



THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND INTERPERSONAL COMMUNICATION ON THE ORGANIZATIONAL CULTURE OF TEACHERS AT THE BAYT INSAN MULIA FOUNDATION

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(Submitted: September ; Accepted; October ; Published: October)

ABSTRACT

The purpose of this study was to determine the influence of emotional intelligence and interpersonal communication on the organizational culture of teachers at the Bayt Insan Mulia Foundation. The research method used in this research is descriptive with a quantitative approach. The population was 35 people. The sampling technique using saturated samples so that the number of samples in this study was 35 respondents. Data analysis techniques using multiple regression.

The results showed that: (1) There is a positive and significant effect of emotional intelligence variables on the organizational culture of teachers at the Bayt Insan Mulia Foundation with a $t_{count} > t_{table}$ value, namely $4.732 > 1.689$ and a significance value = 0.000 which is below 0.05. (2) There is a positive and significant effect of interpersonal communication variables on the organizational culture of teachers at the Bayt Insan Mulia Foundation with a $t_{count} > t_{table}$ value, namely $7.268 > 1.689$ and a significance value = 0.000, which is below 0.05. (3) There is a positive and significant influence of emotional intelligence and interpersonal communication on the organizational culture of teachers at the Bayt Insan Mulia Foundation with the value of $F_{count} > F_{table}$ value, namely $27.262 > 3.27$ and significance value = 0.000 which is below 0.05

Keywords: *Emotional intelligence, interpersonal communication, organizational culture*

I. INTRODUCTION

A. Research Background

Law No. 14/2005 on Teachers and Lecturers states that teachers are professional educators with the main task of educating, teaching, guiding, directing, training, assessing, evaluating students in early childhood education through formal education, primary education, and secondary education. Teachers as the spearhead of education are one of the determining factors for the achievement of educational goals, because teachers who directly interact with students. Teachers as determinants of the quality of learning which will certainly determine the quality of graduates. In the education process at school, teachers have dual duties, namely as teachers and as educators. As a teacher, the teacher is tasked with transferring knowledge to students in order to become capable, active, creative and independent moral human beings. The role of the teacher as an educator is a role related to the task of providing assistance and encouragement, supervision and coaching tasks as well as tasks related to disciplining students to become obedient to the rules and norms both in school, family and society. These tasks are related to increasing the growth and development of children to gain experience as a provision for a life full of challenges and struggles.

Teachers, apart from being educators who provide knowledge, also play a role as moralizers to students. A teacher must place himself as a wise parent and a good friend for his students so that there will be a relationship of mutual understanding, and respect for each other's position, based on which both can carry out their rights and obligations as well as possible, besides creating good interactions between students and teachers, so that participants will be more open to their teachers. Teachers who have controlled emotions can create a comfortable classroom atmosphere, so that students do not feel afraid to vent when students face problems.

Ashton & Gregoire-Gill (2003) proposes that teachers must engage their ability beliefs to have a positive effect on student learning. On the other hand, Dellinger notes that his research: (1) a large part of students' motivation and learning depends on their home environment. (2) unmotivated students also depend on their home environment (Tschannen-Moran et al., 1998)).

Emotional intelligence is the individual's ability to recognize, use and express emotions, the individual's ability to include emotions so that it facilitates the thinking process, the individual's ability to understand emotions and knowledge and the individual's ability to regulate emotions to develop emotions and display behavior in accordance with environmental demands (Salovey et al., 2004). According to Yusdarti & Aulia (2020), emotional intelligence is a person's ability to detect and manage emotional clues and information.

Hardjana (2017: 64) adds that there are two types of skills that must be possessed by someone so that he is able to carry out an effective and successful interpersonal communication, namely cognitive skills and behavioral skills. Effective interpersonal communication can build mutual trust between communicants, build support for a statement of information and openness, so that it will create a sense of satisfaction for both the conveyer and recipient of the information.

In improving the positive work attitude of teachers in the organization, it is necessary to support organizational culture such as training, seminars and discussions about teaching methods in subject teacher forums. According to Darmawan (2013: 143) the organization can take place and arrive at its vision, mission, and goals through the management process. To lead the organization, a manager has the main tasks, namely interpersonal, informational and decision-making. Every organization has an organizational culture that can characterize the character of the organization. A strong organizational culture will create a form of employee behavior and teacher work attitudes, then will affect competition between organizations. For example, in school organizations, how strong the organizational culture of a school will also affect the attitude of teachers at the school. With the behavior and attitudes that teachers show will be the hallmark of a school will increase the quality of education. Then the organization has an interpersonal communication that runs well so that from the communication will be able to influence the work attitude of teachers.

A strong organizational culture is rooted in all school members, so every individual in the organization will feel that they are part of the organization. Feeling that they have a school culture will influence and be able to provide changes in the behavior of organizational members to act and act in accordance with a shared commitment, which in turn is to realize the vision and mission of the organization.

Based on this description, the researcher is interested in conducting research on the influence of emotional intelligence and interpersonal communication on teacher organizational culture at Bayt Insan Mulia Foundation.

B. Problem Formulation

1. Is there an influence of emotional intelligence on the organizational culture of teachers at Bayt Insan Mulia Foundation?
2. Is there an influence of interpersonal communication on the organizational culture of teachers at Bayt Insan Mulia Foundation?
3. Is there an influence of emotional intelligence and interpersonal communication on the organizational culture of teachers at Bayt Insan Mulia Foundation?

C. Research Determination

1. To determine the influence of emotional intelligence on the organizational culture of teachers at Bayt Insan Mulia Foundation.
2. To determine the influence of interpersonal communication on the organizational culture of teachers at Bayt Insan Mulia Foundation
3. To determine the influence of emotional intelligence and interpersonal communication on the organizational culture of teachers at Bayt Insan Mulia Foundation.

II. LITERATURE REVIEW

A. Emotional Intelligence

Emotional Intelligence is person's ability to recognize, understand, manage, and control one's own emotions as well as the emotions of others (Kultsum, 2024). It is an important ability in interacting with others, managing stress, making good decisions, and achieving personal and professional goals. The importance of emotional intelligence has been recognized in various fields, including human resource management, leadership, and personal development. Strengthening emotional intelligence can help one to improve the overall quality of their personal life and career.

According to Sfetcu (2020), emotional intelligence is the ability to feel his emotions to release or evoke emotions, such as emotions to help thinking, understanding emotions and knowledge of emotions and to reflect emotions regularly such as controlling emotions and intellectual development. It includes skills such as:

1. Self-Awareness: Understanding emotions and how they affect behavior.
2. Emotion Management: Controlling and regulating emotions so that they do not interfere with decisions and interactions.
3. Empathy: Being able to feel and understand the feelings of others.
4. Social Relationships: Establishing and maintaining good relationships with others.
5. Motivation: Having the drive to achieve goals and staying positive despite challenges.

Based on the explanation above, it can be concluded that emotional intelligence is the ability to recognize, understand, and manage one's own emotions and the emotions of others. Emotional intelligence is important in everyday life, especially in social and professional contexts, as it can affect communication, cooperation, and leadership.

B. Interpersonal Communication

Communication is where every individual, organization and society can obtain information through conversations or talks or gestures (Ridwan, 2024). In understanding communication, we must understand what are the indicators in achieving effective communication. The importance of communication within the company is that in doing the work among fellow employees require effective communication in order to understand the messages about a job, a message about the work to be disseminated then surely such information would have to walk to follow a path from the leadership to its employees or vice versa and also among employees, that occurs in an organization will also affect the activities of the organization, such as work efficiency, employee satisfaction and others (Rusilowati & Ramdhan, 2016).

According to Asmarani (2022), interpersonal communication is communication between two or more people with face-to-face or media interactions, and usually the feedback is known immediately. According to

Maulana and Gumelar (2013), interpersonal communication is a communication process that is set on social objects to find out the meaning of a stimulus in the form of information or messages.

Interpersonal communication is the process of exchanging information, thoughts, and feelings between two or more people. It includes various elements, such as:

1. Verbal: The use of spoken or written words and language to convey messages.
2. Nonverbal: Facial expressions, body movements, eye contact, and tone of voice that also convey meaning.
3. Active Listening: Giving full attention and showing interest in what the other person is saying.
4. Empathy: Being able to understand and feel what other people feel.

Based on the opinions of these experts, it can be concluded that interpersonal communication is very important in building healthy and effective relationships, both in personal and professional environments. Good communication skills can help avoid conflict, increase cooperation, and strengthen relationships between individuals.

C. Organizational Culture

According to Ramdhan & Rahayu (2023), organizational culture can be interpreted as beliefs, values, and ways of learning from experiences that are built throughout the history of the organization and manifested in every material and behavioral arrangement of each member of the organization. Organizational culture is a guide for human resources to face external problems and try to adjust to integration within the company so that each member of the organization still has to understand the existing values and how they should act or behave, therefore, if their needs are not fulfilled, it will cause problems that lead to several cases that occur in the company, such as lack of enthusiasm for work, decreased level of discipline, and lack of discussion (Nasroel, 2023).

Organizational culture is a system, beliefs, values and beliefs that are developed in an organization and used as guidelines for daily behavior so as to direct various actions to achieve organizational goals that produce norms of organizational behavior (Ramdhan & Ridwan, 2024).

Based on the opinions of these experts, it can be concluded that organizational culture refers to the values, beliefs, norms, and practices that govern the behavior of members of an organization. Organizational culture affects performance, employee motivation, and the organization's ability to adapt to change. Organizations with a strong and positive culture tend to be more successful in achieving goals and retaining engaged employees.

III. RESEARCH METHODOLOGY

A. Research Scope

The object and locus of the research are teachers at Bayt Insan Mulia Foundation. This research was conducted from January to July 2024. As for what will be discussed in this study, it focuses on problems regarding emotional intelligence, interpersonal communication, and its influence on the teachers organizational culture of Bayt Insan Mulia Foundation.

B. Population and Sample

According to Ramdhan (2021) population is like an organism, while the sample is an integral organ of the population. The sample must be able to represent the characteristics of the entire population. In other words, population and sample are two hails that are interrelated and inseparable. This study uses the saturated sample method because the sample size uses the entire population, namely 35 people.

C. Research Type

This research was conducted using quantitative research methods. Quantitative research methods are systematic investigations of a phenomenon by collecting data that can be measured using statistical, mathematical, or computational techniques (Ramdhan, 2021). This research is shown to describe or describe existing phenomena, both natural and human-made. Quantitative Descriptive Research describes its study using a measure of number, or frequency (Sukmadinata, 2019). This research consists of many forms, both surveys, experiments, correlations, and regressions. This research is intended to test hypotheses using statistical calculations, this research is used to test the effect of emotional intelligence variables (X_1) and interpersonal communication (X_2) on the organizational culture (Y) under study. By using this research method, it will be known the significant influence between the variables studied so as to produce conclusions that will clarify the description of the object of research.

IV. RESEARCH RESULT

A. The Influence of Emotional Intelligence on Organizational Culture

1. Correlation Coefficient

Table 1

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .636 ^a | .404 | .386 | 2.64989 |

a. Predictors: (Constant), EMOTIONAL

Source: Data processed by researchers, 2024.

Interpretation of the r_{xy} from the calculations in table above, it turns out that the correlation number between variable X_1 and variable Y is not negative; meaning that between the two variables there is a positive correlation or correlation that runs in the same direction. By paying attention to the magnitude of r_{xy} , namely 0.636 which ranges

from 0.600-0.799, it means that between the emotional intelligence variable and the organizational culture variable there is a correlation at a strong or high level.

2. Determination Coefficient Test

Based on the test results in table 1, it shows that the magnitude of the R square value is 0.404, which means that emotional intelligence has an influence contribution of 40.4% to organizational culture.

3. T Test

Table 2
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 10.674 | 4.523 | | 2.360 | .024 |
| EMOTIONAL | .663 | .140 | .636 | 4.732 | .000 |

a. Dependent Variable: ORCULTURE

Source: SPSS Data Processing version 24, 2024.

Based on the statistical values in table 2 above, the tcount value is 4.732, while the ttablevalue for $n = 35$ is 1.689. So because the tcount > ttable value, namely $4.732 > 1.689$, the probability value (significance) = 0.000, which is below 0.05. This shows that partially there is a significant influence of emotional intelligence on the teachers organizational culture in Bayt Insan Mulia Foundation.

B. The Influence of Interpersonal Communication on Organizational Culture

1. Correlation Coefficient

Table 3
Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .785 ^a | .615 | .604 | 2.12891 |

a. Predictors: (Constant), COMMUNICATION

Source: Data processed by researchers, 2024.

Interpretation of the rxy from the calculations in table above, it turns out that the correlation number between variable X and variable Y is not negative; meaning that between the two variables there is a positive correlation or correlation that runs in the same direction. By paying attention to the magnitude of rxy, namely 0.785 which ranges from 0.60-0.799, it means that between the interpersonal communication variable and the organizational culture variable there is a correlation at a strong or high level.

2. Determination Coefficient Test

Based on the test results in table 3, it shows that the magnitude of the R square value is 0.615, which means that interpersonal communication has an influence contribution of 61.5% to organizational culture.

3. T Test

Table 4
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 5.872 | 3.609 | | 1.627 | .113 |
| COMMUNICATION | .793 | .109 | .785 | 7.268 | .000 |

a. Dependent Variable: ORCULTURE

Source: SPSS Data Processing version 24, 2024.

Based on the statistical values in table 4 above, the tcount value is 7.268, while the ttablevalue for $n = 35$ is 1.689. So because the tcount $>$ ttable value, namely $7.268 > 1.689$, the probability value (significance) = 0.000, which is below 0.05. This shows that partially there is a significant influence of interpersonal communication on the teachers organizational culture in Bayt Insan Mulia Foundation.

C. The Influence of Emotional Intelligence and Interpersonal Communication on Organizational Culture

1. Correlation Coefficient

Table 5
Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .794 ^a | .630 | .607 | 2.12025 |

a. Predictors: (Constant), EMOTIONAL, COMMUNICATION

b. Dependent Variable: ORCULTURE

Source: Data processed by researchers, 2024.

Interpretation of rxy from the calculations in table 5 above, it turns out that the correlation number between variable X and variable Y is not negative; meaning that between the two variables there is a positive correlation or correlation that runs in the same direction. By paying attention to the magnitude of rxy, namely 0.794 which ranges from 0.600-0.799, it means that between the variable emotional intelligence and interpersonal communication variable with the organizational culture variable there is a correlation at a strong or high level.

2. Determination Coefficient Test

Based on the test results in table 5, it shows that the magnitude of the R square value is 0.630, which means that emotional intelligence and interpersonal communication has an influence contribution of 63% to organizational culture.

3. T Test

Table 6
ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 245.116 | 2 | 122.558 | 27.262 | .000 ^b |
| Residual | 143.855 | 32 | 4.495 | | |
| Total | 388.971 | 34 | | | |

a. Dependent Variable: ORCULTURE

b. Predictors: (Constant), EMOTIONAL, COMMUNICATION

Based on the results of table 6 above, it can be explained that the influence between variable emotional intelligence and interpersonal communication variable with the organizational culture is positive and significant because the $F_{count} > F_{table}$ value is $27.262 > 3.27$, the probability value (significance) = 0.000 which is below 0.05 so it can be concluded that there is a positive and significant influence of emotional intelligence and interpersonal communication variable with the organizational culture of teacher on Bayt Insan Mulia Foundation.

V. CLOSURE

A. Conclusion

1. There is a positive and significant influence of emotional intelligence variables (X_1) on organizational culture (Y), the value of R^2 (R Square) is 40.4%, obtained the number R (correlation coefficient) of 0.636.
2. There is a positive and significant effect of interpersonal communication variables (X_2) on organizational culture (Y), the value of R^2 (R Square) is 61.5%, obtained the number R (correlation coefficient) of 0.785.
3. There is a positive and significant influence of emotional intelligence (X_1) and interpersonal communication (X_2) variables together on organizational culture (Y) by 63%, while the remaining 37% is influenced by other variables not examined in this study, obtained an R (correlation coefficient) of 0.794.

B. Suggestion

Suggestions for Bayt Insan Mulia Foundation regarding organizational culture that leaders should pay more attention to the performance of each teacher better, provide direction and input for teachers in completing their work, good relationships between leaders and teachers must be maintained and improved so that teachers feel the work they do is supported and appreciated by the leadership. The company should create an organizational structure so that the division of authority and responsibility in the organization becomes clear.

Suggestions for future research, this research is only limited to examining emotional intelligence, interpersonal communication, and organizational culture. Future researchers are expected to add other variables such as organizational commitment, work motivation, discipline, and others. Future researchers are expected to replace the methods used with other methods, such as: path analysis techniques or MRA, because researchers only use multiple linear analysis techniques where this research has been done a lot.

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