

The Analysis of Leadership Effectiveness to Enhance Employees Performances (A Study on Elementary Schools In Pasuruan and Malang, East Java)

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Abstract: This research is aiming to analyze the leadership effectiveness on the principal of public elementary school both in district of Pasuruan and Malang towards to the improvement of employees performances (teachers). The approach used in this research is qualitative. Population in this research is all of teachers in three schools in Pasuruan and two schools in Malang. Those schools are chosen since the alumni receive great achievement in academic field (almost 80% of the alumni are accepted in public junior high school in its region), eventhough those schools are located in rural area with lack of facilities. The teachers are being responsible in giving education and teaching to the first grade students to the sixth grade students. The total of the teachers in those five schools are 110 teachers. The finding of this research shows that the principals. Effective leadership acts can enhance the teachers. Performances as employees in structural aspects. Besides, it is found that most of the teachers which are led by principals. Effective leadership can develop the personal relation between the employer and the employees.

Key words: Effective leadership, employees performances, public elementary school, improvement, personal relation, improvement, personal relation

INTRODUCTION

Elementary school is one of institution which is expected to make the students to be alumni that having positive characteristic and good quality. Therefore, educational implementation in elementary school should be supported by high dedicated, creative, innovative and having good quality human resources to run it as the acceptable system and norm. Educational implementation which is done in elementary level is the important part in education to create character building. Consequently, human resources (read: teachers) have to be able to reach the goal. In this era, the need of human resource management in achieving the goal in a school is a demand. Human can be one of important resources in an organization. Without having good management, the other resources in an organization mean nothing. (UMM, 2003).

As one of educational institution, elementary school is obliged to implement academic program and basic education in science, technology and art, to implement and to develop basic science education including attaining competent students in science, technology and art for elementary level.

The success of an educational institution (read: elementary school) cannot be far from the role of the principal in running the organization. The way the employees (teachers) followed or did the order from the

principal should be observed well to know whether the employees did the employer's orders forcibly and afraid or by their intention. (Nawawi and Martini, 2005).

Job description and job division will result greater productivity needed by human especially in art, science and education (Hatcher, 1998). Job administration can increase the productivity since there is no one can do all the tasks especially the hardest one (Kartono, 2004; Hatcher, 1998; Boediono, 2005). Based on the elaboration above, the writer was intended to observe deeply about effective leadership acts of the elementary school principal which can enhance the teachers. Performances in Pasuruan. Choosing the school is by considering; first, the institution is an important institution which resulting alumni who have basic competencies in science, technology and art; second, the teachers have responsibility to the principal's orders, so there will be harmonious atmosphere between the teachers and the principle which is one of important things in increasing the teachers performances. This urgent correlation is interesting to be analyzed. The aim of this research is to know whether there is a significant correlation between the effective leadership acts of the principal towards the teachers. Performances in some public elementary school in Pasuruan, East Java.

Literature review: There are two previous studies which can be used as empirical studies, i.e., the influence of

leadership acts and work atmosphere towards organization climate a study in a pharmacy institution in district of Nganjuk. The finding of the study shows that variable of leadership acts and work atmosphere simultaneously and significantly affects organization climate 59.5%; variable of partial leadership acts affects organization climate 36.5% while variable of partial work atmosphere affects organization climate 32.3%. (Hawarni, 2003). Second, a study about 'The Influence of situational leadership style and work setting towards employee's performances. (A study on middle manager of PT. Perkebunan Nusantara XII (stockholder) in East Java) has shown that employees maturity affects to situational leadership acts significantly; leadership style and work setting which consist of instruction behavior, consultation, participation and delegation affect to the employee's achievements and employee's maturity covers work maturity and psychology maturity also affect on employee's work achievement.

Setyowati (2004) has analyzed the influence of the employees commitment towards effectiveness of employees performances. The research tells that factors in constructing the employees commitment affect to the effectiveness work. Commitment is measured based on three main variables. i.e., willingness to work, dedication and pride towards the organization. Meanwhile, effectiveness work is measured based on insight and job knowledge.

The research finding reveals that there is a significant influence from the variables which are analyzed at the same time. However, if it is analyzed partially, it shows that age, education, working experience, job identity, task meaning, autonomy and feedback (as independent indicator) do not influence the effectiveness work.

According Gibson (2004), if the time dimension is connected to the aim and the goal is the organization has some indicators which are it is in short period and it covers production size, efficiency and satisfaction. Other two medium period criteria are able to adapt and develop themselves. Work productivity, measured indicators cover:

- Total of work outcomes
- Quality of work
- Ability in completing the work list
- Ability in revising work output

Efficiency, measured indicators cover:

- Time requirement to finish the tasks
- Total of employee needed for a work
- The ability to use source of funds
- The ability in using facilities and services

Satisfaction, measured indicators cover:

- Attainment of work output
- Given tasks
- The ability in solving the problems
- Job quality

The school principal leadership acts: Elementary school as one of educational institution in basic level cannot be far from the role of principal's leadership in attaining the educational goals. If it is connected with the educational concept, it can be called as leadership. As stated by Burhanudin (2004) that educational leadership is one of the ability owned by someone in affecting, motivating assisting, directing and actuating persons whom in linked to the implementation and development of education and teaching. Therefore, all of the activities can go effectively and efficiently as the aim and the goal of education. Ranupandojo and Husnan (2007) mentioned the responsibilities of leaders in detail:

- Determine the aim of the realistic work (quantity, quality, safety and etc.)
- Supplying staffs by using the allocations for doing the tasks
- Communicating to the staffs what are their wants

The succession of the leaders in implementing their works based on Martoyo (2005) can be seen from three aspects, i.e.:

- Able to anticipate sudden changes in the process of managing organization
- Success in correcting the weaknesses
- Having capability to the organizational goals in certain time

Democratic ways characteristics:

- Inviting the citizens or members joining decision-making made by the leader to formulate the goals and the ways to reach it
- The leader actively gives suggestions and guidelines
- Positive critics occur either from the leaders or from the subordinate
- The leaders actively participate in group activities

Liberty ways characteristics:

- The leaders passively do their roles
- Determination of aims which will be established by the group is delivered to the members
- The leaders only serve the facilities needed by the group

- The leaders are in the middle of the group but they act as audience

Hypothesis: The researcher supposed that there is significant correlation between the principal's effective leadership acts towards teacher's performances in elementary school in Pasuruan and Malang, East Java.

MATERIALS AND METHODS

Research methodology: In line with the research problems and the research goals, it can be identified that there are two variables would be analyzed, i.e.:

- The principal's effective leadership acts as independent variable
- Teachers performances as dependent variable

The influence of independent variable can be seen in Fig. 1 In this research, all of populations are sample. Population in this research is all teachers in the three elementary schools in Pasuruan and two elementary schools in Malang, except the principals. The locations are chosen since the five elementary schools have alumni who receive great achievement in academic field (almost 80% of the students are accepted in public junior high school) even though those are located in rural area with lack of facilities.

The three schools from Pasuruan are SDN Masangan and SDN Latek (in Bangil) and SDN Bandaran 2 (Winongan). Two schools from Malang are SDN Pandanlandun 1 (Wagir) and SDN Kebonagung 6 (Pakisaji). Those teachers are obliged to give education and teaching to the students start from first grade to the 6th grade. Total from those 5 schools are 110 teachers.

To obtain the data, the researcher uses closed questions and questionnaires, list of questions for the respondents about the variables, i.e., the principals leadership acts towards the teachers and the teachers performances. To analyze the data, the researcher uses quantitative method to measure the correlation and the influence of independent variable X towards variable Y. The relation between those variables can be illustrated:

$$Y = a + \beta X + e$$

Where:

- Y = Employees performances (teachers)
- a = Constant value
- β = Beta as a variable of the principals effective leadership acts
- X = The principals effective leadership acts
- e = Error factors (Santoso, 2003)

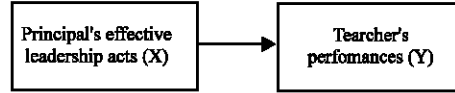


Fig. 1: Display of the influence of the principals effective leadership acts towards the teachers performances

RESULTS AND DISCUSSION

The research finding about the principals effective leadership acts showed that the range scores 42-97 in total. From the data analysis, the mean score was 75.94 and deviation standard was 13.91. The data distribution of the research finding can be seen as Table 1. To know the range of the principal's effective leadership acts, so the scores were arranged as follows.

It could be seen that the range score of the elementary school principal's effective leadership acts in a whole was at interval 76-100. It was equal to 84 persons (76, 36%) (Table 2). It meant that most of the elementary school teachers in Pasuruan and Malang assumed that their principals had effective leadership acts.

From the data analysis result, minimum score for work effectiveness was 43 and maximum score is 90 while the mean score towards elementary school teachers. work effectiveness in Malang and Pasuruan in a whole was 67.35 and the standard deviation was 11.11. To know elementary school teacher's work effectiveness, it was made interval score as below (Table 3). To know the overall employees work effectiveness level (teachers), the interval scores were made based on certain categories as under.

By seeing the interval score for employee's work effectiveness aspect, the most score was in 69-91 or equal to 88 (80.00%). It means that most of the elementary school teachers in Pasuruan and Malang did the teaching effectively. From the analysis by using standardized regression, it showed that independent variable impacts the dependent variable. It can be seen as Table 4.

In addition, result of analysis of regression test was 17.532 and significant level 0.05 by using significant level 0.000. It meant that independent variable impacts the dependent variable. Thus, independent variable, i.e., elementary school principals effective leadership acts really affected the teachers performances at school. In the previous part, it had been explained that to know the description of the variable of principals effective leadership acts both in elementary school in Malang and Pasuruan was by the teachers. Perceptions towards the principals. From the finding, it was obtained the data

Table 1: Frequency distributions of the principal's effective leadership in elementary school

Intervals	Frequencies	Percentages
95-100	2	1.82
89-94	10	9.09
83-88	40	36.36
77-82	30	27.27
71-76	10	9.09
65-70	5	4.55
59-64	5	4.55
53-58	4	3.64
47-52	3	2.73
41-46	1	0.91
Total	110	100

Table 2: The range scores of the principal's effective leadership acts in elementary school

Intervals	Frequencies	Percentages	Categories
76-100	84	76.35	Effective
51-75	22	20.0	Quite effective
26-50	4	3.64	Less effective
0-25	0	0.00	Not effective
Total	110	100	

Table 3: Frequency distributions of elementary school teachers work effectiveness in Pasuruan dan Malang

Intervals	Frequencies	Percentages
87-91	8	7.27
82-86	38	34.54
77-81	22	20.00
72-76	11	10.91
67-71	10	9.09
62-66	4	3.64
57-61	8	7.27
52-56	2	1.82
47-51	4	3.63
42-46	3	2.72
Total	110	100

Table 4: Multiple regression analysis

Model	Sum of squares	df	Mean square	F-value	Sig.
Regress	2483.576	1	827.859	17.532	0.000*
Residual	13467.114	106	127.048		
Total	15950.691	109			

*Predictors: (Constant), principal's effective leadership; ^bDependent Variable: teachers, work effectiveness

about principals leadership effectiveness acts in elementary school located in Malang and Pasuruan which categorized as effective.

This finding indicated that the principals basically implemented the initiation structure and consideration acts in doing their tasks as leaders. It was shown by their acts when they tried new innovations such as group necessity as prior things that their needs; feel free to accept some advices, opinion and even criticisms from the employees; tolerating the employee's mistakes and directly guide them in order to make them keep their creativity and enterprises. As a result, teamwork was a key to reach the goals by always trying to make the employees success and increasing their prosperity.

Based on the findings, there was strong correlation between the principal's effective leadership and the teacher's work effectiveness. This research was in line with Anderson (2002) who has pointed that leadership act is one of independent variable which can determine the employee's work effectiveness (as dependent variable), whether in individual, group or organization aspect.

By the result of data analysis, it was found that the principal's effective leadership acts categorized as effective since most of the teachers give high positive scores both on aspect of initiation and consideration. This finding led to conclude that effective leadership was the leader who could finish organization tasks and sustain the employees motivations.

High performances leadership, both in initiation and consideration, could enhance the employee's work effectiveness. Effective leadership acts structured by high initiation which combined with high consideration acts of group satisfaction attitude will construct motivation and work effectiveness which resulted employee's work productivity.

The finding of this research also strengthens the theory studied by Hoy and Miskel (2006) that high performances on two dimension (whether consideration or structure of initiation) resulted maximum output in an organization. In addition, Blake and Mouton believed that the most effective leadership acts were the leaders who paid much attention on the employee's tasks completion to obtain the organizational objectives and those who sustained the employee's motivations in order that they would work optimally. Smith stated in his book entitled (Wealth of Nations) in Boediono (2005) that special pressure towards probability of work productivity through specialization could be a source of work output increase. In addition, Smith believed that output increment could be obtained by some people through job division system by considering three points; first, their specialization in each field; second, job division system could decrease the time which was lost of the transition of job description; finally, since machines had found, it could ease and hastened the job and it could increase work productivity.

CONCLUSION

The principals effective leadership acts strongly correlate with the employees performances (teachers) in elementary schools located in Malang and Pasuruan. It means that if someone uses effective ways in managing their employees, it can enhance the employees performances while it can decrease the employees performances if they do not use the effective ways in managing them.

SUGGESTIONS

The next researcher can conduct the research which is not done yet such as bringing topic about other leadership acts (autocratic, charismatic, etc.). The finding of this research shows that there is a correlation among human. However, they should create vibrant work environment by appreciating the employees achievements.

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