear regression equation was used to determine the influence between several independent variables, namely assertive communication style (X1), and organizational culture (X2) on job satisfaction (Y1). The results of the first model data processing obtained the regression equation:

$$Y1 = 0.399 X1 + 0.441 X2$$

2) The Effect of Assertive Communication Style on Job Satisfaction

The first hypothesis of the study states that H1: assertive communication style affects job satisfaction. The results of statistical data processing obtained t arithmetic value of $3.543 > t$ table ($df = nk = 72 - 2 = 70$) of 1.669 and a probability value of $0.001 <$ significance level = 5% (0.05) between assertive communication style (X1) and job satisfaction (Y1); means that partially (individually) there is an influence between assertive communication style (X1) on job satisfaction (Y1). Thus, the first hypothesis which states that an assertive communication style affects job satisfaction is accepted.

3) The Effect of Organizational Culture on Job Satisfaction

The second hypothesis of research states that H2: Organizational culture affects job satisfaction. The results of statistical data processing obtained t arithmetic value of 3.913 $> t$ table ($df = nk = 72 - 2 = 70$) of 1.6669 and probability value of $0.000 <$ significance level = 5% (0.05); means partially (individually) there is an influence between organizational culture (X2) on job satisfaction (Y1). Thus the second hypothesis which states that organizational culture affects job satisfaction is accepted.

4) The Influence of Assertive Communication Style on Employee Performance

The third hypothesis of the study states that H3: assertive communication style affects employee performance. The results of statistical data processing obtained t arithmetic value of $2.756 > t$ table ($df = nk = 72 - 3 = 69$) of 1.6672 and probability value of $0.008 <$ significance level = 5% (0.05); between assertive communication style (X1) on employee performance (Y2) means that partially (individually) there is an influence between assertive communication style (X1) on employee performance (Y2). Thus, the third hypothesis which states that assertive communication style affects employee performance is accepted.

5) The Effect of Organizational Culture on Employee Performance

The fourth hypothesis of research states that H4: organizational culture affects employee performance. The results of statistical data processing obtained t arithmetic value of 2.104 > t table (df = nk = 72-3 = 69) of 1.6672 and a probability value of 0.039 < significance level = 5% (0.05) between organizational culture (X2) on employee performance (Y2); means that partially (individually) there is an influence between organizational culture (X2) on employee performance (Y2). Thus the fourth hypothesis which states that organizational culture affects employee performance is accepted.

6) The Effect of Job Satisfaction on Employee Performance

The fifth hypothesis of the study states that H5: job satisfaction affects employee performance. The results of statistical data processing obtained t arithmetic value of 6.747 > t table (df = nk = 72-3 = 69) of 1.6672 and probability value of 0.000 < significance level = 5% (0.05) between job satisfaction (Y1) on employee performance (Y2); This means that partially (individually) there is a significant influence between job satisfaction (Y1) on employee performance (Y2). Thus the fifth hypothesis which states that job satisfaction affects employee performance is accepted

7) Testing the Mediation Effect of Job Satisfaction on the Effect of Assertive Communication Style on Employee Performance

Job satisfaction mediates the effect of assertive communication style on employee performance, if $b_1 \times b_5 > b_3$, where the direct coefficient $b_3 = 0.235$ and the indirect coefficient $b_1 \times b_5 = 0.399 \times 0,565 = 0.225$. Thus it is known that the indirect coefficient value (0.225) is smaller than the direct coefficient value (0.235) so it can be concluded that job satisfaction does not mediate the effect of an assertive communication style on employee performance.

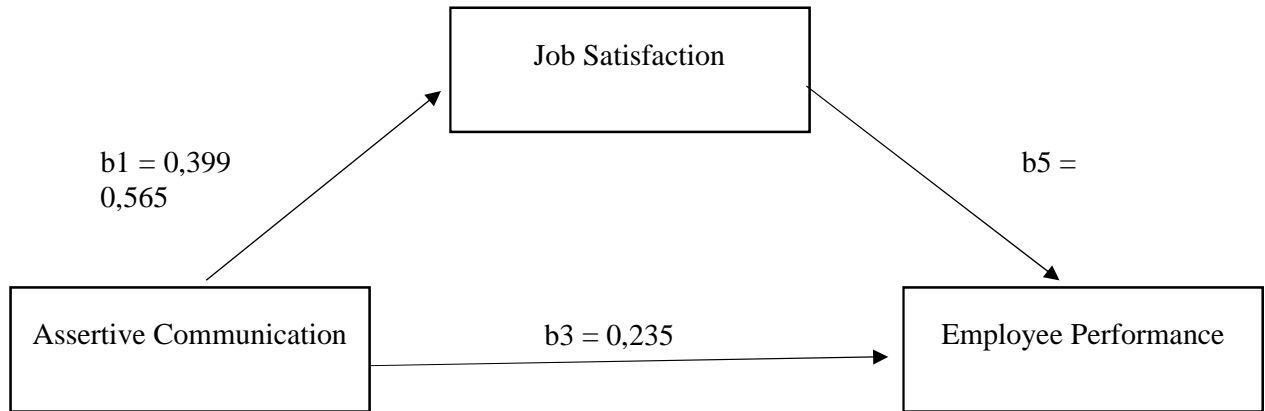


Figure 2. Effect of Job Satisfaction on the Effect of Assertive Communication Style on Employee Performance

8) Testing the Mediation Effect of Job Satisfaction on the Effect of Organizational Culture on Employee Performance

The following is a path analysis image to prove the mediating effect of Job Satisfaction on the Effect of Assertive Communication Style on Employee Performance. Job satisfaction mediates the effect of assertive communication style on employee performance, if $b_2 \times b_5 > b_4$, where the direct coefficient $b_4 = 0.182$ and the indirect coefficient $b_2 \times b_5 = 0.441 \times 0.565 = 0.249$. Thus it is known that the indirect coefficient value (0.249) is smaller than the direct coefficient value (0.182) so it can be concluded that job satisfaction mediates the influence of organizational culture on employee performance.



Figure 3. Effect of Job Satisfaction on the Effect of Assertive Communication Style on Employee Performance

CONCLUSION AND RECOMMENDATION

The conclusions of this study are: Assertive communication style has a positive effect on job satisfaction; Organizational culture has a positive impact on job satisfaction; Assertive communication style has a positive effect on employee performance, organizational culture has a positive impact on employee performance, job satisfaction has a positive effect on employee performance, job satisfaction does not mediate the influence of assertive communication style on employee performance, job satisfaction mediates the impact of organizational culture on employee performance.

Recommendations:

1. The results of the study indicate that leadership effort are needed to optimize the assertive communication style by paying attention to the lowest indicator, namely employees always convey feelings honestly. While the highest indicator that needs to be maintained related to the assertive communication style is that employees can express their opinions and emotions according to their rights without attacking others.
2. The need for leading efforts to improve organizational culture by paying attention to the lowest indicator, namely the salary received following what employees have done for the company, while the highest indicator that needs to be maintained is that employees in carrying out their duties always take into account the impact of work results on colleagues.

3. Employee job satisfaction also needs to be considered because it affects job satisfaction and employee performance. The highest indicator of job satisfaction that needs to be improved so that employee performance is superior helps employees when experiencing difficulties at work. While the lowest indicator that needs to be improved is openness for all employees in obtaining opportunities to participate in promotions

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