

# *The Influence of Academic Culture, Management Knowledge and Interpersonal Communication on Decision Making by the Head of Private Islamic Colleges in Jambi Province*

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**Abstract** – This study aims to test whether there is an influence between the variables of academic culture, management knowledge and interpersonal communication on the decision making of the Head of Private STAI in Jambi Province. This research uses a quantitative approach with a survey method. The writer finds something new or novelty from this research, namely: academic culture, management knowledge and interpersonal communication have a considerable influence on decision making. Where previous research has not been found that directly discusses these four variables. So that the red thread can be drawn, if the academic culture is good, management knowledge is good, and interpersonal communication is well developed, then the right decision making will be realized and will have an impact on the quality of PTKIS in Kopertais Region XIII Jambi.

**Keywords** – Academic Culture, Management Knowledge, Interpersonal Communication, Decision Making.

## I. INTRODUCTION

The rapid development of science and technology has played a major role in accelerating modernization in all fields. Various developments in science and technology are getting stronger in line with the demands of reform and globalization. For that we need human resources who have competence, master science and technology and are able to compete to face challenges in the era of globalization. The development of an increasingly modern era also demands an increase in education that is appropriate and in line with the functions and objectives of national education.

Higher education has a strategic function, namely as a cultural center, the development of science and technology and as a moral force. This situation can be realized if it is managed properly and healthily in the sense that it is able to show accountability, strong social responsibility, and higher quality and more relevant higher education quality.

As stated in clause 5, law no. 12 of 2012 there are 4 goals of higher education, namely: 1) developing the potential of students to become human beings who believe and fear God Almighty and have noble, healthy, knowledgeable, competent, creative, independent, skilled, competent, and cultured morals for their interests. nation; 2) producing graduates who master the branches of science and / or technology to fulfill national interests and increase national competitiveness; 3) the production of science and technology through research that takes into account and applies humanities values in order to benefit the progress of the nation, as well as the progress of civilization and the welfare of mankind; and 3) realization of community service based on reasoning and research work that is useful in advancing the general welfare and the intellectual life of the nation (Abbas, 2014).

Education is the most important indicator of a country's progress (Asvio et al, 2019). Education is a conscious effort to build quality human resources to compete (Tobari et al,

2018). Quality human resources are more important than the wealth of natural resources, because the wealth of natural resources cannot guarantee the welfare and success of a nation (Asvio et al, 2019).

The growth of higher education institutions in Indonesia is increasing rapidly, both public and private universities, as well as the growth of private Islamic religious colleges in Kopertais XIII Jambi. Judging from Kopertais XIII Jambi data, there were 17 Private Islamic Religious Colleges or PTKIS in Jambi Province in December 2017, whereas in 2013 there were only 15 universities in Kopertais XIII Jambi. It is hoped that this fast growth will be accompanied by professional management.

One important aspect of higher education management is the existence of the leader / chairman of the university. The leader / chairman of a college is a very important figure in determining the progress and decline of the university he leads. The decisions and policies he makes will determine the success and future of the college. Based on research conducted by the World Economic Forum, decision-making ability is one of the most needed abilities so that companies are ready to face competition (<https://www.weforum.org>). Therefore, one of the things a leader must have is the ability to make decisions correctly and quickly based on proper and mature considerations. A decision is the result of an assessment or selection of two or more things that arise in a certain situation. As stated by Mc. Farland (Shaleha, 2010), that a decision is an act of choice wherein an executive from a conclusion about what must or must not be done in a given situation. Decisions are actions that an executive chooses based on a conclusion about what should or should not be done in a particular situation.

According to Terry, decision making is the selection of a certain alternative behavior (behavior) from two or more existing alternatives to determine an opinion or the course of an action (Terry and Rue, 2014). According to Usman (2010) decision making is a process in selecting a number of alternatives. Decision making is a very important action. Because in the process has an important role in motivating, leadership, communication, coordination and organizational change. The decisions taken are very influential on educational customers, especially students. Therefore, every leader of educational institutions must have decision-making skills quickly, precisely, effectively and efficiently.

According to Robbins and Coulter (2012), it explains that the decision-making process is influenced by four factors: the approach to making decisions, the types of problems, the

conditions for making decisions, and the style in decision making. Each factor plays a role in determining how managers make decisions. According to Enis (Alma, 2013) decision making is influenced by culture, social class, family, individuals and reference groups.

In addition, according to Mothersbaugh et al (2010) there are many factors that can influence decision making, namely external factors consisting of: culture, sub-culture, demographics, social status, referral group, family and marketing activities. and internal factors consisting of: perception, learning, memory, motivation, personality, emotions and attitudes. According to Kotler and Armstrong (2010) decision making is strongly influenced by cultural, social, personal and psychological characteristics. Furthermore, not much different, as stated above, also expressed by Engel et al (2010), decision making is influenced by the environment, individual differences, and psychology.

Based on preliminary data that the researchers found at the research location, there were several decisions made by the Chairperson of PTKIS Jambi Province in the context of organizing PTKIS and improving the quality of PTKIS. The following is a summary of the decisions taken by the chairman of STAI Annadwah Kuala Tungkal: 1) Center for Anti-Corruption Education Study and Implementation STAI Annadwah Kuala Tungkal with No.SK 13 of 2020; 2) Committee for STAI Annadwah Kuala Tungkal Graduation Ceremony with No.SK 12 of 2020; 3) The Team for Updating Curriculum of STAI Annadwah Kuala Tungkal with No.SK 10 of 2020; 4) Management of the Alumni Association of STAI Annadwah Kuala Tungkal with No.SK 26 of 2018; 5) Thesis Examination Committee STAI Annadwah Kuala Tungkal with No.SK 07 of 2018; 6) Appointment of Lecturers for STAI Annadwah Kuala Tungkal Subjects with No.SK 07 of 2019 (documentation).

Apart from the data contained in the explanation above, there are still a number of decisions taken to support the higher education development program that has been carried out by the leadership of STAI An-Nadwah Kuala Tungkal in order to make STAI An-Nadwah Kuala Tungkal more advanced. Among them is to collaborate with various parties including the office of the Ministry of Religion of West Tanjung Jabung Regency in designing and implementing a series of programs related to the implementation of student real work lectures. All of this shows that there were strategic decisions taken by the chairman of STAI An-Nadwah Kuala Tungkal to bring his institution to a better and more advanced direction.

To support the research data, the researchers also collected data on the development of higher education with respect to the number of study programs available, the number of students, the number of lecturers, and the number of infrastructure for a span of six years, from 2014 to 2019, as a form of improvement in terms of quality and aspects. quantity held.

If we look at the number of study programs, in the last six years there have been an addition of 2 new study programs, namely from 2 to 4 study programs. This decision has implications for an increase in the number of students, from 1,068 in 2014 to 1,735 in 2019. The number of lecturers' needs has also been implicated in increasing, from 37 people in 2014 to 70 in 2019. Likewise with the condition of the facilities infrastructure that has experienced a good increase, namely the addition of various things according to the needs to accompany the increase in the number of students and study programs. In 2014 STAI An-Nadwah had 8 lecture rooms, 1 hall, 1 office room, 1 library room, 1 computer lab with 16 PC units, 1 micro teaching room, and others. Then in 2019 STAI An-Nadwah has 16 lecture rooms, 1 hall, 1 office room, 1 library room, 1 computer lab with 32 PC units, 1 micro teaching room, and others (documentation).

Based on the data obtained at the research location, it can be seen that STAI An-Nadwah Kuala Tungkal, Tanjung Jabung Barat Regency has changed towards a positive development. This can be seen with an increase from year to year, and it also shows that the chairman of STAI An-Nadwah Kuala Tungkal, Tanjung Jabung Barat Regency is able to make epective decisions, which from the data of the last six years there has been a proud increase from all lines. as a positive effect of the decision taken by the chairman of STAI An-Nadwah Kuala Tungkal, Tanjung Jabung Barat Regency.

The researcher also interviewed the chairman of STAI Ma'arif Jambi City regarding the decision-making process at the college. According to the head of STAI Ma'arif, decision-making in higher education is not a simple process, but is carried out with clear procedures. There are several stages of decision-making carried out at STAI Ma'arif, namely identifying the opportunities or problems faced regarding the decisions to be taken, determining the best alternative options or opportunities based on the identification results, and then making decisions by deliberation (interview result).

Based on preliminary data that the researchers found at the research location, there were several decisions made by the Chairperson of PTKIS Jambi Province in the context of

organizing PTKIS and improving the quality of PTKIS. Following are some summaries of the decisions taken by the head of STAI Ma'arif Jambi City: 1) Appointment of the Basic Course Syllabus / RPS Compilation Team at STAI Ma'arif Jambi with No.SK 106 / STAI-M / SK / VII / 2020; 2) Appointment of the STAI Ma'arif Jambi Research and Community Service Guide Book Compilation Team with No.SK 022 / STAI-M / SK / I / 2020; 3) Appointment of the Community Service Implementation Team in the form of Real Work Lecture with No.SK 324 / Kukerta / STAI-M / SK / I / 2020; 4) Appointment of Academic Advisors in the STAI Ma'arif Jambi Environment with No.SK 031 / STAI-M / SK / I / 2020. 5). Appointment of the New Student Admissions Implementation Team Online with No.SK 031 / STAI-M / SK / I / 2020 (documentation).

Apart from the data contained in the explanation above, there are still a number of decisions taken to support the higher education development program that has been carried out by the leadership of STAI Ma'arif Jambi City in order to make STAI Ma'arif Jambi City more advanced. Among them is collaborating with various parties including with foreign higher education institutions such as Malaysia in designing and implementing a series of programs related to the implementation of student real work courses. All this shows that there are strategic decisions taken by the chairman of STAI Ma'arif Jambi City to bring the institution to a better and more advanced direction.

Furthermore, regarding the development of STAI Ma'arif, it can be noted that the profile data of the STAI Ma'arif in Jambi City, as presented in the following explanation: STAI Ma'arif, Jambi City has experienced rapid development, if you look at the number of study programs abbreviated as study program, in the last six years there have been the addition of 3 new study programs, namely from 3 to 6 study programs. This decision has implications for an increase in the number of students, from 710 in 2014 to 1,113 in 2019. The number of lecturers has also been implicated in increasing, from 27 in 2014 to 51 in 2019. Likewise with the condition of infrastructure which has experienced a good increase, namely the addition of various things according to the needs to accompany the increase in the number of students and study programs. In 2014 STAI Ma'arif Jambi City had 6 lecture rooms, 1 hall, 1 office room, 1 library room, 1 computer lab with 17 PC units, 1 micro teaching room, and others. Then in 2019 STAI Ma'arif Jambi City has 10 lecture rooms, 1 hall, 1 office room, 1 library room, 1 lecturer room, 1 computer lab with 21 PC units, 1 micro

teaching room, 1 BEM room, 1 MAPALA room , and others (documentation).

Based on the data presented above, it can be seen that STAI Ma'arif Jambi City has experienced rapid and positive developments. This also shows that the chairman of STAI Ma'arif Kota Jambi is able to make effective decisions, which from the data in the last six years there has been a proud increase from all lines as a positive effect of the decisions taken by the chairman of STAI Ma'arif Jambi City.

Furthermore, the initial study of researchers at STAI Syekh Maulana Qori Bangko regarding the decision-making process at the college by conducting interviews with the deputy chairman of STAI Syekh Maulana Qori Bangko, decision making at the college was through a very careful and objective process. Decision making is carried out by means of a poll of opinion with all stakeholders and if necessary, measured research is carried out on opportunities and challenges, then decisions are taken by deliberation (interview result).

Based on preliminary data that the researchers found at the research location, there were several decisions made by the Chairperson of PTKIS Jambi Province in the context of organizing PTKIS and improving the quality of PTKIS. The following is a summary of the decisions taken by the head of STAI, Syekh Maulana Qori Bangko: 1). Appointment of Trainers and Examiners for the Tahfidz Al Qur'an, Information Technology and SMQ Bangko Worship Practices with No.SK 1306/3 / STAISMQ / SK / VII / 2019; 2) Executive Committee, Supervisory and Monitoring of Semester Examination for Islamic High School SMQ Bangko with No.SK 1307/2 / STAISMQ / SK / VI / 2019; 3) New Study Program Development Team with No.SK 126 / STAISMQ / SK / VI / 2016; 4) Research and Community Service Team with No.SK 130 / STAISMQ / SK / VIII / 2020; 5) Academic Guidelines Preparation Team with No.SK 111 / STAISMQ / SK / VI / 2020; and 6) Website Development Team with No.SK 1307 / STAISMQ / SK / VII / 2019 (documentation).

Furthermore, it can be seen from the documentation data that the researchers found in the field that STAI Syekh Maulana Qori Bangko has developed quite rapidly, including if you look at the number of study programs, in the last six years there have been the addition of 3 new study programs, namely from 3 to 6 units. study program. This decision has implications for an increase in the number of students, from 602 in 2014 to 1,208 in 2019. The number of lecturers has also been implicated in increasing, from 28 in 2014 to 55 in

2019. Likewise with the condition of infrastructure which experienced a good increase, namely the addition of various things in accordance with the needs to accompany the increases in the number of students. In 2014 STAI Syekh Maulana Qori Bangko has 9 lecture rooms, 1 hall, 1 office room, 1 library room, 1 computer lab with 10 PC units, and others. Then in 2019 it will have 15 lecture rooms, 1 hall, 1 office room, 1 library room, 1 computer lab with 17 PC units, 1 micro teaching room, 1 audio visual room, and others (documentation).

Apart from the data contained in the explanation above, there are still a number of decisions taken to support the higher education development program that has been carried out by the leadership of the STAI Syekh Maulana Qori Bangko in order to make STAI Syekh Maulana Qori Bangko more advanced. Among them is collaborating with various parties including with foreign higher education institutions such as Malaysia in designing and implementing a series of programs related to the implementation of student real work courses. All of this shows that there were strategic decisions taken by the chairman of STAI Syekh Maulana Qori Bangko to lead the institution to a better and more advanced direction.

Based on the data shown in the explanation above, it can be seen that STAI Syekh Maulana Qori Bangko has experienced rapid and positive developments. This shows that the chairman of STAI Syekh Maulana Qori Bangko is able to make effective decisions, which can be seen from the data in the last six years that there has been a proud increase from all lines as a positive effect of the decision to add a new study program taken by the chairman of STAI Syekh Maulana Qori Bangko the.

The results of the researcher's analysis based on the data presented, can be explained that the decisions that have been taken and made by the chairman of STAI An-Nadwah Kuala Tungkal, Tanjung Jabung Barat Regency, the chairman of STAI Ma'arif Jambi City, and the chairman of STAI Syekh Maulana Qori Bangko Merangin Regency, among others, the decision to increase the number of new study programs had a positive impact on increasing the number of students, facilities and infrastructure as well as the number of lecturers at the institution, thus bringing their respective institutions to a better stage.

From the various decisions that have been taken by the heads of the Islamic College of Religion in order to improve the quality and quantity of the Islamic Religious Colleges they lead, the researchers suspect that it is influenced by various variables, including variables such as academic

culture, management knowledge, and interpersonal communication . This is because there are several studies that have proven it, such as research conducted by Surjadi (2014) entitled the effect of coaching, managerial knowledge, and interpersonal communication on decision making by the Head of Public Elementary Schools in Tanjung Priok. And it is supported by many other studies such as by Tongato (2015) with the title the influence of management knowledge, self-efficacy, task commitment, and decision making on the performance of school principals: a study at state junior high schools in East Jakarta. And there are many other studies that have proven that there is an influence of Academic Culture, Management Knowledge, and Interpersonal Communication on Decision Making, which is then presented in relevant studies.

Based on the explanations above, the researcher is interested in testing this problem scientifically, as well as proving whether academic culture, management knowledge, and interpersonal communication have an influence on the decision making of the head of the Islamic College of Religion, by raising the research title “The Influence of Academic Culture, Knowledge Management, and Interpersonal Communication on Decision Making of the head of the Islamic College at the Private Islamic College in Jambi Province”.

**II. METHODS**

This research uses a quantitative approach with a survey method. The quantitative approach is an approach that is oriented towards measuring the variables circled by a theory

or a set of theories, specifically this theory or a set of theories that will help researchers determine and measure the variables to be studied (Iskandar, 2010). With the survey method, which is a quantitative study using the same structured / systematic questions for many people, then all the answers obtained by the researcher are recorded, processed and then analyzed (Prasetyo and Jannah, 2012).

In this study the sampling technique used was cluster sampling / area sampling or area sampling. According to Sugiyono (2011) regional sampling techniques are used to determine the sample if the object to be studied or the data source is very broad, for example a country, province or district. Based on the sampling area technique, it was obtained STAI An-Nadwah Kuala Tungkal, Tanjung Jabung Barat Regency representing Jambi in the East region, STAI Ma’arif Jambi City representing Jambi in the Central region, and STAI Syekh Maulana Qori Bangko Merangin Regency representing Jambi in the West region. above there are 115 samples who will be respondents in this study. Of the total 115 people, 35 people were used as the trial sample, namely 30% of the total respondents, and 80 people as the research sample.

Data collection in this study used a questionnaire technique in the form of statements and questions that were built from the theoretical constructs and indicators of each variable as the main source of data collection in addition to other supporting data in the form of documents. The data analysis used was descriptive analysis and inferential analysis or hypothesis testing was carried out using path analysis.

**III. RESULTS AND DISCUSSION**

Table 1. Summary of Test Results among Exogenous Variables against Endogenous Variables

No	Variabel	Hasil Pengujian antar Jalur			Ket
		Langsung	Tidak Langsung	Total	
1.	$X_1 - X_3$	23,2%	-	23,2%	Berpengaruh signifikan
2.	$X_2 - X_3$	28,5%	-	28,5%	Berpengaruh signifikan
3.	$X_1, X_2 - X_3$	19,0%	-	19,0%	Berpengaruh signifikan
4.	$X_1 - X_4$	36,8%	-	36,8%	Berpengaruh signifikan
5.	$X_2 - X_4$	37,0%	-	37,0%	Berpengaruh signifikan
6.	$X_1, X_2 - X_4$	-	-	38,5%	Berpengaruh signifikan
7.	$X_3 - X_4$	71,5%	-	71,5%	Berpengaruh signifikan
8.	$X_1, X_2 X_3 - X_4$	-	-	62,9%	Berpengaruh signifikan
9.	$X_1 - X_4$	13,5%	16,5%	30,1%	Berpengaruh signifikan
	$X_1 - X_4$ melalui $X_3$	36,8%	16,5%	53,3%	
10.	$X_2 - X_4$	13,6%	20,3%	34,0%	Berpengaruh signifikan
	$X_2 - X_4$ melalui $X_3$	37,0%	20,3%	57,3%	

Table 2. Summary of t Test to Partial and f Test to Simultaneous

No	Hipotesis	t <sub>hitung</sub>		t <sub>tabel, 0.05%</sub>	f <sub>hitung</sub>		f <sub>tabel, 0.05%</sub>	Sig	Keputusan
		Manual	SPSS		Manual	SPSS			
1.	H <sub>0</sub> : $\rho_{X_3X_1} = 0$ H <sub>1</sub> : $\rho_{X_3X_1} \neq 0$	2,063	2,063	1,664	-	-	-	0,043	Terima H <sub>1</sub>
2.	H <sub>0</sub> : $\rho_{X_3X_2} = 0$ H <sub>1</sub> : $\rho_{X_3X_2} \neq 0$	2,529	2,529	1,664	-	-	-	0,013	Terima H <sub>1</sub>
3.	H <sub>0</sub> : $\rho_{X_3X_2X_1} = 0$ H <sub>1</sub> : $\rho_{X_3X_2X_1} \neq 0$	-	-	-	9,02	9,02	3.11	0,000	Terima H <sub>1</sub>
4.	H <sub>0</sub> : $\rho_{X_4X_1} = 0$ H <sub>1</sub> : $\rho_{X_4X_1} \neq 0$	3,748	3,748	1,664	-	-	-	0,000	Terima H <sub>1</sub>
5.	H <sub>0</sub> : $\rho_{X_4X_2} = 0$ H <sub>1</sub> : $\rho_{X_4X_2} \neq 0$	3,767	3,767	1,664	-	-	-	0,000	Terima H <sub>1</sub>
6.	H <sub>0</sub> : $\rho_{X_4X_2X_1} = 0$ H <sub>1</sub> : $\rho_{X_4X_2X_1} \neq 0$	-	-	-	24,08	24,08	3.11	0,000	Terima H <sub>1</sub>
7.	H <sub>0</sub> : $\rho_{X_4X_3} = 0$ H <sub>1</sub> : $\rho_{X_4X_3} \neq 0$	9,02	9,02	1,664	-	-	-	0,000	Terima H <sub>1</sub>
8.	H <sub>0</sub> : $\rho_{X_4X_3X_2X_1} = 0$ H <sub>1</sub> : $\rho_{X_4X_3X_2X_1} \neq 0$	-	-	-	43,00	43,00	3,11	0,000	Terima H <sub>1</sub>
9.	H <sub>0</sub> : $\rho_{X_4X_3\Omega X_1} = 0$ H <sub>1</sub> : $\rho_{X_4X_3\Omega X_1} \neq 0$	5,644	-	1,664	-	-	-	-	Terima H <sub>1</sub>
10.	H <sub>0</sub> : $\rho_{X_4X_3\Omega X_2} = 0$ H <sub>1</sub> : $\rho_{X_4X_3\Omega X_2} \neq 0$	6,008	-	1,664	-	-	-	-	Terima H <sub>1</sub>

**1. Academic Culture has a Significant Influence on Interpersonal Communication**

Academic culture has a significant effect on interpersonal communication. This interprets that the better the academic culture of the college, the better the interpersonal communication of employees at work. Or in other words, the higher the academic culture, the higher the interpersonal communication of education personnel at PTKIS in Kopertais Region XIII Jambi. Academic culture is a system of values, norms, traditions, habits adopted, shared beliefs and understandings that are believed to be true, able to respond positively to any changes, and become a reflection of the university’s vision and mission which becomes the foundation and behavior guidelines for all its citizens. The dimensions and indicators of academic culture are: (1) involvement, with indicators; a) academicians participate in the preparation of work programs and, b) conflict resolution, (2) consistency, with indicators; a) consistent in obeying the rules, b) mutual respect and, c) having a competitive spirit, (3) adaptability to indicators; a) preparing technology in accordance with the needs and, b) facilitating the development of higher education, (4) missions with indicators of the core objectives of a university, namely Tri Dharma Perguruan Tinggi with aspects; a) education and teaching, b) research and, c) community service.

This can be proven by the results of inferential statistical analysis using path analysis, which states that the total influence of academic culture on interpersonal communication is 23.2%. Furthermore, the results of the

calculation of t<sub>count</sub> with t<sub>table</sub> obtained t<sub>count</sub> = 2.063 t<sub>table</sub> = 1.664 this shows reject H<sub>0</sub> and accept H<sub>1</sub>. This means that there is a significant influence between academic culture on interpersonal communication. The higher the academic culture, the better and higher the interpersonal communication at PTKIS in Kopertais Region XIII Jambi.

Furthermore, when viewed from an Islamic perspective on interpersonal communication it can be seen in the surah in Q.S. Thahaa 20:44 which means: So speak to him both with gentle words, I hope he remembers or is afraid (Anonymous, 1990). From this verse, it can be concluded that Qaulan Layina means soft speech, with a pleasant voice, and is full of hospitality, so that it can touch the heart, meaning not to raise the voice, such as yelling, raising the voice. Anyone doesn't like talking to rude people. Rasullullah always speaks the words softly, so that every word he speaks really touches the heart of anyone who hears it (Hidayat and Wijaya, 2017).

**2. Knowledge Management has a Significant Effect on Interpersonal Communication**

Management knowledge has a significant effect on interpersonal communication. This implies that the better the management knowledge at PTKIS in Kopertais Region XIII Jambi, the better interpersonal communication will be. Management knowledge is everything that is known to be related to management functions which include: (1) planning with indicators; a) selection or setting of organizational goals and, b) determination of strategy, (2) organizing by indicators; a) determining the required resources & activities, b) arranging an organization or working group, c) assigning

authority and responsibility and, d) coordination, (3) direction with indicators; a) motivation, b) communication and, c) leadership to direct employees to do something assigned to them, (4) control / supervision with indicators; a) standard setting, b) implementation measurement and, c) taking corrective action. By utilizing resources, both from human and other supporting elements in order to achieve organizational goals.

This can be proven by the results of inferential statistical analysis using path analysis, which states that the magnitude of the direct influence of management knowledge on interpersonal communication is 28.5%. Furthermore, the results of the calculation of t count with t table obtained t count = 2.529 > t table = 1.664 this indicates reject H0 and accept H1. This means that there is a significant influence between management knowledge on interpersonal communication. And the better the management knowledge at PTKIS in Kopertais Region XIII Jambi, the higher the interpersonal communication.

Furthermore, when viewed from an Islamic perspective on interpersonal communication, it can be seen in the surah in QS. An-Nisa': 63 which means: They are people who Allah knows what is in their hearts. Therefore, turn away from them, and teach them a lesson, and say to them the words that have left an impression on their souls (Anonymous, 1990).

According to Ibn Kathir in his interpretation "and tell them the words that leave their souls" (Ad-Dimasyqi, 2002). Advise them in all the things that happen between you and them, that is, with words that remain in their souls again preventing them from their evil intentions. This verse instructs us to communicate well so as to leave a positive mark or impression on the other person.

### **3. Academic Culture and Management Knowledge Simultaneously Influence Interpersonal Communication**

Academic culture and management knowledge have a positive and significant effect on interpersonal communication. This means that the level of interpersonal communication of educational personnel is explained by academic culture and management knowledge. This interprets that the better the academic culture and management knowledge, the better interpersonal communication at PTKIS in Kopertais Region XIII Jambi.

This can be proven by the results of inferential statistical analysis using path analysis, which states that the influence

of academic culture and management knowledge simultaneously is 19%. Furthermore, the results of the calculation of fcount with ftable obtained fcount = 9.02 ftable = 3.11, this indicates that H0 is rejected and H1 is accepted. This means that there is a significant influence between academic culture and management knowledge simultaneously on interpersonal communication.

Islam teaches all mankind to have good communication, especially for a leader who is a role model for his subordinates because work is a form of obedience to Allah, we can see this in the Surah QS. Al-Isra 17: 28 which means: And if you turn away from them to get the mercy of your God that you expect, then Say to them the appropriate speech (Anonymous, 1990).

### **4. Academic Culture Significantly Influences Decision Making**

Academic culture influences decision making, this interprets that the better the academic culture that is owned, the better the decision making in working at PTKIS in Kopertais Region XIII Jambi. Academic culture is a system of values, norms, traditions, habits adopted, shared beliefs and understandings that are believed to be true, able to respond positively to any changes, and become a reflection of the university's vision and mission which becomes the foundation and behavior guidelines for all its citizens.

This can be proven by the results of inferential statistical analysis using path analysis, which states that the total influence of academic culture on decision making is 36.8%. Furthermore, the results of the calculation of t count with t table obtained tcount = 3.748 > t table = 1.664 this shows reject H0 and accept H1. This means that there is a significant influence between academic culture on decision making. The better the academic culture, the better the decision making in working at PTKIS in Kopertais Region XIII Jambi. Furthermore, in an Islamic perspective, academic culture is very important for a person in carrying out various work activities. This is in accordance with the verses of the Koran surah Al-Israa 'verse 84 (Anonymous, 1990).

### **5. Management Knowledge Affects Significantly on Decision Making**

Management knowledge influences decision making, this means that the better the condition of management knowledge at PTKIS in Kopertais Region XIII Jambi, the better decision making will be. Management knowledge is anything that is known to be related to management functions which include: (1) planning, (2) organizing, (3) directing, (4)

controlling / supervising. By utilizing resources, both from human and other supporting elements in order to achieve organizational goals.

This can be proven by the results of inferential statistical analysis using path analysis, stating that the total influence of Management Knowledge on Decision Making is 37%. Furthermore, the results of the calculation of t count with t table obtained t count = 3.767 t table = 1.664 this shows reject H0 and accept H1. This means that there is a significant effect of the Knowledge Management variable on Decision Making.

Furthermore, when viewed from an Islamic perspective on Knowledge Management, it can be seen in surah An-Nahl verse 125 which means: Call (humans) to the way of your God with good wisdom and lessons and refute them in a good way. Indeed, it is your Lord who knows better about those who have strayed from His ways and He who knows better those who are guided. Wisdom: is a clear and true word that can distinguish between what is right and what is false (Anonymous, 1990).

#### **6. Academic Culture and Management Knowledge Simultaneously Contribute to Decision Making**

Academic culture and management knowledge jointly influence decision making. Where if the academic culture and management knowledge are getting better, the better the decision making at PTKIS in Kopertais Region XIII Jambi.

This can be proven by the results of inferential statistical analysis using path analysis, which states that the influence of academic culture and management knowledge simultaneously on decision making is 38.5%. Furthermore, the results of the calculation of fcount with ftable obtained fcount = 24.08 ftable = 3.11, this indicates that H0 is rejected and H1 is accepted. This means that there is a significant influence between academic culture and management knowledge simultaneously on decision making. This needs to be maintained and really needs to be improved, because if the academic culture and management knowledge are good then it can very clearly improve decision making as the findings of these findings.

Islam teaches to be gentle to stakeholders, this can be seen in Surah Ali Imran verse 159 which means: Then it is due to the grace of Allah that you are gentle towards them. If you are being tough again being rude, of course they will distance themselves from around you. therefore forgive them, ask forgiveness for them, and consult with them in this matter. then when you have made up your mind, then put your trust

in Allah. Indeed, Allah loves those who put their trust in Him (Anonymous, 1990).

#### **7. Interpersonal Communication Contributes Significantly to Decision Making**

The results of this study prove that interpersonal communication has a direct and significant effect on decision making. This interprets that the better the interpersonal communication, the better the decision making at PTKIS in Kopertais Region XIII Jambi.

This can be proven by the results of inferential statistical analysis using path analysis, which states that the magnitude of the influence of interpersonal communication directly on decision making is 71.5%. Furthermore, the results of the calculation of t count with t table obtained t count = 9.02 t table = 1.664 this shows accept H0 and reject H1. This means that there is a significant influence between interpersonal communication on decision making.

The Koran implies decision-making, as contained in Surah Al-Baqarah 2: verse 30, which means: Remember when your Lord said to the angels: "Verily I want to make a caliph on earth." they said: "Why do you want to make (caliph) on earth a person who will cause damage to him and shed blood, when we always praise you and purify you?" God says: "Verily I know what you do not know" (Anonymous, 1990).

#### **8. Academic Culture, Management Knowledge and Interpersonal Communication Have a Simultaneous Effect on Decision Making**

The results of this study prove that academic culture, management knowledge and interpersonal communication have a direct and significant effect simultaneously on decision making. This interprets that if academic culture, management knowledge and interpersonal communication are carried out together in a good and correct way, then decision making will be good for PTKIS in Kopertais Region XIII Jambi.

This can be proven by the results of inferential statistical analysis using path analysis, which states that the magnitude of the influence of academic culture, management knowledge and interpersonal communication simultaneously is 62.9%. Furthermore, the results of the calculation of fcount with ftable obtained fcount = 43 ftable = 3.11, this indicates that H0 is rejected and H1 is accepted. This means that there is a significant influence between academic culture, management knowledge and interpersonal communication simultaneously on decision making. This needs to be maintained and



improved, because if the academic culture, management knowledge and interpersonal communication are good, it can clearly improve decision-making as the results of these findings.

The Koran encourages people to organize all matters effectively and efficiently. Here are some quotations of verse interpretation that are directly related to effective and efficient management. The two words effective and efficient are always used side by side in management because effective management alone is very likely to waste, while efficient management alone can result in not achieving predetermined goals or plans.

The verses of the Koran that can be used as a reference for these two things are the letter al-Kahf / 18: 103-104 concerning effectiveness, which reads: 103. Say: "Will we tell you about the people who have suffered the most losses?" 104. Namely people whose deeds are futile in the life of this world, while they think that they are doing their best (Anonymous, 1990). According to Sidarta (1999) effective work is work that produces results as originally planned, while efficient work is work that incurs costs according to the original plan or is lower, what is meant by costs are money, time, energy, people, materials, media, and means.

#### **9. Academic Culture Influences Directly on Decision Making and Indirectly through Interpersonal Communication**

Academic culture directly influences decision making and also indirectly influences it through interpersonal communication. This means that the level of decision making is explained by academic culture directly and indirectly through interpersonal communication. This can be proven by the results of inferential statistical analysis using path analysis using the Sobel Test, which states that the magnitude of the direct and indirect influence of academic culture on decision making is 30.1%. Meanwhile, the total effect of interpersonal communication mediation on decision making was 53.3%. Furthermore, the results of the calculation of t count with t table obtained t count = 5.644 t table = 1.664 this shows reject H0 and accept H1. This provides an interpretation that the variable of academic culture has a direct effect on decision making but the effect will be higher with the mediation of interpersonal communication. For this reason, it needs to be maintained and improved, because if the academic culture and interpersonal communication are high, it is clear that it can improve decision making at PTKIS in the Kopertais Region XIII Jambi.

Furthermore, when viewed from an Islamic perspective regarding good communication, we can see the Al-quran surah An-nisa verse 9 which means: And let fear of Allah those who leave behind them weak children, whom they worry about (welfare ) them. therefore let them fear Allah and let them speak the true words (Anonymous, 1990).

#### **10. Management Knowledge Directly Affects Decision Making and Indirectly through Interpersonal Communication**

The results of the study prove that management knowledge has a direct effect on decision making but the effect is greater if it is through interpersonal communication variables. This can be proven by the results of inferential statistical analysis using path analysis using the Sobel Test, which states that the total effect of direct and indirect knowledge of management on decision making is 34% and the magnitude of the effect of total management knowledge on decision making with the mediation of communication interpersonal that is equal to 57.3%. Furthermore, the results of the calculation of t count with t table obtained t count = 6.008 t table = 1.664 this shows reject H0 and accept H1. This interprets that management knowledge can directly influence decision making as well as interpersonal communication capable of mediating management knowledge on decision making.

Management knowledge is a condition, state or situation that is perceived by individuals, consciously or unconsciously, of the organizational environment in which these individuals carry out their work. Employees' perceptions of what they receive and feel from the leadership and other employees can influence employees in carrying out their duties and responsibilities. Management knowledge is measured through three dimensions of management knowledge which include supportive, collegial and intimate (Hoy, 2013).

Then what is the decision-making process from an Islamic perspective? Qualitative and quantitative approaches are all carried out with a scientific approach that involves human judgment. We as Muslims believe that every problem that exists is from Allah, in finding solutions to solutions, we should also involve Allah. There is nothing wrong with using human judgment in making decisions, but we still have to believe that God is the best decision maker. As explained in the QS. Al-Baqarah: 216, meaning: It is obligatory for you to fight, even though fighting is something you hate. maybe you hate something, even though he is very good for you, and

maybe you like something, even though he is very bad for you; God knows, while you do not know (Anonymous, 1990).

#### **IV. CONCLUSION**

Based on the results of processing, data analysis and statistical calculations, the results of this study can be concluded: 1) academic culture has a significant effect on interpersonal communication; 2) knowledge management has a significant effect on interpersonal communication; 3) academic culture and management knowledge simultaneously have a significant effect on interpersonal communication; 4) academic culture has a significant effect on decision making; 5) knowledge management has a significant effect on decision making; 6) simultaneously academic culture and management knowledge have a significant effect on decision making; 7) interpersonal communication has a significant effect on decision making; 8) academic culture, knowledge management and interpersonal communication simultaneously have a significant effect on decision making; 9) academic culture has a direct effect on decision making and also indirectly affects interpersonal communication at PTKIS in Kopertais Region XIII Jambi; 10) knowledge management has a direct effect on decision making, and also indirectly through interpersonal communication of PTKIS in Kopertais Region XIII Jambi.

Based on the above conclusions, the authors found something new or called novelty from this study, namely: academic culture, management knowledge and interpersonal communication had a considerable influence on decision making. Where previous research has not been found that directly discusses these four variables. So that the red thread can be drawn, if the academic culture is good, the management knowledge is good, and the interpersonal communication is well developed, the right decision making will be realized and will have an impact on the quality of PTKIS in Kopertais Region XIII Jambi.

#### **V. IMPLICATION**

Based on the results of the research and the conclusions described above, it has implications for this research, namely: 1) interpersonal communication can be improved by improving academic culture; 2) interpersonal communication can be improved by improving management knowledge; 3) interpersonal communication can be improved by improving management knowledge; 4) decision making can be improved by improving the management knowledge of PTKIS; 5) decision making can be improved by improving the academic culture and management knowledge at PTKIS in Kopertais Region XIII Jambi; 6) decision making can be

improved by improving interpersonal communication remains PTKIS; 7) decision making can be improved by improving academic culture, management knowledge and interpersonal communication; 8) decision making can be improved by improving the academic culture and interpersonal communication as a mediating variable to lead to maximum decision making in PTKIS in Kopertais Region XIII Jambi; and 9) decision making can be improved by improving management knowledge and interpersonal communication as mediating variables leading to decision making in Kopertais Region XIII Jambi.

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