

## The relationship on the effectiveness of planning, work motivation, and organizational climate with the innovativeness of the school head in the foundation of the Christian evangelical church in Minahasa ds. A.Z.R. wenas

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### Abstract

Education is a conscious effort to humanize humans throughout life through informal, formal and non-formal education channels. Developments in various sectors of life require the ability of educational institutions to quickly anticipate so as not to be left behind with existing progress. One of the education pathways that is expected to quickly anticipate it is schooling as a formal education route. Data analysis techniques in this study include descriptive analysis, correlation and regression analysis (simple and multiple). Before testing the hypothesis, the analysis requirements are tested, namely the normality and linearity test. Hypothesis testing is carried out at the real level  $\alpha = 0.05$ . This study will examine the relationship between planning effectiveness, work motivation and organizational climate with the innovativeness of school principals in educational institutions of the Christian Evangelical Church Foundation in Minahasa Ds. A.Z.R Wenas. The research population (principal) according to the data from the Ds. A.Z.R. Wenas can 469. Based on the research results, it shows that there is a positive relationship between the planning effectiveness variable and the principal's innovativeness.

**Keywords:** education, analysis, hypothesis, relationship, innovativeness

### Introduction

Education is a resource that has a strategic position in development because through quality education it will enable a country to produce professional, moral, superior, creative, innovative and competitive resources. In addition, it will play a role in optimally empowering other development systems such as religion, ideology, politics, economy, socio-culture, defense and security. Developments in various sectors of life require the ability of educational institutions to quickly anticipate so as not to be left behind with existing progress. One of the education pathways that is expected to quickly anticipate it is schooling as a formal education route. Schools are educational institutions that are in great demand by the community because the system is organized, structured and planned.

A foundation is a "non-profit" legal entity that organizes social, humanitarian and religious activities. One of the areas of activity that many foundations carry out is education. The role of foundations is no less important than government agencies in realizing development goals. Government agencies and foundations will complement each other and work together to manage educational programs that can produce quality human resources in development. Domini Albertus Zakarias Roentorambi Wenas Foundation (Ds. A.Z.R. Wenas) is one of the foundations engaged in education and social affairs founded by the Christian Evangelical Church in Minahasa.

One of the strategic components that will determine the progress of the school is the principal as the "top leader" in the school who will deliver the institution according to the objectives to be achieved. The principal is the education manager who will act as "planners, organizers, motivators, supervisors and evaluators" of education. The planning

effectiveness of the principal is a variable that is closely related to the principal's innovativeness.

Principal's work motivation is another variable that is seen as closely related to the principal's ability to innovate. Motivation is a power or strength from within or from outside that moves the principal to innovate. This research focuses on motivation from outside, namely the encouragement made by the leadership of the foundation so that the principal is motivated to do this innovation and motivation from within, namely the inner strength that moves the principal to innovate. Organizational climate is defined as the internal atmosphere of the organization environment that is felt by members during their activities to achieve organizational goals.

### Conceptual frame work

Management has many views, depending on the person providing the views. Terry and Rue (2001: 1) <sup>[1]</sup> define management as "a process or framework, which involves guiding or directing a group of people toward organizational goals or tangible purposes". According to Griffin (2002) <sup>[2]</sup> Management is a process of planning, organizing, coordinating, and controlling resources to achieve targets effectively and efficiently. Effective means that goals can be achieved according to planning, while efficient means that tasks are carried out correctly, organized and according to schedule. Effective refers to the purpose of the results of use, while efficient refers to the efficiency, means, and duration of a process to achieve these goals.

The principal as the highest leader (top leader) of the school is the manager whose role is to manage all the components in the school. Mulyasa (2002: 20) <sup>[3]</sup> argues that the main functions of management are (1) planning, (2) implementation, (3) supervision, and (4) coaching. The four

functions are a continuous process. The principal is a functional staff (teacher) who is given an additional task to lead the school. Principal management is an effort made by the principal to manage all existing resources in the school in order to achieve effective, efficient and economical results. In the resource management process, the principal as the "manager" will function to plan, organize, mobilize and supervise the school.

School management implies that an effort to manage all the components that play a role in achieving educational goals. School management components include; (1) curriculum and teaching programs, (2) education personnel, (3) student affairs, (4) finance, (5) educational facilities and infrastructure, (6) management of school and community relations, (7) management of special services for educational institutions.

Innovation is related to a new idea, method and strategy that is new or also improving an existing one to meet the needs of individuals, groups or society. Robbins *et al* (2013: 571) [4] define that "innovation is a new idea applied to starting or improving a product, process or service". Meanwhile, Suharyati (2017: 230) [5] argues that "the word innovation is based on this etymology is taken from the latin" innovare "means" to make something new ". In relation to innovativeness, Kimzan and Eminoglu (2013: 95) [6] say "individual innovativeness is the perception of any product, service, or idea as new by person". Educational innovation carried out by school principals is something new related to school programs, school policies, school strategies in order to get progress. A program, policy, strategy by the principal will be considered innovative if it gets results that are effective, efficient and economical. In the sense that not everything that is new can be considered innovative.

Educational planning is a process of activities that are continuous, have goals that are achieved, are future-oriented, comprehensive, have a decision, have goals, have priorities, are based on needs and are carried out effectively and efficiently. Education planning guarantees the creation of definite changes with minimal risk, supports coordination, creates integration, synchronization and synergy, optimizes participation and the use of resources in an effective, efficient, equitable and sustainable manner. Phillip H. Coombs (1987: 45) [7] suggests the following characteristics of planning; "(1) has a long-term view, (2) is detailed, (3) is integrated with a broad economic plan and community development, (4) is an integral part of education management, (5) takes into account the qualitative aspects because the development of education is not a quantitative expansion".

Every human being has motivation in all his life activities. The difference depends on the strength of motivation which is influenced by many factors. Work motivation is a force or energy, both from within and from outside that moves someone willing or willing to do a task either individually or collectively to achieve goals. Sondang P. Siagian (2008: 138) [8] suggests eight indicators of work motivation, namely; driving force, willingness, willingness, forming skills, shaping skills, responsibilities, obligations, and goals. Organization is a collection of people who work together to achieve the desired goals together. Chester I. Barnard (1956: 5) [9] argued "an organization is a system of cooperative human activities". This opinion confirms the organization as a human system working together to carry out activities. As a forum for activity, each organization will have elements

that interact with one another. Stringer in Wirawan (2007: 12) [10] suggests six dimensions needed in an organization, namely; structure, standards, responsibility, recognition, support, commitment.

## Method

This study will examine the relationship between planning effectiveness, work motivation and organizational climate with the innovativeness of school principals in educational institutions of the Christian Evangelical Church Foundation in Minahasa Ds. A.Z.R Wenas. This research is more appropriate to use a quantitative approach. The essence of this approach is that the researcher will test the theory that has been expressed by several experts, in the sense of whether the theory applies to the object of research, namely the principal at the Christian Evangelical Church Foundation educational institution in Minahasa, Ds. A.Z.R Wenas. The population in this study were all characteristics related to the variables of planning effectiveness, work motivation, organizational climate and innovativeness of school principals in educational institutions of the Christian Evangelical Church Foundation in Minahasa Ds. A.Z.R Wenas. The research population (principal) according to the data from the Ds. A.Z.R. Wenas numbered 469. A total of 40 school principals have been used as respondent for the research instrument trial. Thus the reference for the size of the target population as the basis for sampling was 429. The determination of the sample of data sources in this study was carried out by means of proportional random sampling. The trick is after the number of samples is determined, it is followed by determining the proportion of the number of samples from each educational level. Collecting data for the principal's innovativeness, Principal Planning Effectiveness, Work Motivation, and Organizational Climate was carried out using a questionnaire technique. Filling in the questionnaire was done by sending directly to the principal via email or Whatsapp. This was done considering the current situation faced with Covid 19 so that it did not allow researchers to deal directly. Data analysis techniques in this study include descriptive analysis, correlation and regression analysis (simple and multiple). Before testing the hypothesis, the analysis requirements are tested, namely the normality and linearity test. Hypothesis testing is carried out at the real level  $\alpha = 0.05$ .

## Results and discussion

The data in this study were collected through research instruments that had been tested for validity and reliability. Research data for each research variable from 81 respondents, namely principals who carry out tasks in elementary schools, junior high schools, high schools and vocational high schools managed by the Christian Evangelical Church Foundation in Minahasa Ds. A.Z.R Wenas. Descriptions of research data are displayed in the form of descriptive statistics, in the form of mean, median, mode, standard deviation and frequency distribution and histograms. Analysis of the data used for hypothesis testing in this study using inferential statistics, namely correlation and regression analysis (simple and multiple). The requirements before testing the hypothesis need analysis of the normality test and linearity test. The results showed that there was a positive relationship between planning effectiveness, work motivation and organizational climate with the principal's innovativeness. From the research

results have indicated that the effectiveness of planning, work motivation and organizational climate should not be neglected in relation to the innovativeness of school principals, meaning that every activity in relation to increasing the innovativeness of school principals must have effective planning efforts, work motivation and a conducive organizational climate. The implication of this research is to develop the ability of school principals so that they are able to innovate, move school principals so that they can innovate, create the convenience of innovating school principals.

### Conclusion

Planning effectiveness has a positive relationship with the innovativeness of the principal. The results showed that 56% of the principal's innovativeness was determined by the effectiveness of school planning. Principal work motivation has a positive relationship with the principal's innovativeness. The results showed that 36% of the principal's innovativeness was determined by the principal's work motivation. The organizational climate has a positive relationship with the principal's innovativeness. The results showed that 46% of the principal's innovativeness was determined by the school organization climate. Planning Effectiveness, Work Motivation and Organizational Climate have a positive relationship with the Innovation of the Principal. The results showed that 63% of principal innovativeness was jointly determined by the effectiveness of school planning, work motivation and organizational climate. The variable with the strongest relationship with the principal's innovativeness was the planning effectiveness variable.

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