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The effect of situational leadership, organizational culture and achievement motivation on the work professionalism of kindergarten teacher

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ABSTRACT

This research uses a quantitative approach which aims to determine whether situational leadership, organizational culture, and achievement motivation have a simultaneous and partial effect on the professionalism of kindergarten teachers in East Jakarta. This study uses a quantitative descriptive method. The total sample in this study was a total of 120 respondents. The respondents in this study were kindergarten teachers who were in East Jakarta in the 2017 period. The sample determination used the proportionate stratified random sampling technique and then to collect data through questionnaires, interviews, and documentation. The test results prove that 1) simultaneously has an effect on the professionalism of kindergarten teachers in East Jakarta. So that the test process in the f (simultaneous) test proves the influence of situational leadership, organizational culture, and achievement motivation on the professionalism of kindergarten teachers in East Jakarta. 2) partially have an influence on the professionalism of kindergarten teachers in East Jakarta. So that the test process in the t-test (partial) proves the influence of situational leadership, organizational culture, and achievement motivation on the professionalism of kindergarten teachers in East Jakarta.



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Introduction

The leader has his own unique and unique habits, temperament, character and personality so that his behavior and style distinguishes him from others. The lifestyle of a leader must color his behavior and type of leadership. Leadership is a creative aspirational force, spirit power, and moral force, which is able to influence members to change attitudes, so that they are in line with the wishes and aspirations of the leader. Even though the leader should be a figure who becomes a role model for those he leads (Mulyono, 2018).

A leader is a person who inspires, persuades, influences, and motivates the work of others. The role of a leader in an organization is very dominant, but even so a leader should not ignore the importance of the role of the workforce (Isvandari, 2018). A leader must have a mature leadership spirit, of course he has a high sense of responsibility for every mandate and activity for which he is responsible (Sahadi et al., 2020). Leadership is related to someone influencing the behavior of others for a purpose (Yudiatmaja, 2013). According to Nurjaya et al., (2020) leadership is a process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture. It also affects the interpretation of

the events of his followers, organizing, and activities to achieve goals, maintain cooperative relationships and group work, gain support and cooperation from people outside the group or organization.

Leadership has many models. One of them is situational leadership. According to Schermehorn (2012) suggests that situational leadership is leadership that focuses on the situation of the maturity level and readiness of followers which has 4 dimensional factors, namely: telling, meaning the leader tells directions clearly what to do. Selling, meaning the leader tells but there is two-way communication with subordinates. Participation, meaning that the leader does not command much but is more of a pattern of relationships and teamwork. Delegating, the leader giving the responsibility is not much involved just supervising it (Fauzia et al., 2018). Situational leadership is a leadership model that adapts to evolving situations, because no leader is successful by only applying one leadership model to all situations. The leader will succeed in carrying out his leadership if he carries out his leadership if he applies a different leadership style to deal with different situations (Toana, 2018).

Is a means consisting of people who work together to achieve common goals. The success of an organization is closely related to the quality of the performance of its members, so the organization is required to always develop and improve the performance of its members. High employee performance will support organizational productivity, so that organizational leaders should always pay attention to improving the performance of their members for the betterment of the organization. Improving the performance of members is also related to the way the organization develops the existing organizational culture (Dunggio, 2020).

Organizational culture is the values that develop in an organization, where these values are used to direct the behavior of members of the organization. Employee behavior is influenced by the environment in which they work which is shaped through organizational culture, where the existence of culture in an organization is expected to improve employee performance (Taurisa & Ratnawati, 2012). This organizational culture can be used as a differentiating identity from an organization to other organizations according to the characteristics it has (Rijanto & Mukaram, 2018).

According to Morgan (1986) motivation is the driving or pulling force that causes behavior towards a goal. Motivation is the state of a person's batik that encourages and directs behavior towards a goal. A person will be motivated to do work to achieve goals that are considered more valuable, so he will try his best to achieve a goal to be achieved (Wahyudi, 2018). While achievement is not something that stands alone, because it is the result of the accumulation of various influencing influences, both external and internal influences (Kurniawati, 2018).

Achievement motivation is the drive to do the best possible, in order to get the best results in accordance with the expected conditions, by trying hard, and outperforming others based on certain quality standards (Riza & Masykur, 2015). A person's achievement motivation is based on two things, namely the tendency to achieve success and the tendency to avoid failure. Basically the motive for the situation is owned by each individual, but both have different circumstances in various situations and conditions according to their achievements (Ula, 2019).

Professionalism Teacher professionalism is a global concern, because teachers have the task and role not only to provide scientific and technological information, but also to form attitudes and souls that are able to survive in the era of hypercompetition. According to Sudarwan Danim (2003) asserts that the demands for the presence of a professional teacher never subside, because in the process of humanity and humanity, he is present as the most reliable subject, who is often referred to as Oemar bakri. Teachers as professional educators have a good image in the community if they can show the community that they are worthy of being role models around them, the community will especially see the attitudes and actions of the teacher on a daily basis (Yusutria, 2017). Based on the above background, the researcher is interested in writing an article with the title "The Influence of Situational Leadership, Organizational Culture, and Achievement Motivation on the Professionalism of Kindergarten Teachers in East Jakarta".

Method

Quantitative method is the research method chosen in this study to answer research questions. More general quantitative problems have a wide area, complex levels of variation but are located on the surface (Mulyadi, 2011). The data retrieval technique used is a *survey* through a questionnaire with a *google form*. This research was conducted on XX kindergarten teachers in East Jakarta who were randomly selected and analyzed using path analysis.

Results and Discussions

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Figure 1. Number of Education and Skills Groups in DKI Jakarta Province in 2017

The following is the Number of Education and Skills Groups in DKI Jakarta Province in 2017.

WILAYAH	JUMLAH KECAMATAN	NEGERI	SWASTA	S1 PAUD	S1 NON LINIER D3 -D2-D1-SLTA	GURU SERTFIKASI
Jakarta Timur	10	22	2.361	951	1.410	2.049
Jakarta Selatan	11	55	1.871	875	996	1.539
Jakarta Barat	8	22	1.884	262	1.622	1.330
Jakarta Pusat	8	30	693	300	393	562
Jakata Utara	6	28	1.282	328	954	964
Ke. Seribu	2	0	32	0	32	22
	45	157	8.123	2.716	5.407	6.466

Figure 2. The data shows the State of Educators/PTIK in the DKI Jakarta area.

Based on the data collected and the results of data analysis using path analysis, the following are obtained.

The Influence of Situational Leadership on Work Professionalism of

Data about Leadership situational success collected from 120 respondents by quantitative show a trend that the score total minimum was as big as 16 and the total maximum is 80. Range amount score maximum with score minimum which is possibly obtained is $80 - 16 + 1 = 65$. The level interval class is five, so the wide class interval is $65 : 5 = 13$.

Based on results processing data as picture in on, so could explained that 21 respondent (17.5%) in category have level influence Leadership Situational which very tall, 80 respondent (66.67%) in category have influence Leadership Situational which tall, 19 respondents (15.83%) in category have influence Leadership Situational which currently. Results findings study this show that trend part big respondent state that Leadership Situational categorized tall so that could said that Leadership Situational has an influence on the professionalism of teacher work in East Jakarta.

Table 1. Description Leadership Situational

Interval	Criteria	Total	Percentage (%)
68 – 80	Very Height	21	17.5
55 – 67	Height	80	66.67
42 – 54	Medium	19	15.83
29 – 41	Low	0	0
16 – 28	Really Low	0	0
Total		120	100%

The influence of organizational culture on the professionalism of teacher work

Data about Culture Organization success collected from 120 respondents by quantitative show a trend to score a total minimum which got as big as 24 and score a total maximum is 60. Range amount score maximum with score minimum which is possibly obtained is $60 - 12 + 1 = 49$. level interval class is five, so wide class interval is $49 : 5 = 9.8$ (rounded up Becomes 10).

Based on results processing data as picture in on, so could explained that 32 respondent (26.76%) in category have level Culture Organization which very tall, 88 respondent (73.33%) in category have level Culture Organization which tall. Results findings study this show that trend part big respondent state that Organizational culture categorized tall so that could said that Culture Organization has an influence on the Professionalism of Teacher Work in East Jakarta.

Table 2. Description Culture Organization

Interval	Criteria	Total	Percentage (%)
52 – 60	Very Height	32	26.67
42 – 51	Height	88	73.33
32 – 41	Moderate	0	0
22 – 31	Low	0	0
12 – 21	Really Low	0	0
Total		120	100%

The Influence of Achievement Motivation on Teacher Work Professionalism

Data about Achievement Motivation was successfully collected from 120 respondents by quantitative show trend. The score total minimum was as big as 48 and the total maximum is 110. Range amount score maximum with score minimum which is possibly obtained is $110 - 22 + 1 = 89$. level interval class is five, so wide class interval is $89 : 5 = 17.8$ (rounded to 1

Table 3. Description Achievement Motivation

Interval	Criteria	Total	Percentage (%)
94 – 110	Very Height	46	38.33
76 – 93	Height	40	33.33
58 – 75	Medium	34	28.33
40 – 57	Low	0	0
22 – 49	Very Low	0	0
Total		120	100%

Based on results processing data as picture in on, so could explained that 46 respondent (37.33%) in category have level Motivation Achievement very tall, 40 respondent (33.33%) in category have level Motivation Achievement tall, 34 respondent (28.33%) in category have level Motivation Achievement currently. Results of findings from this study show that the trend in big respondent states that Achievement Motivation is categorized very tall so that could be said that Achievement motivation affects the professionalism of teachers in East Jakarta.

Conclusions

Situational leadership is a leadership model that adapts to evolving situations, because no leader is successful by only applying one leadership model to all situations. The leader will succeed in carrying out his leadership if he carries out his leadership if he applies a different leadership style to deal with different situations. Organizational culture is the values that develop in an organization, where these values are used to direct the

behavior of members of the organization. Employee behavior is influenced by the environment in which they work which is shaped through organizational culture, where the existence of culture in an organization is expected to improve employee performance. Achievement motivation is the drive to do the best possible, in order to obtain the best results in accordance with the expected conditions, by trying hard, and outperforming others based on certain quality standards. Simultaneously giving influence on the professionalism of kindergarten teachers in East Jakarta. So that the test process in the f (simultaneous) test proves the influence of situational leadership, organizational culture, and achievement motivation on the professionalism of kindergarten teachers in East Jakarta. Partially has an influence on the professionalism of kindergarten teachers in East Jakarta. So that the test process in the t -test (partial) proves the influence of situational leadership, organizational culture, and achievement motivation on the professionalism of kindergarten teachers in East Jakarta.

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