

REVIEW JURNAL THE INFLUENCE OF LEADERSHIP STYLE ON ORGANIZATIONAL CULTURE AT SMA NEGERI 3 MUARO JAMBI

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Abstract

The purpose of this research is to examine the potential impact of the principal's leadership style on organizational culture at SMA Negeri 3 Muaro Jambi. Participants in this research consisted of all 47 teachers at the school, with data collected through questionnaires and documentation. To ensure the accuracy and precision of analysis, use the SPSS application for data analysis. The findings of this research show that there is a significant relationship between the principal's leadership style and organizational culture, as evidenced by the correlation coefficient and significance value (sig) of less than 0.05. The t test further confirms the significance of the coefficient thereby providing further evidence of a significant relationship between the principal's leadership style and organizational culture at SMA Negeri 3 Muaro Jambi. In conclusion, this research emphasizes the important and noteworthy role of leadership style in shaping organizational culture. The uniqueness of this research lies in confirming the influence of leadership style on organizational culture at SMA 3 Muaro Jambi, thereby contributing to a deeper understanding in the educational institutional context

Keywords: Leadership Style, Organizational Culture, SMA Negeri 3 Muaro Jambi

Introduction

Principals have a crucial role in shaping the organizational culture of educational institutions. The leadership style adopted by the principal directly influences the values, norms and behaviors on which the school functions. It is therefore important to study these dynamics, given that principals' leadership can have a significant impact on school performance, staff motivation and the overall learning environment. Several studies cited in this introduction, including (Fauzi et al., 2023; Sembiring et al., 2004) provide evidence that leadership styles capable of inspiring and supporting innovation contribute to an organization's ability to implement innovative practices. Other research, such as that conducted by (Rosalina & Wati, 2020), shows a positive relationship between leadership style, work discipline, and employee performance.

According to (Santosa et al., 2019), organizational culture serves as a framework that shapes the norms of member behavior, determines the limits of what is allowed and prohibited, and influences interactions between members. A positive and conducive culture can stimulate the enthusiasm of organizational members, which in turn has an impact on improving performance. In a school environment, a strong organizational culture is essential as it can direct teachers, staff and students towards better work development. By encouraging innovation, educational institutions seek to increase student participation, which in turn helps create quality human resources. (Irawan & Haryani, 2023) notes that teachers must continue to innovate and bring new approaches to the classroom to gain public trust in preparing the next generation. This is becoming increasingly important for the nation to remain competitive in the global arena.

Leadership style is a key element in organizational management. (Maryani et al., 2020) explains that leadership style reflects how the leader acts and interacts with the people he leads, and shows

confidence in the skills and abilities of his subordinates. Leaders have a great responsibility to guide and direct the organization towards goals. (Supandi, 2023) emphasizes that effective leadership is very important to achieve company goals. A capable leader is able to influence, motivate, and direct individuals according to the situation, so as to instill enthusiasm and dedication in achieving organizational goals.

Theoretical studies

Leadership style and organizational culture are two interrelated concepts that significantly impact the overall effectiveness and success of an organization. Leadership style refers to the approach and strategies employed by leaders to influence, guide, and motivate individuals within an organization to achieve common goals. Organizational culture, on the other hand, encompasses the shared values, beliefs, norms, and practices that shape the behavior and attitudes of members within an organization.

Leadership style is a critical factor in determining the direction and dynamics of an organization. Several leadership styles, such as transformational, transactional, democratic, and authoritarian, are commonly studied in the context of organizational development. Transformational leadership emphasizes inspiring and empowering employees, fostering innovation and change, while transactional leadership focuses on structure, rewards, and performance. Democratic leadership involves participative decision-making, whereas authoritarian leadership relies on strict control and centralized authority. The effectiveness of a leadership style often depends on the organization's goals, structure, and the specific context in which it operates.

Organizational culture is the foundation upon which the behavior of its members is built. A positive culture promotes collaboration, innovation, and employee satisfaction, while a negative culture may lead to conflicts, low morale, and reduced performance. Scholars have classified organizational culture into various types, such as clan culture, which emphasizes teamwork and shared values, and hierarchical culture, which focuses on structure and control. The alignment between leadership style and organizational culture is crucial for achieving organizational effectiveness and sustainability.

Numerous studies have highlighted the influence of leadership style on shaping and maintaining organizational culture. Leaders serve as role models and play a pivotal role in reinforcing organizational values and norms. A transformational leader, for instance, can instill a culture of innovation and continuous improvement, while an authoritarian leader may foster a culture of discipline and compliance. The congruence between leadership style and organizational culture is essential to achieving harmony and driving performance within an organization.

In the educational setting of SMA Negeri 3 Muaro Jambi, the leadership style of school leaders significantly impacts the organizational culture, which in turn influences teacher performance, student outcomes, and the overall school environment. Examining the relationship between these variables provides insights into how leadership practices can foster a conducive culture for learning and collaboration, thereby enhancing the school's operational effectiveness.

Research Methods

This study aims to comprehensively understand how the principal's leadership style affects the overall school culture at SMA Negeri 3 Muaro Jambi. The research sample consisted of 47 teachers covering the entire target population. The instruments used in data collection were questionnaires and documentation, with data analysis conducted using the Pearson Product Moment Correlation formula, as well as the SPSS application to ensure the accuracy of the results. This research approach uses quantitative methodology in accordance with the positivist research philosophy.

Data collection techniques focused on quantitative research tools, and data analysis was conducted through statistical methods to test predetermined hypotheses and draw meaningful conclusions. The combination of questionnaires and documentation provided a broad perspective, with questionnaires as the main instrument to capture teachers' perceptions, and documentation providing additional context. The choice of Pearson Product Moment Correlation was appropriate to measure the relationship between leadership style and school culture, with the use of SPSS ensuring the accuracy of the statistical analysis. While the quantitative methodology provides measurable and objective results, the study could be improved by clarifying the validity and reliability of the instruments used and considering the limitations that may arise from the relatively small sample size. Overall, the

methodological approach used was aligned with the research objectives, although further explanation of the validation process, sampling considerations, and potential biases would have strengthened the clarity and reliability of the study.

Data analysis and Discussion

Data on the principal's leadership style and organizational culture were collected from 47 respondents using a Likert scale questionnaire with five answer options. The analysis showed that the highest score for leadership style was 167 and the lowest was 112, with a mean of 135.2 and standard deviation of 12.5. The leadership style of the principal of SMA Negeri 3 Muaro Jambi was then categorized into achievement levels, with 21.3% of respondents rating it "Very Good" (90-100%), 42.6% rating it "Good" (80-89%), 31.9% rating it "Fairly Good" (65-79%), and 4.3% rating it "Less Good" (55-64%). No respondents rated their leadership style as "Not Good" (0-54%). Regarding organizational culture, the data showed that the highest score was 100, while the lowest score was 40, with a mean of 64 and standard deviation of 12.1. The majority of respondents (44.7%) rated the organizational culture as "Fair" (65-79%), followed by 31.9% as "Poor" (55-64%), 12.8% as "Not Good" (0-54%), 6.4% as "Good" (80-89%), and 4.3% as "Excellent" (90-100%).

The normality test was conducted using the Kolmogorov-Smirnov test on SPSS 24.0, and the results showed that the leadership style and organizational culture data were normally distributed, because the significance value was greater than 0.05. Hypothesis testing using simple correlation analysis shows a significant influence of leadership style on organizational culture. The correlation coefficient (r_{yx_1}) is 0.799 with a significance value of 0.000, which indicates that leadership style contributes 63.9% to organizational culture, while 36.1% is influenced by other factors. The t-test further confirms the significant effect of leadership style, with a t-value of 6.783 and a significance level of 0.000, which highlights the strong relationship between leadership and organizational culture.

Leadership plays an important role in school-based management, especially in the face of the principal's challenge to create more opportunities for productive encounters with teaching staff in a supportive environment (Saharso & Fadilah, 2024). A leader needs to apply effective leadership behaviors to maximize productivity, job satisfaction, and growth, and can adapt to various situations to maintain and improve subordinate performance (Sipahutar et al., 2024). Principals demonstrate leadership through effective communication, motivation, decision-making skills, and use of power (Husnah et al., 2021).

Leadership serves as a catalyst for many actions, inspiring individuals to change perspectives and traits, in both structured and unstructured settings. In addition, leadership is considered an art and skill that empowers groups in formal organizations and builds support and loyalty in informal settings (Khosiin, 2021). Effective leadership can foster a positive organizational culture, contributing to better performance and cohesion (Akbar & Rukanto, 2017). Research shows that leadership shapes the values, norms, and overall functioning of the organization (Handayani, 2020; Indajang et al., 2020; Lestari et al., 2022),

In education, organizational culture includes values that shape the school's identity and influence interactions between members, so principals have an important role in fostering a positive organizational culture to achieve educational goals. Leadership style refers to the approach used by leaders to influence and guide group members in carrying out tasks, as well as directing the collective efforts of the organization (Gulo et al., 2021).

Leaders who have effective leadership skills have the ability to drive significant progress in their organization, thus fostering a strong competitive culture (Afnita & Handayani, 2022). Leaders must be able to direct the organization to achieve its goals, in accordance with the vision and mission (Faturahman, 2018). In addition, leadership can also improve cooperation and maximize employee performance in achieving organizational goals (Dems de Haan & Manafe, 2022). Leadership in an organizational structure should not be ignored, because leaders have a crucial role in guiding the organization to achieve the goals set out in its vision and mission. With certain leadership models and styles a leader is able to build member commitment. How to communicate, supervise teachers and how principals delegate authority can affect teachers' work commitment (Herlina et al., 2020). Thus, the principal's leadership style is very influential on organizational culture, and increasing the value of

leadership has the potential to increase the value of organizational culture. Strong leadership in an educational environment is the key to driving success and achieving common goals, making this research relevant for the development of educational organizations in the future.

Appreciation

This journal effectively provides an in-depth and systematic analysis of the relationship between the principal's leadership style and organizational culture at SMA Negeri 3 Muaro Jambi. The data presented is very complete with various tables, graphs, and statistical tests, such as normality and correlation tests, which strengthen the arguments and findings. The approach of using SPSS for data processing shows the level of rigor and accuracy in this study. The conclusion that leadership style has a significant effect on organizational culture provides relevant and important insights for school performance improvement. Overall, this paper is very informative and can serve as a reference for further research in the field of educational leadership.

Critic

As shown, although the analysis and data presented are quite comprehensive, the paper could have been improved in several aspects. First, although the tables and graphs are well used, the explanation or interpretation of the data visualization could be strengthened, so that the reader does not only see the numbers but also understands the implications more deeply. Second, the discussion of other factors that may influence organizational culture besides leadership style is not exploratory enough. The authors could have considered external variables that might contribute, for example, the role of the school environment or education policy at the national level. Finally, the conclusions could be strengthened by providing more applicable suggestions, such as concrete steps that schools can take to improve their organizational culture.

Conclusions

Based on the research that has been conducted, it can be concluded that there is an important relationship between leadership style and organizational culture at SMA Negeri 3 Muaro Jambi. Although this study makes a good contribution to theoretical understanding, it can still be improved with a more in-depth explanation of the practical implications and a wider scope of research. Paying attention to these elements will make the journal more comprehensive and relevant for the development of educational management in various school institutions.

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