

## **THE EFFECT PERSONALITY, WORK PROCEDURE, AND CLIMATE ORGANIZATION, OF THE LEADERSHIP EFFECTIVENESS PRINCIPAL SENIOR HIGH SCHOOL IN DKI JAKARTA PROVINCE**

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### **Abstract**

*The purpose of this research is to analysis the effect of the personality, work procedure, and organization climate towards the leadership effectiveness of senior high school principals in DKI Jakarta. This research used quantitative approach through survey. The research was conducted on leader effectiveness of principals involving 91 principals as the sample by random sampling. The principals were selected from the target population as many as 117 principals by using quantitative approach with path analysis method. The data were obtained by distributing questionnaire and analyzed by using path analysis. The result of the research can be concluded as follows: (1) personality has a direct positive effect on leadership effectiveness, (2) work procedure has a direct positive effect on leadership effectiveness, (3) organization climate has a direct positive effect on leadership effectiveness, (4) personality has a direct positive effect on organization climate, (5) work procedure has a direct positive effect on organization climate.*

**Keywords:** *Personality, work procedure, organization climate, and leader effectiveness*

The education management efficiency improvement is conducted through the well-planned, well-directed, and integrated education management renewable implementation. Based on the Government Regulation No. 376/2016 article No. 12 point 1, the principals are responsible to the educational activity, school administration, the development of educators and the empowerment and maintenance of school inventories. Thus, the selection of school principals must be conducted well in order to produce qualified education nationwide and worldwide.

These days, the school principals are focusing on the major duty to manage the school activities and the learning activities at school. In operational term, the school principals are responsible to construct the school activities and empower all the school sources at the same time to achieve the efficient and effective school's vision and mission. According to the National Education Ministry regulation, the school principals must be required five competences: personality, social networking, managerial, supervision, and entrepreneurship. However, some of school principals are

not competent in managerial and personality competences. In fact, these competences are the important skills for school principals to manage the school appropriately.

The previous research are found that there are several factors that influenced the degrading or low effectiveness of school principals leadership among senior high school in DKI Jakarta Province, including: personality, work procedure, and organization climate.

The leadership effectiveness is the accuracy of a leader in influencing their staffs to achieve the organization missions based on some indicators: (1) influences; (2) consideration; (3) team-work; (4) direction; (5) supervision; and (6) decision making (Luthans, 2011; Locke, 2009; Fleenor and Bryant, 2002; Field, Holden, and Lower, 2002; Yukl, 2010; Hoy and Miskel, 2014; and Robbins and Judge, 2013).

The empirical data from the interview with senior high school principals in DKI Jakarta Province that based on the sample of 91 senior high school principals from 117 principals of population, the researcher described and elaborated that the leadership effectiveness of senior high school principals in DKI Jakarta Province is still low because of some factors: personality, managerial competence, learning supervision, social networking, and the entrepreneurship. Based on the data in 2016, the supervision factor of senior high school principals in DKI Jakarta Province was very low since the principals could not do its function as the learning supervision only reached 2.67 of success, personality competence 3.5, managerial competence 3.40, social networking competence 3.13, and the entrepreneurship 3.00. This phenomenon was caused by the lack of competence and work discipline of the principals. Thus, the leadership effectiveness of senior high school principals in DKI Jakarta Province with the skill limitation, the educational level, and the knowledge must optimize the work productivity based on *tupoksi* that had been given to produce required work product for school.

First factor. Personality. According to Luthans (2011:126), McShane and Glinow (2010:38), Robbins and Coulter (2012:380), Robbins and Judge (2013:133-134), Kreitner and Kinicki (2010:133), Sinha (2008:100), and Schneider and Smith (2004:5), every single personality of a human and the human's traits could be predicted or in a simple way, it can be seen from the outside. So that, the personality and the traits which are shown to react and adapt toward stimulation is the functional entity for a human.

Second factor. Work procedure. According to Amstrong (2012:143), Karlof and Lovingsson (2005:293), Collings and Wood (2009:151-152), Huffmire and Holmes (2009:105-106), Oakland (2005:55-57), Stredwick (2005:318), and Katsioloudes (2006:33), work procedure is a chain of a sequence of working flow and step-by-step procedure from the starting point until the end of process in a form of tasks completion.

Third factor. Organization climate. According to Mullins (2010:748-749), Heyart (2011:13), Schneider and Smit (2004:348-349), Hoy and Miskel (2014:313), Schneider, Ehrhart, and Macey

(2013:362), Lola (2008:29), Haris and Hartman (2002:77) explained that the principals' perception on the quality of organization internal environment is relatively perceived by the organization members of which then will influence the members' behavior in doing their tasks.

The result of the coefficient path in this research is that: (1) the direct effect of personality to the leadership effectiveness  $p_{y1} = 0.354$ . Meanwhile, the equal variances assumed ( $t_{count} = 3,922$  while the  $t_{table}$  in  $\alpha$  significance rate (0.05) = 1.99 for  $dk = 87$ , because the  $t_{count} > t_{table}$ , so  $H_0$  is rejected and is  $H_1$  accepted; (2) the direct work procedure influence to the leadership effectiveness, with the result of  $p_{y2} = 0.270$ . Meanwhile, the  $t_{count} = 3.033$ , and the  $t_{table}$  on the  $\alpha$  significance rate (0.05) = 1.99 for  $dk = 87$ , because the  $t_{count} > t_{table}$ , so  $H_0$  is rejected and  $H_1$  is accepted; (3) the effect of organization climate to the leadership effectiveness, with the result of  $p_{y3} = 0.269$ . Meanwhile, the  $t_{count} = 3.069$ , and the  $t_{table}$  on the  $\alpha$  significance rate (0.05) = 1.99 for  $dk = 87$ , because the  $t_{count} > t_{table}$ , So  $H_0$  is rejected and  $H_1$  is accepted; (4) the direct effect of personality to the organization climate, with the result of  $p_{31} = 0.334$ . Meanwhile, the  $t_{count} = 3.207$  and the  $t_{table}$  on the  $\alpha$  significance rate (0.05) = 1.99 for  $dk = 88$ , because the  $t_{count} > t_{table}$ , so  $H_0$  is rejected and  $H_1$  is accepted; (5) the effect of direct work procedure to the climate organization, with the result of  $p_{32} = 0.279$ . Meanwhile, the  $t_{count} = 2,682$  and the  $t_{table}$  on the  $\alpha$  significance rate (0.05) = 1.99 for  $dk = 88$ , because the  $t_{count} > t_{table}$ , so  $H_0$  is rejected and  $H_1$  is accepted.

The main objective of this research is to find and gain the clear description of: (1) The positive direct effect of personality to the leadership effectiveness; (2) the positive direct effect of work procedure to the leadership effectiveness; (3) the positive direct effect of climate organization to the leadership effectiveness; (4) the positive direct effect of personality to the organization climate; (5) the positive direct effect of work procedure to the organization climate.

## METHOD

The research used the quantitative approach through survey with causal approach. The survey is analyzed by statistic multivariate with path analysis technique. The population of the research is 117 senior high school principals in DKI Jakarta Province. The sample was selected by random sampling with Slovin's term as many as 91 principals. Therefore, the analysis unit in the research is the principals. The data collection procedure of the research is through distributing questionnaire which was developed by Likert's scale. The statements on the questionnaire are equipped with five alternative answers and its point between 1 = never, 2 = rarely, 3 = sometimes, 4 = often, and 5 = always. The research used five research methodologies to measure the leadership effectiveness, supervision, school's culture, and personal concept to the performance. The instruments are tested to 30 respondents in order to obtain valid and reliable instruments. Before conducting path analysis, the researcher conducted several required testing, such as: test of normality data, test of linearity, test of regression significance.

## RESULT

The description of research variables which concluded of personality, work procedure, and organization climate to the effectiveness of senior high school principals is presented in descriptive statistic involving minimum score, maximum score, range, mean, mode, median, standard deviation, and varians. The tests of analysis requirement which is used in the research are test of normality, test of linearity, and test of regression significance. The test of normality in this research used for each estimate error. By using Liliefors test, then the data will be claimed as normal if  $L_{count} < L_{table}$ , while the data is claimed as not normal if the  $L_{count} > L_{table}$ . The following is a summary of the normality test results for each estimate error.

Table 1. The Summary of Each Estimate Error of Normality Test with Liliefors Test ( $L_0$ )

Regression Estimated Error	$L_{Hitung} (L_0)$	$L_{tabel}$		Conclusion
		$\alpha = 0,05$	$\alpha = 0,01$	
Y atas $X_1$	0,0667	0,0929	0,108	Normal
Y atas $X_2$	0,0541	0,0929	0,108	Normal
Y atas $X_3$	0,0616	0,0929	0,108	Normal
$X_3$ atas $X_1$	0,0394	0,0929	0,108	Normal
$X_3$ atas $X_2$	0,0625	0,0929	0,108	Normal

Note :  $L_{tabel} = \alpha = 0,05 = 0,886 / \sqrt{n}$  ;  $\alpha = 0,01 = 1,031 / \sqrt{n}$

Meanwhile, test of significance regression utilized Varians Analysis (ANAVA). If the value of  $F_{count} > F_{table}$  in the error level ( $\alpha$ ) 0.05, then the similarity of the regression is significant while in the error level of ( $\alpha$ ) 0.01, then the similarity of the regression is highly significant. The result of regression significance test for each effect of personality, work procedure, and organization climate to the senior high school principals in Jakarta are described in table 2.

Table 2. Result Summary of Regression Linearity of Test

Variable	Comparison	Linearitas Tes			Conclusion
		$F_{hitung}$	$F_{tabel}$		
			$\alpha = 0,05$	$\alpha = 0,01$	
Y atas $X_1$	$\hat{Y} = 45,62 + 0,615 X_1$	54,071 1,203	3,95 1,64	6,93 2,01	Signifikan and linear
Y atas $X_2$	$\hat{Y} = 46,76 + 0,659 X_2$	41,641 0,907	3,95 1,64	6,93 2,02	Signifikan and linear
Y atas $X_3$	$\hat{Y} = 40,14 + 0,651 X_3$	39,81 1,56	3,95 1,64	6,93 2,01	Signifikan and Linear
$X_3$ atas $X_1$	$X_3 = 79,07 + 0,403 X_1$	25,46 1,362	3,95 1,64	6,93 2,01	Signifikan and linear
$X_3$ atas $X_2$	$X_3 = 78,51 + 0,442 X_2$	21,86 1,064	3,95 1,64	6,93 2,02	Signifikan and linear

### Hypothesis Testing

To test the research hypothesis, the structure similarity with structural model which was being tested is divided into three sub structural similarity:

**First Sub-structural Similarity:** The result of the path coefficient showed direct effect of personality, work procedure, and organization climate to the leadership effectiveness of high school

principals.

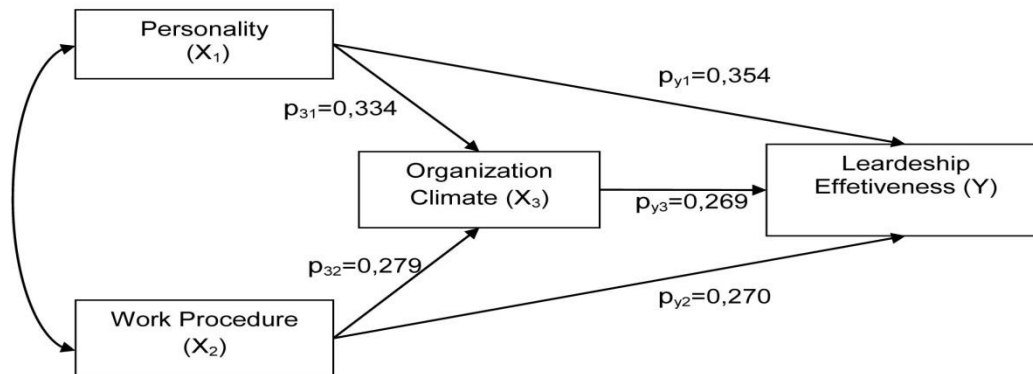
$$Y = P_{y1} X_1 + P_{y2} X_2 + P_{y3} X_3$$

$$Y = 0,354 X_1 + 0,270 X_2 + 0,269 X_3$$

**Second Sub-structural Similarity:** The result of the path coefficient showed direct effect of personality and work procedure to the organization climate.

$$X_3 = P_{31} X_1 + P_{32} X_2$$

$$X_3 = 0,334 X_1 + 0,279 X_2$$



**Figure 1. Path Coefficient and  $t_{count}$  of personality, work procedure, and organization climate to the leadership effectiveness of senior high school principals in DKI Jakarta Province**

The result showed that the theoretical framework that had been tested are matched with the similarity structure based on the empirical data. Thus, the result of the research is based on the existing theories.

## DISCUSSIONS

According to the test result, the tested hypothesis one (H<sub>1</sub>), it can be concluded that personality does affect positively, directly and significantly to the leadership effectiveness. The findings showed that strong personality of principals would increase the recent leadership effectiveness. Thus, it can be inferred that personality does affect to the positive and significant leadership effectiveness. Moreover, the tested hypothesis two (H<sub>2</sub>) proved that work procedure does affect positively, directly and significantly to the leadership effectiveness. The result shows that a well-planned and structured work procedure would enhance principal's leadership effectiveness. Therefore, we may conclude that work procedures directly affect leadership effectiveness positively. The tested hypothesis three (H<sub>3</sub>) showed that climate organization does affect positively, directly, and significantly to the leadership effectiveness. This finding showed that a convenient organization climate at school would enhance principal's leadership effectiveness. Therefore, we can conclude that organization climate positively affects the leadership effectiveness. The tested hypothesis four (H<sub>4</sub>) proved that personality positively

and significantly affects on the organization climate directly. The finding showed that principal's strong personality produced a convenient organization climate at school. Thus, we may conclude that personality does give positive and significant effect to organization climate. The tested hypothesis five (H<sub>5</sub>) proved that work procedures positively and significantly affect the organization climate. This finding showed that a well-planned and structured of work procedures may create a convenient organization climate at school.

## CONCLUSIONS

The research's result strengthened the theories below; (1) the personality improvement and enhancement, work procedures and organization climate would create principal's leadership effectiveness. The factors are; (a) Principal as the leader must own nature servant leadership, kinder, stable emotional state, and unfolds to improve school's quality; (b) Principal must be able to establish a strong organization climate through the implementation of work values, principle, tradition and work techniques which holds by the organization members to achieve shared purposes which fit with school's vision and mission, thereby established a humble teacher's and educational labor personality, caring, discipline, professional and responsible to its given task according to its basic task and functions; (c) Principal sets a well-planned work procedure to increase work productivity by establish conducive work climate; (2) The research findings strengthen the theory of improvement and enhancement on personality may establish conducive organization climate. The efforts to be implemented are; (a) Principal's behavior and personality must be in line with organization's values in order to foster group's sense of belonging, sense of interest to other group member, and commitment to prioritize group needs before personal needs; (b) Principal should establish effective policies which may affect teacher's work satisfaction, thus, create pleasant psychological effect for the teachers and staff and vice versa; (c) Wellplanned work procedure may encourage teacher's thought, behavior and personality in line with the organization values, foster sense of belonging among organization members, growing self-commitment to prioritize organization needs before self needs, and increase work stability among social system.

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