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

Rahayu Sri Utami1,2, Candra Wijaya3, Mardianto3
1 Master Student in State Islamic University of North Sumatera (UINSU), Medan, Indonesia
2 Staff in Regional Office of Religion Ministry of North Sumatera, Medan, Indonesia
3 State Islamic University of North Sumatera (UINSU), Medan, Indonesia
titinrafida@gmail.com

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 Sumatra 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 conductive 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 a 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 (Boloz 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 is 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 Reasearch Data

| No | Description | Y | X1 | X2 |
|----|-------------|---|----|----|
| 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.

| 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           |
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.

![Employee Job Satisfaction Score Histogram (Y)](image)

**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.

| 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          |
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.

| Class | Frequency | Score | Relative (%) |
|-------|-----------|-------|--------------|
| 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 4.4, 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.

| 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 |

3. Variabel Persepsi Tentang Kualitas Kepemimpinan (X2)

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.
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 (Mi) and ideal standard deviation (SDi), namely: Mi = 62.50 and SDi = 12.50. Furthermore, the level of tendency can be made as presented in Table 4.5.

| 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 (Mi) and ideal standard deviation (SDi) are calculated first: Mi = 65.00 and SDi = 13.00. Furthermore, the tendency level can be made as presented in Table 4.6.

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

Figure 4.3 Histogram Perception Score About Leadership Quality (X2)
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 (X2)

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.

| Interval | F. Observation | F. Relative (%) | Category |
|----------|----------------|-----------------|----------|
| Up 45 – | 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 the price of \( r_{table} \) is 0.37 > 0.18. Based on the results of this simple regression analysis it is also known that the coefficient of determination (r2) 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 \( H_1: \rho y1 > 0 \), 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 \( \hat{Y} = 44,764 + 0.329X1 \).

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 the price of $r_{table}$ is also known that the coefficient of determination (r2) 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 Ho: $\rho_{y1} \leq 0$ is rejected and accepts Ha: $\rho_{y1} > 0$, 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 $\hat{Y} = 44,764 + 0,329X1$.

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 the price of $r_{table}$ is also known that the coefficient of determination (r2) 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 Ho: $\rho_{y2} \leq 0$ is rejected and accepts Ha: $\rho_{y2} > 0$, 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 $\hat{Y} = 51,700 + 0,224X2$.

From multiple regression calculations between variables X1 and X2 towards Y obtained by the correlation coefficient $Ry (12) = 0.428$; while $t_{table}$ with $N = 122$ and a significance level of 5% at 0.18. Thus the price of $Ry (12) > t_{table}$ (0.428 > 0.18). Then the significance test was performed using the F-test. With the price of $Ry (12) = 0.51$ obtained $F_{count} = 13.364$. Price of Ftable for $N = 122$ at significance level of 5% is 2.65. Because $F_{count} > F_{table}$ (13.364 > 2.65) then Ho: $Ry (12) \leq 0$ is rejected and accepts Ha: $Ry (12) > 0.5$ 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.

References

Alo Liliweri, 2003. *Dasar-dasar Komunikasi Antar Budaya*, Pustaka Pelajar, Yogyakarta.

Anoraga, Panji dan Sri Suyati. 1995. *Perilaku Keorganisasian*. Jakarta: Dunia Pustaka Jaya.

Arikunto, Suharsimi, 2010. *Prosedur Penelitian suatu Pendekatan Praktis*, PT. Rineka Cipta, Jakarta.

As’ad, Moh. 1998. *Seri Ilmu Sumber Daya Manusia: Psikologi Industri*. Yogyakarta: Liberty Baron, R. A & Greenberg, J. 1989. *Behavior in Organization: Understanding The Human Side of Work* (third edition), Allyn & Bacon, USA.

Birky, Shelton and Headly. 2006. *An Administrator’s Challenge: Encouraging teachers to be leaders*. NASSP Bulletin, Vol. 90 p. 87. National Association of Secondary School Principals.

Brahmasari, Ida ayu dan Agus Suprayetno. 2008. *Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Serta Dampaknya Terhadap Kinerja Perusahaan (Studi Kasus Pada PT. Pei Hai Internasional Wiratama Indonesia)*. Jurnal Manajemen & Kewirausahaan, Vol. 10, No. 2.

Burhanuddin, Imron, Ali, Maisyarah. 200. *Manajemen Pendidikan. Wacana, Proses dan Aplikasinya di Sekolah*. Malang : Universits Negeri Malang.

Cochran, William. 1999. *Teknik Penarikan Sampel*. Jakarta: UL-Press.

Colquitt, Jason A., Jeffrey A. Lepine, Michael J. Wesson. 2009. *Organization Behavior: Improving Performance and Commitment in The Workplace*, New York: Mc Graw Hill.

Daniel, Yvette. 2008. *Principal Leadership in New Teacher Induction: Becomingng Agent of Change*.International Journal of Education Policy & Leadership, Vol 3.

Davis, Keith & Newstrom, John W. 2001. *Perilaku dalam Organisasi*. Penerjemah Agus Dhanna, Edisi kedua. Vol I. Jakarta: Penerbit Erlangga.

Departemen Pendidikan dan Kebudayaan. 1998. *Panduan Manajemen Sekolah*. Jakarta : Direktorat Jenderal Pendidikan Dasar dan Menengah.

Diastuti, Waro Juni. 2014. *Pengaruh Gaya Kepemimpinan dan Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Kasus PT Sarinah Jakarta).* Jurnal MIX, Volume IV, No. 1.

Gibson, James L., et. Al. 1996. *Organisasi dan Manajemen*. Alih Bahasa Djoerban Wahid, fourth edition. Jakarta:Erlangga.

Hoy, W.K., & Miskel, C. G. 2000. *Educational Administration: Theory, research and practice* (Ed. 7). New York: McGraw Hill.

Kerlinger, F.N. and Pedhazur, E.J. 1982. *Multiple Regression in Behavioral Research*, New York: Holt Rinehart and Winston, Inc.

Kondalkar, V.G. 2007. *Organizational Behaviour*. New Delhi: New Age Internasional (P) Limited, Publishers.

Luthans , Fred. 2001. *Perilaku Organisasi*. Yogyakarta: Andi.

Mantja, Willem. 2005. *Manajemen Pendidikan dan Supervisi Pendidikan*. Kumpulan Karya Tulis Terpublikasi. Malang : Wineka Media.
Mathis, Robert L. Dan Jackson, John H. 2001. *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.

Mulyasa, E. 2004. *Manajemen Berbasis Sekolah. Konsep, Strategi dan Implementasi*. Bandung: Remaja Rosdakarya.

Nwagbara, U., Oruh, E. S., Ugborji, C., Ennsra, M. (2013). *The impact of effective communication on employee turnover intention at first bank of Nigeria*. Journal Greenwich School of Management London, Royal Hill 2, (4). Parwanto., Wahyuddin. 2006. "Pengaruh Faktor-faktor Kepuasan Kerja Terhadap Kinerja Karyawan Pusat Pendidikan Komputer Akuntansi IMKA, Surakarta". *Education journal*. Surakarta: Post graduate in Universitas Muhammadiyah Surakarta

Purwanto, M. Ngalim. 2007. *Administrasi dan Supervisi Pendidikan*. Bandung: PT. Remaja Rosda Karya.

Paracha, M.U., Adnan Qamar, Anam Mirza, Inam Ul-Hassan and Hamid Waqas. 2012. *Pengaruh Gaya Kepemimpinan pada Kinerja Karyawan dan Peran Mediasi dari Kepuasan Kerja, Studi pada Sekolah Swasta di Pakistan*. Global Journal of Management and Business Research. (17/11/12).

Rakhmad Jalauddin. 2005.*Psikologi Komunikasi*. Bandung : PT. Remaja Rosda Karya.

Ramaraju, S. 2012. *Psychological perspectives on interpersonal communication*. Journal Psychology of Anna University India, 3, (2).

Siagiaan, Sondang P. 2003. *Teori dan Praktek Kepemimpinan*. Jakarta: Rineka Cipta.

Singarimbun, M. dan Sofian, E. 1989. *Metode Penelitian Surva*. Jakarta: LP3ES.

Siburian, T. A. 2013. The effect of interpersonal communication, organizational culture, job satisfaction, and achievement motivation to organizational commitment of state high school teacher in the district Humbang Hasundutan, North Sumatra, Indonesia. *Journal Psychology State University of Medan*, 3, (12), 247 – 262.

Slocum, Hellriegel. 2007. *Principles Behaviour* : South Western.

Sopiah. 2008. *Perilaku Organisasi*. Yogyakarta: Andi

Stringer, Robert. (1984). *Efektifitas Organisasi*. LP3S: Jakarta.

Sudjana dan Ibrahim. 2004. *Penelitian dan Penilaian Pendidikan*. Bandung: Sinar Baru Algensindo.

Soetjipto, Budi Eko. 2008. "Kepuasan Kerja Sebagai Permediai Pengaru Stres Kerja Terhadap Komitmen Organisasi". *Jurnal Aplikasi Manajemen*, Vol.6, No.1, April 2008

Sugiyono. 2006. *Statistik Untuk Penelitian*. Bandung: Alfabeta.

Sutarto Wijono. 2007. *Motivasi Kerja*. Salatiga: Widya Sari

Syafaruddin. 2005. *Manajemen Mutu Terpadu dalam Pendidikan*. Konsep, Startegi dan Aplikasinya. Jakarta: Grasindo.

Terry, George R.,Leslie W. Rue. 2000. *Dasar-Dasar Manajemen*. Jakarta : Bumi Aksara.

Tika, Moh. Pabundu. (2006). *Budaya Organisasi dan Peningkatan Kinerja Perusahaan*. Jakarta: Bumi Aksara.

Veithzal Rivai. 2008. *Kepemimpinan dan Perilaku Organisasi*. Jakarta: PT Raja Grafindo Persada.

Wahjosumidjo. 2005. *Kepemimpinan Kepala Sekolah*. Tinjauan Teoritik dan Permasalahannya. Jakarta : Raja Grafindo Persada.

Winardi. 1982. *Manajemen Perilaku Organisasi*. Jakarta : PT Rineka Cipta.

Wibowo. 2007. *Manajemen Kinerja*. Jakarta: RajaGrafindo Persada

Yukl, Gary. 2005. *Kepemimpinan Organisasi*. Jakarta: Kelompok Gramedia.