

The Effect of Leadership Effectiveness on the Work Effectiveness of the Staffs

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ABSTRACT

This research analyzed the effect of leadership effectiveness on employee effectiveness. The object of this research is Universitas Negeri Manado (UNIMA) as the Higher Education Institution. Research problem refers to data phenomenon in UNIMA. The fact presents that the staffs do not have maximum presence since they only go to work for 18 days per month (81%). The average of work contribution is only approximately 6 hours a day, but the staffs are required to attend for 8 hours a day. The problem is: how to increase the employee effectiveness. The hypothesis from this research has been formulated that there is a direct positive influence of the leadership effectiveness on the effectiveness of the employees. The sample method is proportional random sampling technique. The research includes 102 respondents who are the employees of UNIMA. The data were analyzed by using simple linear regression. The result of this research indicates that the leadership effectiveness has given the positive direct effect on employees effectiveness.

Keywords: Leadership Effectiveness and Work Effectiveness.

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INTRODUCTION

Work effectiveness refers to the level of responsibility to the tasks which have been previously assigned in which the staff is able to finish them within the length of time which has been set. Thus, it accelerates the outcome, work attitude, job diversity and recognition. It also helps the company to realize the organizational goals. Work effectiveness reflects the accomplished tasks, work attitude, and skill which can be measured from the mastery of work.

Universitas Negeri Manado (UNIMA) as the higher education institution has the utmost obligation to develop academic or professional competence which refers to an academic system established by the institution of higher education. Academic system is defined as a set of academic rules which relies heavily on the mission and vision of UNIMA. The main mission and vision is to establish an excellent institution in the development of science and technology; in addition, the main goal is to have educational and non-educational staffs who possess dignity, quality, excellence and high competitive spirit within the regional and international scope.

One of existing problems in the effort to achieve organizational goal is the quality of human resources because they serve as the main pillar who are able to run the organization. In other words, the success in achieving the organizational goal is mainly determined by the quality and the effectiveness of staffs as the human resources in an organization.

The effectiveness level of a staff can be said as low due to the lack of creativity, less optimum team work, low disciplines in performing the tasks and unsatisfying outcomes. The effectiveness of the staff plays an important role to determine the success of an organization in achieving the goal. It can be understood that the success does not only depend on adequate budget, adequate facilities, and well-designed work plan. The ultimate factor of the goal achievement is the human resources.

The effectiveness of staffs serves as the one of main indicators to determine the achievement of organizational goals. Stefani and Lanto state that work effectiveness can be defined as the ability of a staff in managing time. Work effectiveness represents the idea of having ability to perform the

assigned tasks on time. It means that the tasks are considered successful when they can be accomplished. The low level of work effectiveness is one phenomenon commonly found in an organization. The accomplishment of tasks can be measured from the quality of the tasks and time spent in finishing a task. For example, a typewriter should only spend 5-10 minutes in typing a letter instead of 20 minutes. An archivist should be able to find the files needed in 2 minutes; however, this archivist needs 10 minutes to find the files.

This phenomenon also happens in UNIMA since the staffs does not have optimum effectiveness. The staffs have not managed time well nor shown good discipline in working. They also come late and return home before the office hour ends. Moreover, they do not have initiatives nor finish the tasks well. They also tend to postpone the tasks, so they have low accomplishment level. The staffs are required to have attend the office for maximum 22 days per month. However, the data gained from observation and documentation show that the staffs still have low attendance average. They only come to work 18 days/month (81%). Another aspect to examine is discipline. Based on daily work effectiveness, the staffs start working at 7.30 am to 3.30 pm. It means that their effective working hour is 8 hours. The empirical data, however, show that the staffs only work for 5 hours/day. The working hour starts at 7.30 am, but the staffs usually come to office at 8 am or even at 9 am. The working hour ends at 3.30 pm, but the staffs usually come home at 2.15 pm. It means that they have come home before the effective working hour ends. Their total contribution in working is approximately 7 hours. They have one hour for having lunch, so the total contribution is only 6 hours. In fact, it is expected that they spend 8 hours in the office.

The facts explained before show the necessity to an in-depth explanation why these administration staffs have not shown high effectiveness despite their excellent educational background, experience, and working years. The answer for this questions can be found by examining internal and external condition of the staffs. The level of effectiveness of the staffs depends on many factors, one of which is leadership effectiveness. The success of an organization in achieving its goals mainly results from the ability of a leader to formulate effective methods used to change the behaviour of the staffs. Therefore, they can work together to achieve goals.

Research Issues

Based on the explanation above, the problem in this research can be identified as follows: the low effectiveness of the staffs in Universitas Negeri Manado results from the less optimum leadership effectiveness. Some problems need further exploration such as : how is the effectiveness of staffs in Universitas Negeri Manado? This research ascertains the influence of leadership effectiveness on the work effectiveness of the staffs.

Research Objectives

Based on the problems that have been formulated, this study aims at obtaining empirical data and credible information. The main goal also reveals the influence on the effectiveness of leadership effectiveness. In particular, the purpose of this study was to analyze direct effect of effectiveness leadership on work effectiveness of the staffs

Work Effectiveness

The activities are effective if the main goals can be achieved. On the other hands, the activities are considered inefficient if the unexpected negative side effects of these activities surpass the main goals. Although these activities are effective, their results are not satisfying. Further, the activities are effective if the side effects are insignificant. Therefore, an effective activity results in the achievement of goals. The activities are efficient if they have triggering factors to achieve the main goals whether the methods effective or not. Gibson and Hodgets disclose that effectiveness is related to the ultimate achievement of goals based on the prevailing standards. Thus, effectiveness refers to

the achievement of the primary goals based on the standard which have been previously established. In the effort in achieving the success, the main goals must be perfectly accomplished.

Mullin defines effectiveness as follows: "Effectiveness is concerned with doing the right things and related to output of the job and what the manager actually achieves. Effectiveness must be related to the achievement of some purpose, objective or task to the performance of the process of management and the execution of work". Thus, effectiveness is related to doing something right and the outcome and process. It also covers the level of success in particular coverage, and the performance of management process in a company. It can be concluded that effectiveness is closely related to performance level, the extent to which the previously established goals can be achieved.

Buhler defines effectiveness as the measure of output level obtained compared to targeted output. Effectiveness relies on the perfect result instead of the targeted goals. Effectiveness is result oriented and not target-oriented

Lewis and Smith (1994) state that "Effectiveness the state of having produced a decided effect; the state of achieving customer satisfaction". The definition implies that effectiveness is closely related to the ability to produce decision or achievement leading to customer satisfaction. Effectiveness is the ability to determine the purpose to "do the right thing. In this case, the staffs must have exact target in finishing their tasks. Effectiveness is a dimension in management goals focusing on result, objectives, and expected target. (Komariah, 2006).

Effectiveness of cooperative effort relates to accomplishment of an objective of the system and it is determined with a view to the system's requirement. The efficiency of a cooperative system is the resultant of the efficiency of the individuals furnishing the constituent effort, that is, as viewed by them". In a simpler definition, effectiveness of a group (a company as the organization) refers to the achievement of a company's goal based on the targeted plan. Meanwhile, efficient refers to the sacrifice as the result of achieving the goal. If the sacrifice is greater, the activity is not efficient. Peter Drucker in Kisdarto (2002) explains that "doing the right things is more important than doing the things right. He further explains that "effectiveness is to do the right things : while efficiency is to do the things right". It can be also defined as "effectiveness means how far we achieve the goal and efficiency means how do we mix various resources properly" To be efficient but not effective is considered good in making good use of resources (input) even though the goal is not achieved. To be effective but not efficient means achievement goal by excessively using resources and spending high budget. The worth thing is to be inefficient and ineffective because it implies the excessive use of resources without achieving goals.

Effective is associated with leadership which determines what things to do (what are the things to be accomplished). Meanwhile, efficient is associated with the management which measures how something can be done as well as possible (how can be accomplished on certain things). It can simply stated that effectiveness is the completion of tasks within the length of time which has been set. The extent to which a task can be well-accomplished or not depends on how long the tasks are completed. This will be important to answer question related to how to execute the tasks and how must do the tasks cost?.

Related to effectiveness in an organization, an individual perspective emphasizes on the performance in doing the tasks. The individual ability in accomplishing tasks effectively depends on some factors such as skills, knowledge, mastery, attitude, motivation, and stress.

An organization has effectiveness if it can demonstrate its ability to achieve target which has been scheduled within a particular length of time. If the organization is able to achieve targets, it can achieve the main goals. An effective employee has an innate ability to be a leader; however, having leadership talent is not enough because it is going to be wasted away unless it is developed or used. On the other hand, the effort to be effective through education, training and other methods will be useless without having talent. As a result, this person will not be able to develop, and the effectiveness can not be achieved.

Laurie J Mullins in *Management and Organizational Behavior* explains that "Effectiveness is concerned with doing the right thing and relates to output of the job and what the manager actually achieves."¹ This research presents the in-detailed explanation on the influence of leadership effectiveness on the work effectiveness of the staffs. (Laurie J. Mullins, 1994) states that leadership effectiveness is the ability to influence and guide others to perform tasks to achieve organizational goals effectively. This can be measured from (1) Authority and responsibility, (2) Decision Making, (3) Tasks Clarity, (4) Communication, (5) Trust for the employees.

Marc J. Wallace and Fredric Crandall (2000) define effective work as a type of working skill which produces activities to achieve goals. In other words, work effectiveness is the ability to mobilize human resources as the primary resource to achieve both short-term and long-term goals.² Work is something a person needs to fulfil the necessities of life. From the descriptions above, it is clear that the effectiveness of the task and the work is important for all forms and types of organizations. For commercial organizations which produce goods and services, the effectiveness is especially important in a keen competition. In a government organization which aims at providing the best possible service to the community, the effectiveness is important in the implementation of the work because the main priority is the satisfaction of the community. As stated in the preamble of the 1945 Constitution in the fourth paragraph, one of the main duties of the government is to ensure the welfare and educate the nation. Thus, the government has obligation to provide service, but it sometimes does not pay attention to the efficiency factor as long as the important objectives are achieved. In education sector, the efficiency factor is often neglected as long as the goals are achieved. Then, it is clear that the effectiveness factor is very important in organizations.

Effectiveness of the work can be regarded as a state or ability of work done by a person in order to deliver the desired results with the following indicators: (1) creative, (2) team work, (3) discipline, (4) the output.

Leadership Effectiveness

To determine the importance of leadership in an organization, it is necessary to look into some considerations from the experts. George Terry in Winardi (2004) formulates following definition of leadership: Leadership is activity influencing people for strive willingly for group objective. Siagian (2006) defines leadership as the skill and ability to take responsibility as the leader in order to influence people, the employees in particular, to think and act, so they have positive behaviour to contribute actively to the achievement of the organizational goals. Hersey and Blanchard (1998) explain that leadership is the process of influencing the activities of an individual or group in effort toward goal achievement in a given situation.

The main ideas in the description of leadership can be highlighted as follows: (1) The influence process. A leader must cooperate and interact with the subordinates. Manager is a leader who has obligation to influence the point of view and the attitude of the employees. (2) In a particular situation, time and specific circumstances. A leadership is not a general matter, but it has a specific matter. A leadership is always associated with the specific circumstances in which a leader has a different leadership style. (3) To empower people to work together to achieve organizational goals. Manager accomplishes the tasks by empowering people and motivating them to willingly work together in achieving organizational goals. (4) Decision completes leadership style. The productivity can sometimes be accelerated by giving pressure and punishment. However, these decisions lead to dissatisfaction among the employees.

The effectiveness of leadership behavior is related to leadership. Wahjosumidjo (1987) explains that consideration refers to the leader's attitude which tends to uphold the needs of the employees. Those are : (a) to be kind (b) to support and defend subordinates, (c) to listen to the

employees' opinion, (d) to accept the suggestion from the employees, (e) to think of the welfare of subordinates, (f) to treat subordinate equally. The initiative structure refers to leader behavior which put more concerned on the organizational goals than the needs of the employees. Therefore, the behavior of the leader has characteristics: (a) to give criticism on the disappointing tasks execution, (b) to emphasize the importance of deadline in the task implementation (c) to inform the employees about what they must do (d) to always instruct employees how to do the task, (e) to set particular standard for the tasks, (f) to task employees to always obey and follow the established standards, (g) to always supervise whether the employees do the tasks well. Hersey and Blanchard explain "the leadership style of an individual is the behavior pattern that person exhibits when attempting to influence the activities of other as perceived by those others". Leadership is a set of behavior to influence others as the effort to unify the perception between the leaders and their people on the accomplishment of the goals. It means that leadership style is a pattern of behavior or method which a leader has to influence, empower, and motivate the employees to willingly perform tasks, so the organizational goals can be achieved. Thus, the indicators of leadership can be formulated as follows: (1) giving instruction, (2) the emphasis on the outcome and goals of the organization, (3) the establishment of a strict relationship, (4) the strict supervision. (5) the involvement of employees in decision making process. (6) giving trust to the employees. (7) the respect on ideas and opinion from the employees, (8) the acknowledgement of individual effort. It can be summed up that leadership effectiveness has direct positive influence on the work effectiveness of the employees.

Research Method

This research uses survey method and it is located in Universitas Negeri Manado. The targeted population units are the staffs in UNIMA. The achieved population are the 3rd level staffs holding undergraduate certificate. The measurement of sample n is calculated as follows:

$$n = \frac{N}{N \cdot d^2 + 1} \quad (\text{Rahmat}; 1989).$$

The precision level is 0,07 or 7%. The trust level is 93% from 250 staffs as the overall population. Therefore, the sample measurement is as follows:

$$\frac{205}{205(0,07)^2 + 1} = 205 \quad (\text{Rahmat}; 1989).$$

Sampling technique used is proportional sampling. Research variable consists of leadership effectiveness (X) and endogenous variable (Y) is work effectiveness. The data analysis used to test hypothesis is regression and product moment correlation by using SPSS version 18.

Result and Discussion

After calculating and analysing the data on work effectiveness (Y) and leadership effectiveness (X), the result of regression equation is as follows: $\hat{Y} = -36,874 + 0,866 X$. To examine whether the regression equation is linear or not, the researcher performs regression significance test and linearity regression test by using tables of Variant Analysis (ANOVA) which is elaborated below:

Table.1 Variant Analysis on testing Significance and Regression Linearity Y on X ($\hat{Y} = -36,874 + 0,866 X$)

Sources of Variation	Dk	JK	RJK	F _{hitung}	F _{tab} (α = 0,05)	F _{tab} (α = 0,01)
Total	102	812,319.00				
Coefficient (a) Regression (b/a)	1 1	801,014.91 8,243.06	8,243.06	269.290 **	3.936	6.895
Residue	100	3,061.03	30.61			

Not Fit	45	107.99	2.40	0.045 ^{ns}	1.593
Error	55	2,953.04	53.69		

Note:dk = derajat kebebasan (degrees of freedom) ; Jk = The Number of Quadrats; RJK = the average number of quadrats.

** = very significant; ns= Notsignificant

The ANOVA result on the model presented in the table shows that $F_{hitung} \text{ regresi } 269,290 > F_{tabel} 3,936$ on $\alpha = 0,05$. It can be concluded that regression coefficient Y on X is significant. The ANOVA result also shows that $F_{hitung} \text{ Tuna Cocok } 0,045 < F_{tabel} 1,593$ on $\alpha = 0,05$. It shows that regression model Y on X is linear. It can be concluded that the relationship between work effectiveness and leadership effectiveness is linear.

The next step is correlation coefficient test with Pearson Product Moment on the relationship between the leadership effectiveness and work effectiveness (Y). From the calculation, the correlation coefficient of $r = 0.854$. Significance test on the correlation value is performed by using the t-test (t-student statistics). The calculation results can be seen in the table below:

Table 2
Correlation Significance Test on X with Y

Correlation Coefficient	Thitung	ttabel (0,05)	ttabel (0,01)
0,854	16,410**	1,984	2,626

** = very significant

The table shows that $t_{hitung} = 16,410$ is higher than $t_{tabel} = 1,984$ with degrees of freedom $n - 100$ on real level $\alpha = 0,05$ and real level $\alpha = 0,01$ ($t_{tabel} = 2,626$). It means that the leadership effectiveness (X) and work effectiveness (Y) are very significant.

A leader who possesses certain characteristics and skills can be effective in certain situations; however, this leader might not be effective in different situations. Two leaders with different leadership styles can succeed in the same situation (Stogdill, 1974). The theories and studies of leadership explained in the description of theory can be classified into attitude, behavioral, and situational approaches. The results showed that one of the factors which determine the effectiveness of employees is the effectiveness of professional leadership. The improvement by having a leader should encourage and develop the execution of tasks from the staffs. It thus leads to positive and optimum output, professional and qualified work effectiveness. It is also supported by a leader who has a good relationship with employees, and can understand the condition of employees. At UNIMA, the process of electing a leader tends to be based on the close relationship between the leader and the people. David suggests the main characteristics which contribute to the effectiveness of organizational leadership. Those are (1) intelligence; (2) the maturity and scope of social relationships; (3) self-motivation and achievement motivation; and (4) the attitudes of human relationships. Based on the approach of leadership behavior, it is stated that leadership behaviors are task-oriented and relationship-oriented. Task-oriented behavior puts greater emphasis on planning and managing work, coordinating the activities of employees and providing for equipment and other technical assistance. Meanwhile, relationship-oriented behavior emphasizes attentive, friendly, and supportive traits. This leader also helps the employees develop their careers and acknowledges their contributions (David, 1994). This research concludes that leadership effectiveness is an important factor which determines the work effectiveness of the staffs. The integration of work ethics and commitment as the variables can be the issue which can be explored in the similar research in the future.

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