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# **The Influence of Organizational Culture and Personal Ability toward the Performances of the Kindergarten Principals in Medan City**

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## **Abstract**

A headmaster is an educational leader, who has a very important role in developing the quality of education, but in fact the result of Farida's research found that there are some problem faced by the head master of early childhood education program, firstly the leadership style looks like less assertive, then the working environment is less conducive, and the leader has lack commitments in implementing the tasks. Empirically, Suhartini states that the managerial indicated capabilities still not been able yet to direct, guide, and supervise the teachers in performing their duties, the qualification and the competence of educators do not correspond to the needs of the early childhood education institution, low commitment of educators in doing their duty, leadership institute early childhood education are less relevant to leadership paradigm today, the formation of a working environment institutions that are less conducive, based on this issue, then the novelty targeted after getting the results of this study suggested to policy makers boss to improve the qualifications and competence of the head in managing educational institutions as well as to determine whether there is a direct influence of organizational culture and personal abilities to the performance of the head of the kindergarten Medan. The research method used is the survey method. This method aims to explain the causal relationships and to test the study population. The study of population was head of the kindergarten both private and public institution in Medan city. The population was 357 persons located in 21 districts.

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The number of sample are 188 persons as the head of the kindergarten. Sampling was done by proportional random sampling technique. Collecting data using closed questionnaire with Likert's scale. The research data were processed and analyzed with path analysis (path analysis). Plan proposed activity: 1) the proposal that has been presented in the seminar and was repaired later to test the questionnaire for the three variables to the 30 heads of kindergartens Medan, 2) questionnaire test that is collected to test the validity and reliability, 3) conduct research to 188 head kindergartens in the city of Medan (21 sub-district), 4) after the data is collected perform engineering data analyst, writing a dissertation chapters IV and V, 5) research seminar, 6) after having the seminar research, sending scientific papers to international journals and test phase I, 7) after the repair test phase I to phase II tests, their scientific publications in international journals, textbooks, model and make the paper for a national seminar, after graduating S3 actively researching, writing journals national and international levels. So the results of this study yield Organizational culture provides direct effect (0.319) were significant to the performance of the head of kindergarten in the city of Medan, as well as personal abilities also give direct effect (0.190) were significant to the performance of the head of kindergarten in Medan city.

**Keywords:** Organizational Culture; Personal Ability and Performance.

## **1. Introduction**

School is a part of the education system that should be able to position itself as an institution that is not just a gathering place for students and teachers but should be designed as an institution that is able to portray themselves as agents of change and guardian of cultural values. To achieve this goal the school as an educational institution requires a leader or principal who is able to empower existing resources within the agency, but to achieve the principal professional is not easy there are obstacles such as leadership styles seem less clear and less assertive, so often make teachers confused to follow the style of leadership, some teachers feel disappointed with the leadership style that displayed the head of the kindergarten, because less siding against the interests of teachers in working as a subordinate, the emergence of criticism and complaints from teachers on the leadership style that cannot accommodate most great interest kindergarten organization under his leadership, lack of job commitment in carrying out the task, the formation of the working environment less conducive institution, qualification and competence of educators do not correspond to the needs of early childhood education institutions, especially kindergartens. Sutji in his research found that the low performance of school principals cannot be separated from, work motivation, job satisfaction, leadership style that does not fit, and organizational culture.

Based on data from the Education Office of Medan in 2015 found that some principals of kindergarten school who educated upper-level secondary school (SLTA) amounted to 117 people, the undergraduate level amounted to 224 people and magister graduate amounted 16 people. There are some head masters of the kindergarten who still have dual functionality of duties at other places and there are also who not have concurrent positions but had become as the government employees, and some of them still have a lack of ability in educating early childhood students. From the above problem the writer has aim of this study are; 1) to determine the direct influence of organizational culture on the performance of the head of kindergarten, 2) to determine the direct effect on the performance of personal capabilities of kindergarten head master.

## **2. Theoretical basis**

Educational institution is a place where teaching and learning activities is done to achieve educational goals. In educational institutions, human is one source that plays an important role in all activities. The principal is the leader of an education forum. Behavior of leaders will give positive or negative impact on the performance lead. The performance is the real behavior displayed by everyone as the resulting performance based on his role [1]. The research found that the low performance of school principals cannot be separated from work motivation, job satisfaction, leadership style that does not fit, and organizational culture [2]. The performance is the value of a person's set of behaviors that contribute positively or negatively to achieve the goal. Performance has three dimensions: 1) behavioral tasks, 2) moral behavior, and 3) behavioral opposed [3]. Furthermore, it is stated task behavior is the behavior of the employees who are directly involved in transforming the organizational resources in virtue, service or production organization. These task behaviors are routine tasks and duties in the renewal. Moral behavior is activity of employee voluntarily either get a reward or not, but there is a contribution to the organization to improve overall quality in the workplace. Behavior opposed is the behavior of employees to hinder the achievement of objectives deliberately. The performance consists of: 1) behavior of task-oriented, 2) behavior of interpersonal oriented, 3) behavior in reducing the time, and 4) destructive behavior [4]. Based on these opinions, the performance means that the behavior of the leader either positive or negative in achieving the goal, those are task behavior, moral behavior, and challenging behavior. Culture is an important concept in understanding the people and human groups for a long time, each individual is motivated by a culture that affects their behavior. Results of research conducted [5] found that there is a relationship between organizational culture and performance. The organization's culture comes down to organizational behavior, the behavior of the staff become an experience, the atmosphere, the events, the facts of organization life is influenced by cultural organization that built by its leaders [6]. Basically, individuals will follow an organization if they believe that the objective can be achieved through the organization.

The ten identified of the main characteristics of the organizational culture, namely (1) individual initiative, (2) tolerance of risk measures, (3) direction, (4) integration, (5) support of management, (6) control, (7) Identity, (8) a system of rewards, (9) tolerance of conflict, and (10) communication patterns [7]. These ten characteristics include behavioral dimension, The culture contains six essential aspects, they are: (1) culture is a social construction of cultural elements, such as values, beliefs and understanding, which is shared by all members of the group, ( 2) culture provide the demand for its members in understanding an event, (3) culture containing custom or tradition, (4) in a culture, patterns of values, beliefs, expectations, understandings, and behaviors arise and evolve over time, (5 ) culture is a behavior, habit, or tradition is the glue that unites an organization and ensure that its members behave in accordance with the norms, and, (6) the culture of each organization is unique [8]. Based on the theory of organizational culture according Gultom, Robbins and Nasution, can be summed up all the experts stated that organizational culture is the values, norms, beliefs or beliefs, and regulations in an organization or school institutions that govern and guide the behavior of member-members in an effort to do a job to achieve the goal. Personality is often interpreted as one's attitude of looking at things. The personality as the sum total of how individuals react and interact with each other. Furthermore, he said that the personality can be divided on the attitude (inner) and behavior (action). Attitude is more influenced by himself (influence from inside) while the behavior is more influenced from the outside [9].

There are two types of the ability to achieve cognitive, namely: (1) intelligence, is an individual's capacity to build a way of thinking, reasoning and solving problems, and (2) the mental abilities required to complete all cognitive tasks, Ability can be defined as an individual's capacity to perform the tasks in a job. The ability is often termed the competencies defined as the ability of the individual in carrying out the activities of life. Competence refers to the characteristics that describe personal (typical characteristics), self-concept, values, knowledge or the expert of an individual [10].

The personal ability of the principal in carrying out their duties and responsibilities in the work include: 1) understanding the reception strengths and weaknesses, 2) awareness of equality with others, 3) understanding of the importance of self-development, 4) open to criticism voluntarily and sincere, 5) the ability to manage time and determine priority, 6) the seriousness of the challenge and criticism, 7) the ability to control himself [11].

Based on some of the theories that have been described by Robbins, Slocum, Yasaratodo Wow and Krietner expressed about personal ability is the ability to describe the potential of a person by displaying certain activities as a form of one behaves to perform or complete various jobs in his duties.

### **3. Research methods**

This research was conducted in Medan city at the Institute for kindergartens, both public and private status. Implementation of the research carried out during the six months from June 2016 until December 2016. The research population is the head of the kindergarten in the city of Medan amounted to 357 people. Samples are randomly assigned 188 people.

Variable Performance; TK head performance is the behavior of the head of a positive or negative in achieving goals. Head performance seen in three dimensions: task behavior, moral behavior, and challenging behavior / damage. Task behavior meant to see the behavior of the head in order to optimize the management, can be measured through indicators: (a) creating and implementing the vision and mission (b) maintain and sustain a culture of work, (c) the development of staff, (d) ensuring the operational management of kindergartens to create an environment that effective for learning, (e) cooperation with the committee, the community, and related agencies. Moral behavior is meant to see the behavior of the head in accordance with the rules, norms knowingly and voluntarily in achieving the vision and mission of the school. Moral behavior head seen from the indicators: (a) act with integrity, and ethical, (b) work sincerely beyond the rules, (c) work without expecting material rewards alone, (d) a good man, (e) loved the head professional organizations. Behavior blocking / oppose is to see the behavior of the head that deliberately harm the institution. Behavior blocking / opposing views of indicators: (a) abuse of authority, (b) corruption, (c) waste, (d) gossip, (e) harassment, and (f) abuse. It can be seen in the form of expression of the head according to the behavior on the job at the start of always, often, sometimes, rarely, rarely perform up to do.

Variable personal ability means the view of the head against her ability to complete a number of jobs and duties to achieve the goals that have been set, it can be seen from the following indicators: (1) understanding and acceptance of strengths and weaknesses, (2) awareness of equality with others, (3) open to criticism voluntarily

and willingly, (4) understanding of the importance to develop themselves, (5) able to manage time and determine priorities, (6) seriously able to accept criticism and challenges, (7) able to control himself to carry out the work.

**4. Discussion**

This chapter describes the results of the data analysis has been done based on the research method described in the previous chapter on Influence of Organizational Culture, and Personal Capabilities Performance Against Head kindergarten In Medan city. This research was conducted in Medan city at the Institute for kindergartens, both public and private status. The data used in this study derived from primary data through questionnaires were distributed to 188 head kindergartens in Medan city. Processing and analysis of data used descriptive analysis to know the description of each variable and Path Analysis and testing of research hypothesis.

To find out how the condition and suitability level of each of these variables, the authors make the categorization in the line interval as follows:

- The total number of respondents is 188 people with a total of questions are 170 items and the value of the largest measurement scale is 5, while the value of the smallest measurement scale is 1.
- Thus obtained an average score ideal was  $5 \times 188 = 940$ , and the average of the smallest score is  $1 \times 188 = 188$ . The value of the lowest percentage is  $(188: 940) \times 100\% = 20\%$ .
- Obtained the range values of  $100\% - 20\% = 80\%$  when divided by 5 scale interval measurements will be obtained percentage value of 16%, then the interpretation category scores can be seen in the table below:

**Table 1:** Category interpretations score

The Calculation of Results	Category
20% s / d 36%	Very Not Good / Very Low
> 36% s / d 52%	Not Good / Low
> 52% s / d 68%	Enough / Medium
> 68% s / d 84%	Good / High
> 84% s / d 100%	Very Good / Very High

Source: Processed researcher in 2016

**4.1. Organization Culture**

Organization culture is values, norms, beliefs, and regulations in an organization or institution that organizes and directs the school behavior of member-members in an attempt to do a job to achieve the goal. Thus the organization culture in kindergarten shows that, head of the kindergarten in implementing the existing program of course through a variety of activities that can be done, for the head of the kindergarten in an effort to do a job to achieve the goal must behave in accordance with the values, norms, beliefs, and rules in the institution. In this

study the culture of the organization is measured by five indicators include 1) the existence of individual initiative, 2) tolerance to high-risk behavior, 3) the support and guidance of superiors, 4) their control, and 5) a clear reward system.

**The Organizational Culture of Kindergarten Principal in Medan City**



**Figure 1:** The percentage score of respondent on organizational culture

Based on analysis of the respondents regarding the culture of organizations that implemented in kindergarten of Medan city, it was found that the head of the kindergarten in an effort to do a job in order to achieve the goal has been scored well in behaving in accordance with the values, norms, beliefs or beliefs, and rules existing at the agency, this is indicated by a percentage score of 80.6%, it is not separated from the control of the highest component in terms of good organizational culture, while the reward system that clearly is a component in the culture of the organization that feel need more attention and more improved.

#### **4.2. Personal Ability**

Personal skills illustrates the potential of a person by displaying certain activities as a manifestation of someone in the act to perform or complete a variety of jobs in the workforce, thus the ability of private head TK shows a view of the head of TK against her ability to complete a number of jobs and duties that exist in kindergarten to achieve its intended purpose, in this study the personal ability is measured through seven indicators are: (1) understanding and acceptance of strengths and weaknesses, (2) awareness of equality with others, (3) open to criticism voluntarily and sincere, (4) understanding of the importance to develop themselves, (5) able to manage time and determine priorities, (6) serious accept criticism and challenges, (7) able to control himself to carry out the work.

Based on analysis of the respondents on personal abilities of head kindergarten of Medan city, it is obtained that the views of the head of kindergarten against her ability to complete a number of jobs and duties that exist in kindergarten in order to achieve the goals set rated as good, this is indicated by a percentage score of 76.3%, it is not independent of the ability of the head of kindergarten in control of himself to carry out the work and become highest component in terms of increasing the ability of high personal and consciousness of equality with others is a component in personal capabilities head of kindergarten perceived need of more attention and further improved.

**The Personal Abilities of Kindergarten principals in Medan City**



**Figure 2:** The percentage score of respondent toward personal ability

**Table 2:** of the dependencies test

	Organizational Culture	Personal ability
Organizational Culture	Pearson Correlation 1	.677**
	Sig. (2-tailed)	.000
	N	188
Personal Capability	Pearson Correlation .677**	1
	Sig. (2-tailed)	.000
	N	188

Based on the above calculation can be seen that the value of r-count in each of the relationship between the independent variable has a greater value than r-table = 0.1432 thus, the results showed a significant relationship between the independent variables.

**Table 3:** Standardized Coefficients

Model	Standardized Coefficients Beta	t	Sig.
1 (Constant)		.467	.641
Organization Culture	.319	4.099	.000
Personal Capability	.190	2.684	.008

a. Dependent Variable: Performance

$\rho_{Z.x1} = 0.319$ , indicating that the impact of organizational culture (0319)  $2 \times 100\% = 10:18\%$  on the

performance of the head of kindergarten in Medan city

$\rho_{Y.X3} = 0.190$ , suggesting that the personal ability gives the effect of  $(0.190) \times 100\% = 19\%$  on the performance of the head of kindergarten in Medan city

*1)The Influence of Organizational Culture toward the Performance of Kindergarten Head*

Hypotheses used to determine the influence of organizational culture on the performance of the head of kindergarten in Medan city is as follows:

Ho: there is no significant influence of organizational culture on the performance of the head of kindergarten in Medan city

H1: there is a significant relationship between organizational cultures on performance of the head of kindergarten in Medan city

Criteria Test: Reject Ho if  $t \text{ count} > t \text{-table}$  or  $\text{sig} > 0.05$

**Table 4:** Partial Test Results on the Variables of the organizational culture Toward the performance

Structural	Standardized Coefficients	t-count	t-table	Sig.	Result
$\rho_{Z.X1}$	0.319	4.099	1.97	0.000	Ho Rejected H1 Accepted

The path coefficients variable of organizational culture on performance for 0.319 indicates the direction a positive relationship, which means that the better the culture of organizations that implemented will contribute in performance changes are higher, while t-count obtained 4.099 by taking a significance level of 5%, then the value of t-table obtained 1.97, so that because  $t \text{ count} = 4.099$  is greater than 1.97, and the value  $\text{sig} (0.000) < \alpha (0.05)$ , then Ho is rejected, so there is a significant relationship between organizational culture on performance of the head of the kindergarten in Medan city. Every organization has a strong organizational culture and understood and accepted by the head of the kindergarten, it will affect every individual in the organization to improve its performance by providing quality services to its customers.

*2)The influence of Personal ability toward the Performance of kindergarten Head*

Hypotheses used to determine the effect of personal ability on the performance of the head of the kindergarten in Medan city is as follows:

Ho: there is no significant difference between the Personal ability on the performance of the head of kindergarten in Medan city

H1: there is a significant difference between the Personal ability on the performance of the head of kindergarten



in Medan city

Test criteria: Ho is rejected if t count > t-table or sig > 0.05

**Table 5:** Partial Test Results the Variable toward Personal Ability performance.

Structural	Standardized Coefficients	t-count	t-table	Sig.	Result
$\rho_{Z.X_3}$	0.190	2.684	1.97	0.008	Ho Rejected H1 Accepted

The path coefficients of the Variable Ability Personal on performance for 0190 indicates the direction a positive relationship, which means that the better personal ability of the head kindergarten will contribute to performance changes are higher, while t-count obtained 2684 by taking a significance level of 5%, then the value t-table is 1.97, because t count = 2,684 is greater than 1.97, and the value sig (0.008) <  $\alpha$  (0:05), so that Ho is rejected, in other words there is a significant difference between the personal ability on the performance of the head kindergarten in Medan city. Personal ability's principal is encouragement from himself to do all activities or duties and responsibilities seriously to achieve the goal, and the head of the kindergarten must have the ability itself in carrying out its duties and responsibilities.

## 5. Conclusions and suggestions

### 5.1. Conclusion

(1) The organizational culture influence directly significant to the performance of the head of kindergarten in the city of Medan with path coefficients variable of organizational culture on performance for 0319 indicates the direction a positive relationship, which means that the better the culture of organizations that implemented will contribute to changes in performance are higher, (2) Personal capability has a direct significant influence on the performance of the head of kindergarten in Medan city. The coefficients of the Personal capability variable lane on the performance of 0190 showed a positive correlation direction which means that the better the Personal capability head TK will contribute to higher performance changes.

### 5.2. Suggestion

(1) For the leadership in this regard is the head of the kindergarten are expected to try harder to create an organizational culture that is more conducive to increase motivation and have an impact on performance, (2) The foundation and institutions should provide encouragement or motivation to all parties and especially at the head of TK by providing adequate facilities to the learning process or the implementation of a good reward system, it is necessary for the better motivation it will have an impact on improved performance.(3) Need to do further research to see how Organizational Culture, Personal Ability on the Performance toward the principal of kindergarten in Medan city, given the principal Performance is needed to achieve the goal of better education in kindergarten. In addition, it is necessary to develop other things that have a relationship with principal

Performance outside of the variables that have been examined in this study.

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