

# THE EFFECT OF LEADERSHIP BEHAVIOUR, ORGANIZATIONAL CULTURE, WORK MOTIVATION, AND DECISION MAKING ON WORK PERFORMANCE

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## Abstract.

The objective of the research is to determine the direct effects of the State Public Junior High School Principals' Leadership Behaviour, Organizational Culture, Work Motivation, and Decision Making towards Work Performance. The data were collected through 4 months survey to the State Public Junior High Schools in Bogor Regency and Bogor City involving samples of 62 Principals had been selected from the target population of 102 principals. This study uses quantitative methods and the path technique to analyse the data. Data processed with SPSS version 18, to test the significance of path coefficients used the t test, and the values obtained were compared to t table. Before testing the hypothesis, performed the analysis of test requirements that are test for normality, regression, and linearity. Data analysis was performed at a significance level of 0.05 and 0.01. The research found positive direct effect of leadership behaviour, organizational culture, work motivation, decision making on work performance; leadership behaviour, organizational culture on work motivation; leadership behaviour, organizational culture, work motivation on decision making. Based on the result of research, this indicates the crucial role of leadership behaviour, organizational culture, work motivation, and decision making on the principals' work performance. This implies that improved work performance of the State Public Junior High School Principals can be realized through improving on leadership behaviour, organizational culture, work motivation, and decision making. These findings suggest that the leadership behaviour, organizational culture, work motivation, and decision making are important determinants of the principals' work performance.

**Keywords:** Performance, Leadership behaviour, Organizational Culture, Work Motivation, and Decision Making.

## PENGARUH PERILAKU KEPEMIMPINAN, BUDAYA ORGANISASI, MOTIVASI KERJA DAN PENENTUAN KEPUTUSAN DALAM PRESTASI KERJA

**Abstrak.** Penelitian ini bertujuan untuk mengetahui pengaruh langsung Perilaku Kepemimpinan Kepala SMP Negeri, Budaya Organisasi, Motivasi Kerja, dan Pengambilan Keputusan terhadap Prestasi Kerja. Pengumpulan data dilakukan melalui survei selama 4 bulan ke SMP Negeri di Kabupaten Bogor dan Kota Bogor. Sampel pada penelitian ini yaitu 62 Kepala Sekolah yang dipilih dari populasi sasaran sebanyak 102 Kepala Sekolah. Penelitiab ini menggunakan metode kuantitatif, dengan menggunakan teknik jalur menganalisis data. Data diolah dengan menggunakan SPSS versi 18, untuk menguji signifikansi koefisien jalur uji t, dan nilai yang diperoleh dibandingkan dengan t table. Sebelum dilakukan pengujian hipotesis, dilakukan analisis persyaratan uji yaitu normalitas, regresi, dan linearitas. Analisis data dilakukan pada taraf signifikansi 0,05 dan 0,01. Hasil penelitian menemukan pengaruh langsung positif perilaku kepemimpinan, budaya organisasi, motivasi kerja, pengambilan keputusan terhadap prestasi kerja; perilaku kepemimpinan, budaya organisasi terhadap motivasi kerja; perilaku kepemimpinan, budaya organisasi, motivasi kerja dalam pengambilan keputusan. Berdasarkan hasil penelitian, hal ini menunjukkan peran penting perilaku kepemimpinan, budaya organisasi, motivasi kerja, dan pengambilan keputusan terhadap kinerja kepala sekolah. Artinya, peningkatan prestasi kerja Kepala SMP Negeri dapat diwujudkan melalui peningkatan perilaku kepemimpinan, budaya organisasi, motivasi kerja, dan pengambilan keputusan. Temuan ini menunjukkan bahwa perilaku kepemimpinan, budaya organisasi, motivasi kerja, dan pengambilan keputusan merupakan penentu penting dari kinerja kepala sekolah.

**Kata Kunci:** Kinerja, Perilaku Kepemimpinan, Budaya Organisasi, Motivasi Kerja, dan Pengambilan Keputusan.

## I. INTRODUCTION

The process of improving the quality of education is a process that is integrated with the process of improving the management of professional education. In addition, the government issued Government Regulation No. 17 of 2010 on the autonomy of the education can be expected as a guideline for education. Have not been successful efforts to improve the quality of education in cities and counties Bogor due to various factors, when viewed in terms of education

management, the main problem is the poor performance of the principal so that it takes a variety of factors supporting the principals' performance but the role of the principal remains the key position, since the main determinant of policy and decision-making is the principal. Professional principal who is able to practice good management functions, including POLC: Planning, Organizing, Leading, and Controlling. Besides the principal role as educator, manager, administrator, supervisor, leader, entrepreneur, motivator, and Organizer (EMASLEM-CO). But the reality on the ground there are still

things related to the behaviour of the principal performance is still low. Based on the result of DP3 (List of Assessment Implementation of the Work) performance of the head supervisor of Bogor District Junior High School made by the superintendent builder in 2010-2011, about 75 percent are still considered good and professional with a category value of A and B. Reality in this field indicates that the quality of education in the city of Bogor and it can be said is still stagnant, it has not shown good quality.

Application of the autonomy of education should be education paradigm changes but the estimated principal leadership behaviour would still embrace the old paradigm that is kept waiting (passive) while it's still a lot of principals are less initiative, less professional, has less communication so less skilled at engaging the community in any decision. Less able to give consideration to the concept and technical work in the field. Furthermore, principals are required to have the ability to lead and manage schools, because the headmasters to be the most determining school achievement. The results of studies on the effectiveness of the school stated that the main determinant of the progress the school is the principal. If the school fails, then it is a failure of leadership. The school principal as a leader role is to set the performance standard on himself by using the references of national standards of education or establish a higher standard. Principal competency standards are minimum standards of competence which must be owned by the principal. Regulations governing standards of competence, namely the Principal Permendiknas No. 13 of 2007 gathered on the five competencies: 1) personality, 2) managerial, innovative, hard working 3) entrepreneurship, 4) supervision in order to improve the quality of professional educators, and 5) have social competence. It is therefore important to address the low quality of education is to overcome the poor performance of school principals by improving the performance

## II. METHODS

This research aims to determine: 1) The direct effect of leadership behaviour on the performance of school principals; 2) The direct effect of leadership behaviour on work motivation; 3) The direct effect of leadership behaviour on decision-making; 4) The direct effect of organizational culture on the performance of school principals; 5) the direct effect of organizational culture on decision-making; 6) The direct effect of organizational culture on work motivation; 7) The direct effect of work motivation on the performance of school principal; 8) The direct effect of decision-making on the performance of the school principals; 9) the direct effect of work motivation on decision making.

This study uses survey research methods. Research using quantitative methods. Characteristics of quantitative research using the paradigm of design research. Research site in Junior High School in the Bogor city and the Bogor regency, the study between January 2011 until May 2011. Population affordable Principals of Junior High School in Bogor City and Bogor regency consists of 102 people. Test the research instrument was taken 30 people, for the study sample of 62 people. Sampling was done by using Simple Random

Sampling by lottery, simple random sampling technique gives equal opportunity to members to be elected as members of the population sample, the determination of sample size determination based on a sample table of a given population according to Isaac and Michael in Sugiyono, Statistics for Research (2009:75). Data processed with SPSS version 18, to test the significance of path coefficients used the t test, and the values obtained were compared to t table. Before testing the hypothesis, performed the analysis of test requirements that are test for normality, regression, and linearity. Data analysis was performed at a significance level of 0.05 and 0.01.

## III. RESULTS AND DISCUSSION

Leadership behaviour directly positive influences on the performance of the principal. A positive direct effect of leadership behaviour on the performance of the Principal and State Junior High School in the Bogor City and Bogor Regency. Known of the path coefficient of leadership behaviour on performance of the school principal (P51) of 0.163, with t count = 2.028, and t table = 1.671 ( $\alpha = 0.05$ ,  $df = 60$ ), then t count > t table so reject H0 and accepted H1, meaning that significant path coefficients, the conclusion there is a positive direct effect of leadership behaviour on the performance of the school principal.

a positive direct effect of leadership behaviour on work motivation of Principal on State Junior High School in Bogor City and Bogor Regency. Known to effect the leadership behaviour of the path coefficient of performance of principal (P31) of 0.335, with t count = 3.363 and t table = 1.671 ( $\alpha = 0.05$ ,  $df = 60$ ), then t count > t table then reject H0 and H1 accepted, meaning that the significant paths coefficient, the conclusion there is a positive direct effect of leadership behaviour on the principal work motivation.

A positive direct effect of leadership behaviour for making decisions on State Junior High School Principal in Bogor City and Bogor Regency. Path coefficient is known to influence the leadership behaviour on the principal decision-making (P41) of 0.264, with t count = 2.587 and t table = 1.671 ( $\alpha = 0.05$ ,  $df = 60$ ), t count > t table then reject H0 and H1 accepted, meaning that the coefficient significant paths, the conclusion there is a positive direct effect of leadership behaviour on the principal decision-making.

A positive direct effect of organizational culture on the principal's performance of the State Junior High School in the Bogor City and Bogor Regency. Known to influence the path coefficient of organizational culture on the performance of school principals (P52) of 0.262, with t count = 3.013 then, t table = 1.671 ( $\alpha = 0.05$ ,  $df = 60$ ), t count > t table then reject H0 and H1 accepted, meaning that the coefficient significant paths, the conclusion there is a positive direct effect of organizational culture on the performance of the principal.

A positive direct effect of organizational culture on decision making in the State Junior High School principal in the Bogor City and Bogor Regency. Known to influence the path coefficient of organizational culture on the principal decision-making (P42) of 0.233, with t count = 2.080 and t table = 1.671 ( $\alpha = 0.05$ ,  $df = 60$ ), then t count > t table then

reject  $H_0$  and  $H_1$  accepted, meaning that significant path coefficients, the conclusion there is a positive direct influence of organizational culture on the principal decision-making.

a positive direct effect of organizational culture on work motivation of the State Junior High School principal in the Bogor City and Bogor Regency. Known to influence the path coefficient of organizational culture on work motivation principals (P32) of 0.508, with  $t$  count = 5.094 and  $t$  table = 1.671 ( $\alpha = 0.05$ ,  $df = 60$ ), then  $t$  count >  $t$  table then reject  $H_0$  and  $H_1$  accepted, meaning that significant path coefficients, the conclusion there is a positive direct effect of organizational culture on work motivation of the principal.

A positive direct effect of work motivation on the performance of principals of the State Junior High School in Bogor City and Bogor Regency. Known to influence the path coefficient of organizational culture on work motivation principals (P53) of 0.308, with  $t$  count = 3.092 and  $t$  table = 1.671 ( $\alpha = 0.05$ ,  $df = 60$ ), then  $t$  count >  $t$  table then reject  $H_0$  and  $H_1$  accepted, meaning that significant path coefficients, the conclusion there is a positive direct effect of the work motivation on the performance of the principal.

decision making direct positive effect on the performance of school principals of the State Junior High School in the Bogor City and Bogor Regency. Known to influence decision-making path coefficient on performance of the principal (P54) of 0.335. With  $t$  count = 3.409 and  $t$  table = 1.671 ( $\alpha = 0.05$ ,  $df = 60$ ), then  $t$  count >  $t$  table then reject  $H_0$  and  $H_1$  accepted, meaning that a significant path coefficient, the conclusion there is a positive direct effect of decision-making on the performance of principals.

work motivation has positive direct effect on decisions making of the principal of State Junior High School in Bogor City and Bogor Regency. Known to influence decision-making path coefficient on performance of the principal (P43) of 0.406 with  $t$  count = 3.327 and  $t$  table = 1.671 ( $\alpha = 0.05$ ,  $df = 60$ ), then reject  $H_0$  and  $H_1$  accepted, meaning that a significant path coefficient, the conclusion there is positive direct effect of work motivation on the principal decision-making.

Leadership behaviour On Performance. In the dynamic world today needs leadership that can challenge the status quo, creating a vision, inspiring members of the organization to be able to achieve that vision. Managers are required to formulate a detailed plan, creating an efficient organizational structure. In theory the destination path (Path Goal Theory) developed by Robert House said that the leader encourages higher performance by providing activities that affect their subordinates to believe that valuable results can be achieved with a serious effort. Performance is a principal that performs of his duties as Educator, Manager, Administrator, Supervisor, Leader, Entrepreneur, Motivator, and Organizer. Looking at the above explanation that the principal has good leadership behaviour will enhance its performance. Therefore, the better leadership behaviour of principals, the more optimal of performance. Thus, there is supposed a positive direct effect leadership behaviour on the principal performance.

Leadership Behaviour on Work Motivation. Leadership behaviours can be oriented and production-

oriented employees. Behaviour of employee-oriented leaders emphasize interpersonal relationships, pay attention to the needs of employees, accept individual differences, whereas production-oriented leaders tend to emphasize the technical aspects and tasks, strong leadership to achieve optimal effectiveness in achieving goals, plays an important role to create vision, mission, strategy with members of the organization in achieving that vision. Motivation to work is an encouragement to impulse arising from outside a person (extrinsic) into a certain direction that preceded the birth of a need satisfying needs or achieving the desired objectives. Good leadership behaviour-oriented employees to contribute one's motivation to work. Based on these exposures is thought to have a positive direct effect of leadership behaviour on work motivation.

Leadership Behaviour on Decision Making. Leader is a figure of different individuals, so the leader in performing their duties badly affected by leadership behaviours. Factors influencing the leadership behaviour of decision-making process, some of which affect only certain aspects of the process, while some others are affecting the entire process, each having an impact on organizational decision-making. This decision will be made continuously in organizing activities to achieve the goal, so that leadership behaviour will affect the decisions taken. From the above it is suspected a positive direct influence on decision-making leadership behaviour.

Cultural Organisation Performance Against Principal's performance is characterized by the ability to act constructively to have a high level of confidence, responsibility, love of work, had the foresight, adaptive, have the power to realize potential, and make a positive contribution to the profession. A good organizational culture itself can give a good contribution to the principal performance. If the principal is responsible for the values which were developed in the organizational culture of schools, it can be said that the principal has an optimal performance. In conditions like these principals to contribute positively, so the potential that exists within him can be developed, the better it will be the organizational culture of high performance. Thus, there is supposed a positive direct effect of organizational culture on performance.

Organizational Culture on Decision Making. Cultural organizations have a character associated with the behaviour of employees, if the culture in schools is good, positive, values and norms are good, strong confidence of the public and of employees so that each member organization will strive to provide the best service in order to achieve organizational goals. It is strongly associated with decision-making to achieve these goals, because in order to provide the best means to make decisions effectively, efficiently through a clear procedure. Mature stages of the selection decision, so that cultural organizations related to the norms, values, rules, perception, memory, experience, confidence can affect how the decision-making process. Organizational culture so that both are expected to have good decision-making to achieve goals. Exposure is thought to have a positive direct influence of organizational culture on decision making.

**Organizational Culture on Work Motivation.** Organizational culture is the dominant values that exist in the organization is a philosophy that guides the organization's policies, mutual trust is jointly shared by the members of the organization, mutual cooperation is a fundamental value in the organization who can provide motivation for employees. Expectations arise because of the desire to achieve goals; work motivation is the driving device that drives a person to do the activities in meeting the needs. Work motivation is one of the critical success factors. Motivation can move a person's behaviour, so the motivation will determine the size of the fast or slow a job can be completed. Therefore, an organization that has the values, norms, rules that create a positive impetus to finish the job better so that it can achieve the goals of the organization. From the above there is thought to positive direct effect organizational culture on work motivation.

**Work Motivation on Performance.** According to James H. Donnelly, Gibson, and John M. Ivancevich (1987:328) relates the performance of contentment, the rate of return, good performance is affected by the skills, abilities, and traits of individuals in respect of individual performance, the resulting performance will further lead to intrinsic rewards and extrinsic rewards. Remuneration which is both positive and negative results depending on the level of individual performance, intrinsic and extrinsic rewards as compared to the expected return. Motivation is also a form of encouragement is the efforts to meet the requirements, compensation, and rewards for one's job, extrinsic motivation is motivation that arises due to be controlled by some contingency which depends on the performance of duty. While intrinsic motivation is motivation that is felt when the performance of his duty to reward, motivation related works, high and low work effort, level of diligence, and working toward a clear, strong motivation to work so if this happens then the performance will also increase. From the above there are thought to positive direct effect work motivation on the principal performance

**Decision Making on Performance.** Decision making is essential in the implementation of organizational activity wheels. In school organizations, each of the principal decisions taken positive or negative impact on their subordinates, so that good leaders must make decisions appropriate to their situation and condition in the school, if the decision-making process is done properly, it will enhance the achievement of the goals set together and will contribute also to all citizens of the school. In order to achieve mastery is influenced by the school principal as a leader in solving the problem to determine the set of decisions. The performance of the principal one of which is its ability to solve problems to make informed decisions. The explanation is thought to have a positive direct effect decision-making on the performance.

**Work Motivation on Decision Making.** Motivation is an urge in a person to conduct activities or tasks with the best. There are six characteristics of people who have high motivation to work: 1) have high level of personal responsibility, 2) willing to take and bear the risk, 3) have a realistic goal, 4) has a comprehensive work plan and strive to

realize the goals, 5) utilizing concrete feedback in all activities performed, and 6) seeking an opportunity to realize the plan that had been programmed. Decision-making process leading to increased problem-solving solutions, choose alternative solutions. Have higher motivation to work in exploring the knowledge, skills, the more accurate results of his decision as the decision-making related to the setting of the problem, alternative solutions, and implementation of the decision. From the above, there are thought work motivation has positive direct effect on decision making.

#### **IV. CONCLUSION**

The conclusion of this research are First, a positive direct effect of leadership behaviour on the performance of the principal. This means that the behaviour will lead to improved performance leadership principals. Second, a positive direct effect of leadership behaviour on work motivation. This means that an increase in leadership behaviour will result an increase in the principal motivation. Third, a positive direct effect of leadership behaviour of decision-making. This means that leadership behaviour will result in an increase an effective decision making. Fourth, the organizational culture has positive direct effect on the performance of the principal. Strong organizational culture will lead to improve principal performance. Fifth, a positive direct effect of organizational culture on decision making. Strong organizational culture will lead to effective decision making. Sixth, a positive direct effect of organizational culture on work motivation. This means that a strong organizational culture will result an increase in the principal motivation. Seventh, the direct effect of positive motivation on the performance of the principal. Means to increase motivation to work will result an improved performance principal. Eighth, decision making positive direct effect on the performance of the principal. This means that effective decision-making will lead to improved performance of the principal. Ninth, the direct effect of positive motivation to the decision-making. Means to increase motivation to work will result in effective decision making.

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