

# Enhancing the Head of Education Office Performance Through Leadership, Environment, and Organizational Culture

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## ABSTRACT

The performance of the education head office would determine school performance. This study aimed at finding out the direct and indirect influence of leadership style, work environment, and organizational culture towards the performance of the Head of the Education Office (HOEO) Jakarta. This study administered survey methods with a quantitative approach and path analysis as a research design. The respondents of the research were 100 employees in the educational office. Data collection was conducted through the instrument in the form of questionnaires using a model of Likert scale. Several statistical tests were calculated to fulfill the requirements in path analysis, namely: the normality test; the homogeneity test; and the significant test of the regression coefficients and linearity. The results of the analysis found that there was a direct influence on leadership style towards the organizational culture; work environment towards the organizational culture; leadership styles towards the performance of HOEO; work environment towards the performance of HOEO; and organizational culture towards the performance of HOEO. Additionally, there were indirect influences on organizational culture to the performance of HOEO through leadership style and work environment. The research concluded that the HOEO performance enhancement was influenced by variations in leadership style levels, work environment, and organizational culture.

**Keywords:** *leadership style, organizational culture, head of education office performance, work environment*

## 1. INTRODUCTION

In the industrial era of 4.0., rapid technological developments have affected human life in various aspects. Companies around the globe are also preparing to fix themselves so as not to miss the changes aroused by developments. An organization needs organizational leadership that can adapt to the changes. The district education office as a government organization in the field of education needs to provide improved services to the community to be faster and more measurable. Leadership will direct the vision and mission of the organization, the working culture will establish the work habits of employees, and the good working environment will form togetherness so that these three variables become important in shaping the performance of the organization. The leadership styles of the leaders would influence the

quality of work culture in the organization [1]. Previous studies have found out that the biggest influence on the t-test is on the influence of work culture on employee performance [2, 3]; meanwhile, leadership behavior is positively related to outcome variables [4]. In general, organizational performance relies greatly on organizational culture, and leadership style mediates the relationship between organizational culture and employee performance [5].

Performance is the work behavior of all members in an organization to achieve goals. Firm performance may be affected by different factors such as company management, investment opportunities, justice, commitment, or leaders. To achieve the desired product and service in limited time, quality, and cost in a kind of way means that organizational performance and this also means efficiency, organizations cannot survive with the same approach to innovation due to market competition,

and they should find new opportunities to create new ideas. Therefore, manufacturing companies need to improve their performance continues to survive and thrive in the competitive arena [6]. An employee is a key element of the organization. The success or failure of the organization depends on employee performance [7]. Successful and effective organizations are organizations with individuals who have good performance. In conclusion, if the employees who work in an organization have a good performance then the effectiveness or success of an organization will be achieved [8]. The organizational performance includes both financial and non-financial performances; the former refers to tangible or monetary benefits such as the return of investment, revenue, and profit margins, while the latter refers to customer satisfaction, growth, and other intangible benefits [9].

Leadership adopts various leadership styles to motivate and stimulate workers [4]. The organization leader has the function to influence subordinate's behavior to achieve the organization's goals with high willingness and enthusiasm [10]. In general, leadership styles can be divided into two major categories: the mechanistically based leadership style and the humanistic based leadership style [11]. Leadership is a process by which a person influences followers to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent [12]. The foremost thing is that a leader should understand his role; he should be clear about what he has to lead, what are his purposes, and what goals he wants to achieve? Every employee comes into an organization with a set of expectations and every individual employee has a unique set of sentiments and values [13]. Leadership styles are assumed to influence the expectations of individuals at managerial positions from their subordinates [14].

Besides, related to the work environment, a comfortable work environment will give a good impact on the continuity of its employment, while a less conducive work environment will bring a negative impact on the continuity of its employment. A fresh, comfortable, and fulfilling work environment that meets the standards of worthy needs will contribute to the employee's comfort in doing his job. The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving tasks like task activities training, control on one's job-related activities, a sense of achievement from work, variety in tasks, and the intrinsic value for a task [15]. The work environment provides a good description of the mental activities that a worker undertakes during working hours or at post [16]. The productivity of employees is determined by the inordinate level of the environment in which they work. The work environment involves all the aspects which act and react to the body and mind of an employee [17]. Organizational culture is a system of shared meaning held by members that distinguish the organization from other organizations [18]. Organizational culture is the basic pattern of shared values and assumptions governing the way employees within an organization think about and act on problems and opportunities [19]. Organizational culture has a powerful effect on the performance and long-term effectiveness of

organizations [20]. The learning organization culture dimensions are as follows: continuous learning, dialogue and inquiry, team learning, embedded system, system connections, empowerment, and leadership [21].

## 2. METHOD

### 2.1. Participants and procedures

The population in the research was 700 employees of the organization in 6 education service districts in the province of Jakarta. The sampling technique used in this research was simple random sampling with 100 employees (participants) of the provincial education office Jakarta. The duration of the research time was carried out from August 2018 until January 2019.

This quantitative research using a survey method with the causal technique was implemented, while the data were analyzed with path analysis to analyze the effect of one variable toward another variable. The examined variables were divided into two types, namely the exogenous variables and endogenous variables. Exogenous variables influence either directly or indirectly toward the endogenous variable. While the endogenous variables were the variables that could affect other endogenous variables. The endogenous variable in this study was the performance of HOEO (X4). Whereas the exogenous variables included: leadership styles (X1); work environment (X2); and organizational culture (X3) with the constellation research model structural path analysis as seen in Figure 1.

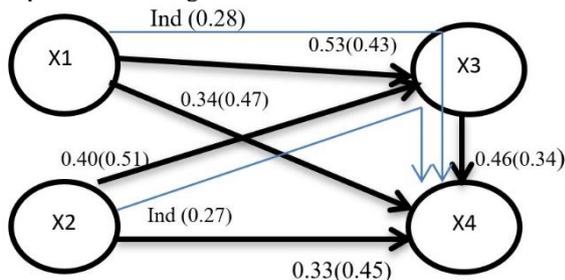
### 2.2. Data Analysis

The technique of data collection is completed using the scale of Likert scale that used for the variable style of leadership, work environment, organizational culture, and organizational performance of HOEO. The Likert scale has five categories of answer options, namely: strongly agree; agree; neutral; do not agree, and strongly disagree. Answers are given a weighting value of 5 and 1 to a significant statement, then the instruments were examined to obtain valid instrument items with respondents outside the sample research. The validity test and reliability test of the instrument were done before the research was carried out. Testing the validity of the grain instrument in all variables by analyzing the relationship scores of each grain with the total score using the Pearson's Product correlation Moment formula. If  $r_{\text{observed}} > r_{\text{table}}$  the item is valid; meanwhile, calculation of the reliability toward the grain of a valid instrument is analyzed with the Cronbach Alpha. Reliability coefficient calculation instruments made after invalid items are discarded so as not to be taken into account in this calculation. The reliability statistics for each of the variables showed the organization performance = 0.907; the leadership style = 0.920; the work environment = 0.915; and the organization culture = 0.921.

### 3. RESULT AND DISCUSSION

By applying the path analysis, it required several specific statistical tests for the data. The statistical tests covered the normality of error; the homogeneity test; as well as a test of the significance of the regression coefficients and linearity. Based on the analysis, the data obtained results as follows. A test of normality distribution error ( $Y - \hat{Y}$ ) is a statistical test that performs the normal distribution of the error. In the research, the normality test was measured due to the Lilliefors test with the terms: if the statistics  $L_{observed} < L_{table} (=0.05)$  then the data is a normal distribution; though, if the  $L_{observed} > L_{table} (=0.05)$  then the error data is not a normal distribution. The results of the research showed that all  $L_{observed} < L_{table} (=0.05)$  which means all error estimates were derived from a normally distributed population. Moreover, its homogeneity test was calculated to find out that the sample data came from a homogenous population. The homogeneity test was performed due to the Bartlett test with the formula  $X_{observed}^2 < X_{table}^2$ . The homogeneity test result showed that the sample came from a homogenous population.

After completing the required tests in path analysis, the calculations were continued to a more specific determination of the influence of direct and indirect variables. The determination was focused on exogenous variables in the model of endogenous toward structural variables of direct influence. The structural model that was analyzed in this study consisted of two substructures, namely substructure-1 and substructure, -2. There was an endogenous variable, namely the organizational culture, and the two variables of direct exogenous influence, namely leadership style and work environment. The results of direct influence such as leadership style and work environment toward organizational culture in substructure 1 showed that each variable gained 0.43 and 0.51. Simultaneously, the direct influence of exogenous variables such as leadership style, work environment, and organizational culture toward endogenous variables of organizational performance of the head of education office (HOEO) Jakarta in Substructure-2, resulted in the value of each .47, .45, and .34. Meanwhile, the big influence of the indirect leadership style toward Jakarta's Education Office on organizational performance through organizational culture was .75, and a large influence of indirect work environment toward the performance of HOEO through the organizational culture was .72. All calculations were significant with the  $\alpha = .01$  and retrieved  $t_{table} = 2.63$  where the value of  $t_{observed} > t_{table}$ . In this way, all path coefficient is very significant. The summary of the result was performed in Figure 1.



**Figure 1** The coefficient of the variable path and great influence of endogenous variables toward exogenous.

**Note:** Correlation coefficient 0.53; 0.40; 0.34; 0.33; and 0.46; Path coefficient direct influence: (0.43); (0.51); (0.47); (0.45); and (0.34); indirect influence (Ind): (0.28) and (0.27). X1: leadership, X2: environment, X3: organizational culture, X4: performance of HOEO.

The following descriptions are performing the results on Substructure -1. Path coefficient  $p_{31}$ (direct influence leadership style toward organizational culture) equal 0.43 with  $t_{observed} (7.88) > t_{table} (2.63)$ . So, leadership styles had a direct positive influence on organizational culture. However, it was found that transactional leadership had the greatest influence on the quality work environment than transformational leadership [1]. According to the results of the correlation analyses, all of the sub-dimensions of the Leadership Styles and Organizational Culture types are positively correlated by the exception of the Laissez-faire dimension [12]. Transactional leadership in the current study demonstrated a positive effect on organizational culture [22, 23].

The results of this study following the leadership style of the HOEO which is the supervisor of the municipal six education department head in Jakarta provincial environment. The head of the Department of education's is mentoring the program through periodic meetings Department, to hold a socialization program, coaching directly in the form of a dialogue, so that it becomes a culture that affects organizational members of Jakarta's Education Office. Leadership style will affect the behavior of his subordinates especially supports the use of its preferred style [24]. From the results of the research and prior theories, it can be concluded that there was a significant direct influence on leadership style toward the organizational culture of the Jakarta education office.

Path coefficient  $p_{32}$  (direct influence of work environment toward an organizational culture of the Jakarta education) equal 0.51 with  $t_{observed} (6.04) > t_{table} (2.63)$ , So, the environment had a direct positive influence towards organizational culture. There is a widespread belief that the creation of a positive environment is an expensive and lengthy process [25]. That process can be long if a manager does not put in considerable effort to change organizational culture in favor of the organization. With a representative work environment, it will support the implementation of the work of members' organization of HOEO. The members of the organization's environmental education office in Jakarta would be highly motivated because all members of the organization of mutual support were realizing the vision and mission of the organization. Culture binds members of community groups can be a unity of views that create a uniformity of behaving or acting. Progressively, with the leadership of the head of Jakarta's Education Office, the organizational culture will be established within the organization and also can be perceived benefits to contribute to the effectiveness of the organization as a whole. From the results of the research and the theories that were put forth, it can be concluded that there was a significant direct influence on the work environment toward the organizational culture of Jakarta's Education Office.

Continue to Substructure -2, there was an endogenous variable, namely organizational performance, and three

variables exogenous influence directly, that were leadership style, work environment, and organizational culture.

Path coefficient  $p_{.41}$  (influence of direct leadership style toward Jakarta's Education Office organizational performance) equals 0.47 with  $t_{\text{observed}} (5.70) > t_{\text{table}} (2.63)$ . So, leadership styles had a significant direct positive influence on HOEO. The leadership variable had a significant influence of  $0.006 < 0.10$  on employee performance with a regression coefficient of 0.212. Positive regression coefficient values show that leadership style has a positive influence on employee performance [10]. Transactional leadership and transformational leadership had a significantly positive effect on business performance. Accordingly, the  $H_1$  hypothesis was accepted. Furthermore, the effect of transformational leadership on business performance (.341) was higher than the effect of transactional leadership on business performance (.145) [26]. There was a very significant influence on leadership style toward the performance of basic education service organizations in East Jakarta [27]. Transformational leaders' behaviors were influential in motivating the employees, to make them more aware of the task outcomes, they could stimulate their order needs and develop their self-interest for the organization's performance [28]. The basis of the results was obtained by analyzing the data. To accomplish organizational goals, it was noted that the transformational leadership style, idealized influence attributed, required training to develop the skills to inspire followers. Participants with a lack of skills in inspiring followers lower the opportunities to achieve collective organizational results [29]. From the results of the research and theories, it can be concluded that there was a significant direct influence on leadership style toward Jakarta's Education Office organizational performance. This corresponds to the fact that the leadership style of the head of Jakarta's Education Office by performing do, talk, and discipline can be accepted by all members of the organization. So that all members of the organization of HOEO work diligently with full discipline and responsibility that ultimately resulted in a good influence on the performance of the organization.

Path coefficient  $p_{.42}$  (direct influence of work environment toward the performance of HOEO) equals 0.45 with  $t_{\text{observed}} (5.95) > t_{\text{table}} (2.63)$ . So, the work environment had a significant direct positive influence on HOEO performance. This study discovered that the variable of work environment influenced employee performance with a significant level of 0.062 and a regression coefficient of 0.129 [10]. Working Environment contributed as many as 0.800 on employee performance for every 1 point of change in the working environment. The sig column showed an expected probability of 0.000 (alpha 0.05) regarded as a significant effect on employee performance [7]. Based on the author's observations on the office of the Department of Education, there was a work environment with adequate comfort room, the equipment work, family, and order can improve work productivity. The physical working environment is an important, statistically significant predictor of productivity. This result was robust to various empirical specifications in Denmark and Sweden, the two countries in which national data protection regulations do not

prohibit the matching of individual-level information on the working environment with company-level information on productivity and other company-level characteristics, and thus allow us to harmonize data at the individual level. From the results of the research and theories that were put forth, it can be concluded that there was a significant direct influence on work environment performance toward Jakarta's Education Office.

Path coefficient  $p_{.43}$  (direct influence organizational culture toward the performance of HOEO) equals 0.34 with  $t_{\text{observed}} (5.79) > t_{\text{table}} (2.63)$ . So, the organizational culture had a direct positive influence on the organizational performance of HOEO. All learning organization culture dimensions were significantly associated with both dependent variables, namely organizational performance, and organizational innovativeness. This further signifies that all learning organization dimensions are equally important for higher organizational performance [21]. Organizational culture is attached to performance and initiated on the apparent role that culture can play in caused competitive advantage [30]. Bureaucratic culture affects organizational performance significantly. The employees agreed that bureaucratic culture affects organizational performance [31]. Thus, it can be concluded that the organizational culture created the work productivity because a culture that has been built in a long time will grow the hierarchy of the workings of its employees, and the employees will have already known the task responsibility and his instructions. A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaption and internal integration, that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel concerning those problems [32]. Related to the presented research results, it can be concluded that there was a significant direct influence on organizational culture toward the organizational performance of HOEO.

Path coefficient  $p_{.431}$  (indirect influence of leadership style toward Jakarta's Education Office on organizational performance through the organizational culture). Level of the influence of indirect leadership style through organizational culture toward organizational performance Jakarta's Education Office  $(p_{.431})^2 = p_{.31} \times p_{.43} = .43 \times .34 = 0.1462$ . Thus, the influence of leadership style toward the performance of HOEO, through organizational culture was 14.62%. Meanwhile, the level of  $p_{.41}$  (influence of direct leadership style toward Jakarta's Education Office organizational performance)  $= (p_{.41})^2 = .47 \times .47 = .2209$ . because  $(p_{.431})^2 < (p_{.41})^2$ . It means organizational culture as variables intervening did not effective to improve organizational performance. This is empirical support for the relationship between leadership, culture, and performance [11]. This proved that the variation in performance derived directly from the variations of the leadership style through the variations of the organizational culture of Jakarta's Education Office. One concrete example of leadership style that influenced significant organizational performance toward Jakarta Education Office was the analogy of the influence of the leadership style of the Governor of Jakarta toward elements of the leadership under it. With effective,

dynamic leadership, and showing appreciation on the achievements of the work of employees by delivering the existence of a system of performance-based remuneration. Leadership style as it can be applied in the organization so that the members of the organization of HOEO always try to work properly in achieving the performance by following the duties and functions of the organization.

Path coefficient  $p_{432}$  (the influence of indirect work environment through organizational culture toward Jakarta's Education Office organizational performance). Level of the influence of indirect work environment through organizational culture toward organizational performance Jakarta's Education Office  $(p_{432})^2 = p_{32} \times p_{43} = .51 \times .34 = 0.1734$ . Thus, the influence of the work environment toward the performance of HOEO, through organizational culture was 17.34%. Meanwhile, the level of  $p_{41}$  (influence of direct leadership style toward Jakarta's Education Office organizational performance)  $= (p_{41})^2 = .45 \times .45 = .2025$  where  $(p_{432})^2 < (p_{41})^2$ . It means organizational culture as variables intervening did not effective to improve organizational performance. This proved that the variation in performance derived directly from the variations of the work environment through a variation of the organizational culture of Jakarta's Education Office. The model (organizational culture and working environment) was describing the predictor of employee performance as many as 71.6% ( $R^2 = 0.716$ ) which the rest were predicted by other variables beyond this study [7].

An earlier study using the same four variables (performance, leadership style, environment, work culture) was done by [34] who found that leadership style did not influence employee performance, the work environment did not influence employee performance, the organizational culture influenced the employee performance, and simultaneously leadership style, work environment, and culture had a positive but not significant effect. The study applied regression while our study implemented path analysis, which produced seven significant analyses as described earlier. New findings, implementation of leadership style and work environment when associated with organizational culture usually had better HOEO performance, but based on the research results, the leadership style had a direct influence towards organization performance of HOEO higher; and work environment had direct influence towards organization performance of HOEO higher, without organizational culture.

#### 4. CONCLUSION

Based on the analysis of the research results on improving the performance of the head of Jakarta's Education Office through leadership, environment, and organizational culture, it was concluded that the variations in the performance of the head of the Jakarta Education Office influenced significantly by either directly or indirectly the variations in the leadership style, work environment, and organizational culture. Implementation in management and organizational culture should have changes to improve organizational performance. Due to the development of dynamic times, cultural change may

create a positive impact on organizational development and growth.

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