

The Effect of Organizational Knowledge, Interpersonal Relationship, Organizational Commitment and Leadership Effectiveness toward Decision Making of Junior Highschools Headmaster in Deli Serdang

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ABSTRACT

The aim of the research was to determine and describe the effect of organizational knowledge, interpersonal relationship, organizational commitment, and leadership effectiveness toward the performance of decision making of Junior High Schools Headmaster in Deli Serdang. The research was carried out through quantitative descriptive using path analysis as the survey method. The sampling research is a proportionate stratified random sampling technique with the total sample of 156 headmasters from population of 256 headmasters of the state and private junior high schools.

From the findings, it may be concluded are (1) There has been direct effect of organizational knowledge and interpersonal relationship toward organizational commitment; (2) There has been direct effect of organizational knowledge, interpersonal relationship and organizational commitment toward leadership effectiveness; (3) There have been direct and indirect effect of organizational knowledge, interpersonal relationship, and leadership effectiveness toward decision making.

Keywords: Organizational knowledge, interpersonal relationship, organizational commitment, leadership effectiveness, decision making.

Introduction

Decision making is an important part of a manager's duties because the decision of a manager is base to implementate the programs or the decisions of a manager will be a framework to be organization activity. To implementation of decision making result may be effective and easier if a manager was involved on the the decision making process directly. According to Hammer and Schmidt (1977:312-316) there are four variables that influence the decision making in an organization thats (1) organizational knowledge; (2) interpersonal relationships; (3) organizational commitment; and (4) leadership effectiveness. These four factors can influence individually and simultaneously. Decision making of headmaster to become a basis to implement of task in accordance the planning has been prepared. Meanwhile, Adair (2007:23) said five steps in making

decision, which are define the goal, collecting relevant data, producing good choices, making the decision, implementing the decision, and evaluating the decision.

School as an organization in education needs to apply managerial principal to achieve its goals. Headmaster is the educational leader who has major role in managing the school, they should operate the school based on organizational principals because a headmaster is also a manager. The responsibility of a manager are organize, arrange, and control of an organization to achieve the aims which has been established and manage everything correctly.

The empirical study finds out that the headmasters' decision making are not good has impact toward improving the student achievement. The study result showed that many of headmasters not perform basic tasks and functions as expected by rules and regulations and as well as theories of educational management in decision making.

One of study related to the headmasters decision making was done by Carudin (2011:229-246) provide the emprical evidence that generally, the headmasters performance of state vocational school on decisions making was in middle catagory (61% of the ideal score).

Problem Statement

The problem statement of this research can be stated as follows:

1. To what extend the organizational, knowledge and interpersonal relationship effect directly toward organizational commitment?
2. To what extend the organizational knowledge, interpersonal relationship and organizational commitment effect direcly toward leadership effectiveness?
3. How the organizational knowledge, interpersonal relationship, and leadership effectiveness effect directly or indirectly toward decision making?

Review Literature

The managerial decision making is choosing and deciding an action alternative to solve problems of management. Kreitner dan Kinicki (1989:487) defined decision making as a series of actions related to problem solving. Decision making was define as the process of integration that combines the knowledge to evaluate two or more alternatives behaviors and choosing one of them.

According to Adair (2007:1) decision making is decide what actions that is taken, usually involve any choices. The good decision maker identify the benefits and risks of each options, using any evidence (information) that available to determine the weight of choice logically and then to decide. Hamner dan Schmidt (1977:312-316) identify four factors which can effect decision making, they are : (1) organizational knowledge; (2) interpersonal relationship; (3) organizational commitmen; and (4) leadership effectiveness.

Bontis and Choo (2002:5) said that organizational knowledge as the understanding of organizational structure, organizational goal, to develop norms, communication practical of

understanding various information. It was related with a causal relationship between knowledge of organization and effectiveness.

Kreitner dan Kinicki (1989:629) explained that directly, organizational knowledge influence the effectiveness is explained by characteristic that: level of control, degree of expansion work, decentralized format, the planning system, and organizational structure. The organizational knowledge effect the effectiveness through building teamwork to raise working spirit and joyful situation in working.

Russell (1997:161-162) defines interpersonal relationship as interactions among peoples. Directly, interpersonal relationships effect the commitment through indicators as follow: trustinf of each other, communicate accurately and carefully, mutual helping among others, and avoiding conflicts. Kolb, Osland, and Rubin (1995:89-169) stated interpersonal relationship is very important to ensure subordinate acceptance toward a decision through indicators of closeness, hospitality, attract attention, contribute and provide information.”

According to Robbins (1991:164-168), organizational commitment was defined as orientation of an employee in institution with loyalty of duty, identification of the values and goals of organization, the involvement to achieving good performance. Furthermore, organizational commitment based on dissonance cognitive theory that the commitment was established by attitude as a result of an individual mismatch for something was caused perception from some attitude.

Organizational commitment of headmaster is shown in the form of fidelity to his school. Organizational commitment of headmaster which include behaviours are (1) maintaining membership in school; (2) doing extra work; (3) willing to invest in the school; (4) working seriously for the school achievement.

Reddin (1970:3-8) declares that leadership effectiveness are described based on four concepts are (1) the concept of managerial; (2) the concept of performance provide leadership characteristic that include: on time, proved an answer immediately, tidy working table, quick decision making, and maintaining good relationships; (3) the concept of leader, the effectiveness of leadership defined the extent of the leader influences employees to achieve organizational goals, and (4) the concept of personality, the effectiveness of leadership is how far the level of a manager achieve his personal goals. Furthermore, Reddin (1970:233) explains the factors that effect of leadership effectiveness include: (1) to the involvement of teamwork in decision making; (2) participatory decision making through interpersonal relationship; (3) an effort to build organizational commitment; (4) the appliances of organizational knowledge to manage all the resource.

Methodology

This study is an explanatory research with five research variables to describe the object of the study in detail and comprehensively. The method of research is survey method by using path analysis. The population of this research was 256 headmasters of Junior High Schools in Deli Serdang covering 93 state junior high schools and 193 private junior high schools. Many of sample members were taken based on Slovin. The sample size of population were 156 headmasters out of 256 headmasters. The sample selection used proportionate stratified random sampling.

Data analysis technique in this research using quantitative approach. The analysis method use path analysis to examine the asymmetrical relationship that's build on the basis of theory of decision making, organizational knowledge, organizational commitment, interpersonal relationship, and leadership effectiveness to find out the direct and indirect impact among the causing variables and the result variable.

Research Findings and Discussions

The result of basic descriptive analysis of this research can be presented on Table 1 belows:

Variabel	Mean	Standard Deviation	Avarage Ideal	Result
Organizational Knowledge	24.49	7.102	23	Sufficient
Interpersonal Relationship	151.87	22.374	126	High
Organizational Commitment	153.08	19.586	114	High
Leadership Effectiveness	152.49	21.097	117	High
Decision Making	137.03	23.414	111	High

The substructure-1 analysis was the analysis effect of organizational knowledge and interpersonal relationship toward the organizational commitment. The X1 test toward X3 result on path value of $\beta=0.343$ with $\text{sig}=0.000<0.05$ meaning that X1 has a significant effect toward X3. The X2 test toward X3 result on path value of $\beta=0.286$ with $\text{sig}=0.000<0.05$ meaning that X2 has a significant effect toward X3.

The substructure-2 analysis was the analysis effect of organizational knowledge, interpersonal relationship and organizational commitment toward leadership effectiveness. The X1 test toward X4 result on path value of $\beta=0.253$ with $\text{sig}=0.000<0.05$ meaning that X1 has a significant effect toward X4. The X2 test toward X4 result on path value of $\beta=0.290$ with $\text{sig}=0.000<0.05$ meaning that X2 has a significant effect toward X4. The X3 test toward X4 result on path value of $\beta=0.238$ with $\text{sig}=0.002<0.05$ meaning that X3 has a significant effect toward X4. The indirect effect of X1 toward X4 through X3 is 0.082. The indirect effect of X2 toward X4 through X3 is 0.068.

The substructure-3 analysis was the analysis effect of organizational knowledge and interpersonal relationship and leadership effectiveness toward decision making. Th X1, X2, and X4 toward X5 showed that value of $F_{\text{count}}=99.007$ with the $\text{sig}=0.000<0.05$ meaning that variables X1, X2 and X4 had a significant effect together on variable X5. How major is the effect could be known from the value of $R^2=0.661$ or 66.10% of variable X5 was effected by variables X1, X2, X3, and X4. Meanwhile the remaining of 33.90 % was effected by others variables outside research with the coefficient 0.582.

The X1 test toward X5 result on path value of $\beta=0.293$ with $\text{sig}=0.000<0.05$ meaning that X1 has a significant effect toward X5. The X2 test toward X5 result on path value of $\beta=0.563$ with $\text{sig}=0.000<0.05$ meaning that X2 has a significant effect toward X5. The X4 test toward X5 result on path value of $\beta=0.136$ with $\text{sig}=0.020<0.05$ meaning that X4 has a significant effect toward X5. The indirect effect of X1 toward X5 through X4 is 0.034. The indirect effect of X1 toward X5 through X3 and X4 are 0.026. The indirect effect of X2 toward X5 through X4 is 0.068. The indirect effect of X2 toward X5 through X3 and X4 are 0.011.

The overall effect causal of X1, X2, X3 and X4 toward X5 can be explained with the following model:

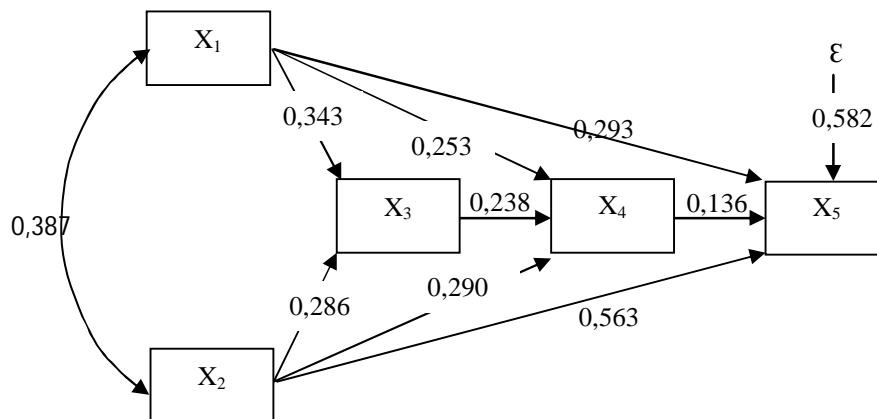


Figure 6. The Causal Correlation Model of X1, X2, X3 and X4 on X5

Conclusions

Based on the research findings of the effect of organizational knowledge, interpersonal relationship, organizational commitment and leadership effectiveness toward decision making headmaster, it can be conclude that the organizational commitment was effected by 11.76% of organizational knowledge; 8.18% of interpersonal relationship. The leadership effectiveness was effected by 6.40% of organizational knowledge; 8.41% of interpersonal relationship; 5.66% of organizational commitment. Decision making was effected by 8.58% of organizational knowledge; 31.70% of interpersonal relationship; 1.85% of leadership effectiveness.

Furthermore, the leadership effectiveness was effected by 0.67 % of organizational knowledge through organizational commitment and 0.46% of interpersonal relationship through organizational commitment. Decision making was effected by 0.11% of organizational knowledge through organizational commitment, 0.06% of organizational knowledge through organizational commitment and leadership effectiveness. Decision making was effected by 0.15% of interpersonal relationship through organizational commitment, 0.06% of of interpersonal relationship through organizational commitment and leadership effectiveness.

Recommendations

Based on the research findings, key recommendations are as follows:

1. The local government needs to establish the programs to improve the organizational knowledge, interpersonal relationship, organizational commitment, and leadership effectiveness to get the headmasters good performance in decision making.
2. There should be some programs in school to improve interpersonal relationship among the teachers and educational staff.
3. The headmasters need to improve their performance independently through researches, workshops, seminars and trainings.
4. The ministry of education of Indonesia should prepared the programs to improve headmasters' competence in decision making through curriculum analysis considering organizational knowledge, organizational commitment, leadership effectiveness, and interpersonal relationship.

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