

The Effect Of Managerial Ability Toward The Work Effectiveness Of Senior High School Vice Principal In Bekasi Regency

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Abstract: This research aims to know the effect of managerial ability toward the work effectiveness of senior high school vice principal in Bekasi Regency. Methodology The data is collected from participants using survey of data analysis and questionnaire. The result data shown an interpretation that the managerial ability has a direct positive effect toward work effectiveness. Based on this finding, the researcher conclude that a good managerial ability will affect toward the increasing of work effectiveness of senior high school vice principal in Bekasi Regency.

Index Terms: Work effectiveness, managerial ability

1. INTRODUCTION

In developing educator's capability, a principal usually supported by some vice principals in some sectors such as: (1) vice principal of curriculum, (2) vice principal of student, (3) vice principal of facilities and infrastructure, and (4) vice principal of public relation (**MULYASA, 2013**). High or low quality of school is influenced by some factors. One of them is related to the vice principal's work effectiveness in manage their sectors. The sectors which are authorized by the principal are accounted by the principal as manager in education units which organizing the learning process to the learners. The school supervisor from the education authorities in Bekasi Regency said that one factor supporting the education unit quality is work effectiveness of the vice principal. This can be seen from the result of school self-evaluation (EDS) supervision which had been conducted by supervisor from education authorities in Bekasi Regency. From the school self-evaluation, it shows that the vice principal who has program and aforethought, then in the implementation, they will get a maximal and effective result (**PENGAWAS, 2012**) According to the statement above, it can be seen that work effectiveness is influenced by the vice principal ability in planning, implementing, and evaluating every activity. They who was chosen are they who have competence in getting with their potential. They are charged to spent their time for doing additional task in school, differ from other teacher who just have to only teach correspond to the schedule (**SUPRATO, 2012**) Work load for vice principal who is a teacher subject is at least 12 hours meeting or guide 80 students for a vice principal who was a counselor. The vice principal assists the principal such as: (1) arrange planning, making program planning, and perform the task done, (2) organizing, (3) briefing, (4) staff, (5) coordinating, (6) monitoring, (7) evaluating, (8) identifying and data collecting, and (9) writing report. In managing school, the vice principal should have a strategy to prepare, perform and evaluate all activities in school. The factors which influences the vice principal's work effectiveness can be a managerial ability, work design, work environment, low teacher qualification, low of work motivation, organization culture which is not appropriate in school, so the utilization of educational resources is less effective. If this problem is not being concerned, it will result a distortion which can obstruct the education development process. Based on this problem, the researcher intends to analyze further about the effect of managerial ability and

work design toward the vice principal's work effectiveness.

2. THEORETICAL FRAMEWORK

Work Effectiveness

The definition of effectiveness and the application in organization according to Jain can be described as the degree to which an organization realizes its goals. Effectiveness of an organization can be seen in terms of the survival of the organization. An organization remains effective as long as it uses its resources in an efficient manner and continues to contribute to the large system (**JAIN, 2005**). Thus, the effectiveness can be seen as far as an organization can use the resource as efficient as they can. While Champoux explained the work effectiveness as the behavioral outcome most closely associated with internal work motivation. Internal work motivation is a feeling of self-reward from doing the job itself. A person who experiences high internal work motivation should show high work effectiveness. The opposite also is true (**CHAMPOUX, 2011**). Thus a person who works with a high motivation will show the high work effectiveness, and the one who works with low motivation will show the low work effectiveness. According to Kirkpatrick, the work effectiveness is a tool any organization can use to develop improvements is cost, income, or staff size. It is a tool that is controlled by management rather than by those outside of management (**KIRKPATRICK, 2009**). Based on the description above, it can be synthesized that work effectiveness is achievement in attain the work goal set in based on the indicators as follow: (1) goal oriented, (2) congruity between the result and goal, (3) completing the work on time, (4) utilizing the resources optimally.

Managerial Ability

Stephen P. Robbins stated that ability refers to individual's capacity to perform the various task in a job (**ROBBINS, 2009**). While according to Bloom, skills in the cognitive domain revolve around knowledge, comprehension, and critical thinking of a particular topic (**TAXONOMY, 2012**). Knowledge define involving specific and universal drawing, recollect method, or the process of recollect structure or pattern. Whereas Colquitt, Lepine and Wesson argued that, ability refers to the relatively stable capabilities people have to perform a particular range of different but related activities. In contrast to skills, which can be improved over

time with training and experience, ability is relative stable. Abilities can change slowly over time with repeated practice and repetition, the level of a given ability generally limits how much a person can improve, even with the best training (JASSON A. COLGITT, 2009). Thus ability refers to relatively stable capabilities people which can be improved over time by repeated practice and repetition. Bateman dan Snell define a management as the process of working with people and resource to accurse to accomplish organizational goals. Good managers do those things both effectively and efficiently. To be effective is to achieve organizational goals and to be efficient is to achieve goal with minimal waste of resource, that is to make the best possible use of money, time, materials and people (SNELL, 2011). A good management is to achieve the work goal in effective and efficient way. Based on those concept descriptions, it can be synthesized that managerial ability is cognitive ability such as knowledge, comprehension, critical thinking of a person to manage organizational resources to attain the given goal through indicator of planning, organizing, movement and control.

3. RESEARCH METHODOLOGY

This research uses a quantitative approach by method of survey and path analysis. There is a bound variable which is Teacher's Work Effectiveness (X2) and two free variables, which is Managerial Ability (X1). This research method is a survey with path analysis technique approach. This research conducted in state senior high school in Bekasi Regency for a month in October 2015. The reachable population in this research are 120 vice principals. The sample are 96 people. The technique of collecting data uses an instrument of questionnaire as a measurer to know the condition of respondent. Data analysis in this research uses descriptive statistic technique and path analysis. The researcher collected the data by spreading the questionnaire. The questionnaire is used to collect the data directly from the data source, which is vice principal. The questionnaire is organized by the researcher as follow: (1) questionnaire of vice principal's work effectiveness and (2) questionnaire of managerial ability.

4. FINDINGS AND DISCUSSION

The result of simple correlation analysis between managerial ability and work effectiveness obtained a correlation coefficient as much 0,681 ($r_{31} = 0,681$). Coefficient of determination (r_{31}^2) is 0,464. Thereby, the effect of managerial ability toward work effectiveness is high and positive, which means the better managerial ability, the higher work effectiveness. Based on the data analysis, the researcher obtained the calculation and the test of path coefficient significance of the effect managerial ability toward work effectiveness as follow:

Table: Path Coefficient of The Effect Managerial Ability Toward Work Effectiveness

N	Path Coefficient (β_{31})	t_{value}	t_{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
96	0,473	5,032**	1,661	2,367

** Significant path coefficient ($t_{value} = 5,032 > t_{table} = 2,367$), in $\alpha = 0,01$

Based on calculation, the amount of path coefficient that show the effect of managerial ability toward work effectiveness is 0,473. The result of significance is $t_{value} = 5,032 > t_{table} = 2,367$ in $\alpha = 0,01$. The test result shows that the path coefficient is very significant. The hypothesis which is said there is a direct positive effect of managerial ability toward work effectiveness is accepted. It means that a good managerial ability will cause a high work effectiveness. In other words, the increasing of work effectiveness can be performed by increasing managerial ability. Related to the theory of the effect managerial ability toward work effectiveness, Michael said that abilities are highly related to effectiveness in jobs, this relationship is truer in some circumstance than the others. Effectiveness related to the implementation of main duty, goal achievement, fine timing, and an active participation of the members. From the discussion above, there is a positive effect of managerial ability toward the vice principal's work effectiveness. The better the managerial ability, the higher the work effectiveness.

4.1 Result

Conclusion. Based on the analysis of this research, it can be concluded that: managerial ability directly and significantly affects the vice principal's work effectiveness in senior high school in Bekasi Regency. It means the good improvement of managerial ability will cause a good improvement in work effectiveness of vice principal. Suggestion. Based on the result implication of this research, the researcher can give a practical suggestion about a correction managerial ability in order to improve the work effectiveness of vice principal as follow:

1. Suggestion for principal: (1) always give direction to vice principal in order to improve their managerial ability to increase their work effectiveness; (2) improve the ability in managing activity such as planning, organizing, performing, and evaluating activities as a part of school program.
2. Suggestion for vice principal: (1) improve the managerial ability in every activity as a medium to increase the knowledge and job skills in order to achieve the goal activity; (2) make an effort to show the best performance to achieve the career improvement and development in work; (3) receive achievement as a motivation in perform every task and responsibility.

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