The Effect of Transformational Leadership and Work Morale on Teacher job Satisfaction at Sma Negeri Mandrehe

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Abstract

This study examines the effects of communication and the work environment on organizational commitment at SMA Negeri 3 Mandrehe. A quantitative approach was applied using questionnaire data from 33 respondents. The analysis followed procedures equivalent to IBM SPSS Statistics, including descriptive statistics, validity and reliability tests, regression assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination. The results show that communication has a positive coefficient of 0.166 but does not have a statistically significant partial effect on organizational commitment ($t = 1.702$; $p = 0.099$). The work environment has a positive and significant effect, with a coefficient of 0.459 ($t = 4.985$; $p < 0.001$). Simultaneously, communication and the work environment significantly affect organizational commitment ($F = 16.819$; $p < 0.001$). The R^2 value of 0.529 indicates that 52.9% of the variance in organizational commitment is explained by the two predictors. Because the instrument reliability coefficients are relatively low, the findings should be interpreted cautiously and the questionnaire should be refined in subsequent research.

Keywords: communication; work environment; organizational commitment; school; SPSS

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Introduction

Organizational commitment is one of the most important work attitudes in educational organizations. Staff and educators with strong commitment tend to maintain their attachment to the organization, accept its goals, and show a willingness to contribute to achieving the school's objectives. Meyer and Allen (1991) describe organizational commitment as a psychological state comprising affective commitment, continuance commitment, and normative commitment.

In the school environment, the quality of communication affects coordination, the delivery of policies, task clarity, and working relationships among leaders, teachers, and educational staff. Open, two-way communication can strengthen a sense of involvement and trust in the organization. Lee and Kim (2022) showed that symmetrical internal communication is associated with employees' affective commitment. The findings of Talukder and Atinc (2024) also confirm that motivating leadership language can increase commitment through trust.

The work environment also shapes how organizational members assess comfort, support, social relationships, and the conditions that allow work to be carried out effectively. In educational organizations, the work environment is not only a matter of physical conditions but also of interpersonal relationships, leadership support, orderly work practices, and a sense of security in performing duties. Studies by Heriyanto and Rizal (2022) and Kuswantoro and Zaidaan (2023) show that the work environment is related to work attitudes and behaviors, including organizational commitment.

As an educational organization, SMA Negeri 3 Mandrehe requires the commitment of its members so that academic and administrative processes run consistently. In this context, this study focuses its empirical testing on two factors, communication and the work environment, as predictors of organizational commitment. This focus is important because the effects of these two variables may differ depending on organizational characteristics and local working conditions.

The objectives of this study are: (1) to analyze the effect of communication on organizational commitment; (2) to analyze the effect of the work environment on organizational commitment; and (3) to analyze the simultaneous effect of communication and the work environment on organizational commitment at SMA Negeri 3 Mandrehe.

Literature Review

2.1 Communication

Organizational communication is the process of exchanging information that enables organizational members to understand goals, tasks, policies, and feedback. Effective communication requires clear messages, openness, accurate information, opportunities to respond, and supportive working relationships. Within the social exchange framework, transparent communication can be perceived as a form of organizational support, thereby encouraging a reciprocal relationship in the form of stronger attachment.

2.2 Work Environment

The work environment includes the physical and non-physical conditions related to carrying out work. Physical aspects may include room comfort, lighting, cleanliness, facilities, and security. Non-physical aspects include relationships among staff, relationships with leaders, the work atmosphere, social support, and work patterns. A conducive work environment

reduces obstacles to work and strengthens the perception that the organization cares about the needs of its members.

2.3 Organizational Commitment

Meyer and Allen (1991) divide organizational commitment into three components. Affective commitment reflects emotional attachment and the desire to remain part of the organization. Continuance commitment relates to considerations of the costs or consequences of leaving the organization. Normative commitment reflects a sense of obligation to remain with the organization.

Research Methodology

This study used a quantitative approach with an explanatory design. Primary data were obtained through a questionnaire administered to 33 respondents at SMA Negeri 3 Mandrehe. The independent variables were communication (X1) and the work environment (X2), while the dependent variable was organizational commitment (Y). The data consisted of four communication items, four work environment items, and three organizational commitment items. Each item used a Likert score, which in the research data ranged from 4 to 5.

Data analysis was performed using statistical procedures equivalent to IBM SPSS Statistics. The stages of analysis included descriptive statistics, item-total Pearson correlation validity testing, Cronbach's alpha reliability, the residual normality test, the multicollinearity test using tolerance and the variance inflation factor (VIF), the Glejser heteroscedasticity test, multiple linear regression, the t-test, the F-test, and the coefficient of determination. The significance level used was 5%.

The research regression model was formulated as $Y = a + b1X1 + b2X2 + e$, where Y is organizational commitment, X1 is communication, X2 is the work environment, a is the constant, b1 and b2 are the regression coefficients, and e is the error term.

Results

Table 1: Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Communication (X1)	33	16	20	17.788	1.193
Work environment (X2)	33	16	20	17.909	1.259
Organizational commitment (Y)	33	12	15	13.394	0.899

Source: SPSS Output

The mean values of all three variables are relatively close to the upper limit of their respective total scores. This indicates that respondents tended to give high ratings. The score distribution is also relatively narrow, especially for the organizational commitment variable. This should be noted because low data variation can affect the strength of inter-item correlations and scale reliability.

4.1 Instrument Validity and Reliability Tests

With 33 respondents, the r table value at $\alpha = 0.05$ and df = 31 is approximately 0.344. Based on item-total Pearson correlations, most items met this threshold, but item X1.2 did not meet the criterion.

Table 2: Validity Test

Item	r count	p-value	Decision
X1.1	0.782	<0.001	Valid
X1.2	0.186	0.300	Not valid
X1.3	0.692	<0.001	Valid
X1.4	0.727	<0.001	Valid
X2.1	0.716	<0.001	Valid
X2.2	0.705	<0.001	Valid
X2.3	0.424	0.014	Valid
X2.4	0.669	<0.001	Valid
Y1	0.605	<0.001	Valid
Y2	0.867	<0.001	Valid
Y3	0.480	0.005	Valid

Source: SPSS Output

Table 3: Reliability Test

Variable	Cronbach's Alpha	Number of Items	Interpretation
Communication (X1)	0.391	4	Low/not yet reliable
Work environment (X2)	0.487	4	Low/not yet reliable
Organizational commitment (Y)	0.362	3	Low/not yet reliable

Source: SPSS Output

The Cronbach's alpha values of all variables remain below the commonly accepted thresholds of 0.60 or 0.70. Therefore, the internal consistency of the instrument is not yet adequate. The inferential findings of this study can still be presented as an analysis of the available data, but the conclusions should be regarded as preliminary findings. Revising the item wording and increasing the number of items are needed before the results can serve as a basis for strong generalization.

Table 4: Multiple Linear Regression Analysis

Variable	B	Std. Error	t	Sig.	Decision
Constant	2.222	2.093	1.062	0.297	-
Communication (X1)	0.166	0.097	1.702	0.099	H1 not supported
Work environment (X2)	0.459	0.092	4.985	<0.001	H2 supported

Source: SPSS Output

The regression equation obtained is $Y = 2.222 + 0.166X1 + 0.459X2$. The communication coefficient of 0.166 indicates a positive direction of effect. However, the p-value of 0.099 is greater than 0.05, so the partial effect of communication is not significant. Thus, H1 is not supported by the data.

The work environment coefficient of 0.459 indicates that an increase in the work environment score is associated with an increase in organizational commitment when communication is controlled for. The value of $t = 4.985$ with $p < 0.001$ indicates a significant effect. Thus, H2 is supported.

Table 5: Simultaneous Test and Coefficient of Determination

R	R Square	Adjusted R Square	F	Sig. F
0.727	0.529	0.497	16.819	<0.001

Source: SPSS Output

The F value of 16.819 with $p < 0.001$ indicates that communication and the work environment jointly have a significant effect on organizational commitment. Thus, H3 is supported. The R^2 value of 0.529 means that 52.9% of the variation in organizational commitment can be explained by communication and the work environment. The remaining 47.1% is related to other factors not included in this research model.

Discussion

5.1 The Effect of Communication on Organizational Commitment

The results show a positive communication coefficient, but its effect is not significant at the 5% level. This means that better communication tends to be accompanied by higher commitment, but the statistical evidence from a sample of 33 respondents is not yet strong enough to establish a definite partial effect. This result is not entirely consistent with Lee and Kim (2022), who found that symmetrical internal communication can strengthen affective commitment. The difference may be influenced by organizational characteristics, sample size, the narrow range of responses, and the quality of the communication measurement.

In practical terms, this result does not mean that communication is unimportant. The coefficient remains positive, and the simple correlation between communication and organizational commitment is 0.372. However, when the work environment is included in the same model, the unique contribution of communication does not reach statistical significance. This finding suggests that actual experience of working conditions may be more dominant than perceptions of communication in the context of this study's respondents.

5.1 The Effect of the Work Environment on Organizational Commitment

The work environment shows a positive and significant effect on organizational commitment. The coefficient of 0.459 and $p < 0.001$ indicate that the work environment is a stronger predictor than communication in the research model. This result is consistent with Heriyanto and Rizal (2022), who showed a positive relationship between the work environment and organizational commitment, as well as with Kuswantoro and Zaidaan (2023), who identified the work environment as an important factor in shaping work attitudes and performance through commitment.

In a school organization, the work environment can be reflected in the availability of work facilities, room comfort, support among staff, relationships with leaders, a sense of security, task allocation, and a collaborative atmosphere. When these elements are rated favorably, organizational members gain work experiences that foster attachment and a willingness to keep contributing.

5.3 The Simultaneous Effect of Communication and the Work Environment

Simultaneously, communication and the work environment explain 52.9% of the variation in organizational commitment. The size of this contribution shows that both variables are relevant when viewed as a single system of work experience. Communication functions as a mechanism for information exchange and coordination, while the work environment provides the physical and social conditions for carrying out work. The significant simultaneous result indicates that managing organizational commitment should not focus on only one aspect.

Nevertheless, the low reliability of the instrument limits the strength of the inferences. Low reliability can increase measurement error and make the relationships between variables less stable. Therefore, the results of this study are better viewed as preliminary evidence that needs to be confirmed with an improved instrument and a larger sample.

Conclusion

1. Communication has a positive direction of effect on organizational commitment, but it is not partially significant at the 5% level ($B = 0.166$; $p = 0.099$).
2. The work environment has a positive and significant effect on organizational commitment ($B = 0.459$; $p < 0.001$).
3. Communication and the work environment simultaneously have a significant effect on organizational commitment ($F = 16.819$; $p < 0.001$), with an R^2 of 0.529.

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