

Strategy to Improve Organizational Image Throughing Personality, Servant Leadership, Organizational Culture and Service Quality

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Abstract: Image is one of the important assets for an organization that should be continuously built and maintained. A good image is one of the important tools, not only to attract consumers in choosing products or services, but also to improve customer satisfaction attitudes towards the organization. Image also shows the existence of an organization in the public eye, namely showing the public's view of the organization that is formed over a long period of time. A well-formed image will also have a good impact on achieving the goals set by individuals or organizations. Based on preliminary research, it is known that the Image of PGRI Schools in Bogor Regency is relatively suboptimal. Therefore, research is needed to obtain information on variables related to improving Service Quality. The purpose of this study is to carry out strategies and ways to improve organizational image by conducting research on the influence between personality variables, servant leadership, organizational culture and service quality. This study uses the path analysis method to determine the influence between the variables studied and the SITOREM method for indicator analysis in order to obtain optimal solutions in efforts to improve organizational image.

Keywords: Organizational Culture, Organizational Image, Personality, Servant Leadership, Service Quality

A. Introduction

Organizational image shows the existence of an organization in the eyes of the public, namely showing the public's view of the organization that is formed over a long period of time (Lievens et al., 2007; Balmer, 2001). A well-formed image will also have a good impact on achieving the goals set by individuals or organizations (Fill, & Dimopoulou, 1999; Suryati et al., 2023; Hasan, & Suryana, 2019). In this case, it is able to provide opportunities for companies to gain profits from the products sold because they have a good image, besides that it will increase public trust in the organization in carrying out organizational activities.

Basically, all organizations want their image to be positive or good in the eyes of the public, because this will be able to increase the profitability, growth and existence of the organization itself (Fombrun, & Van Riel, 2004; Gray, & Balmer, 1998; Dutton, & Dukerich, 1991). If the image of the organization in the eyes of the public is very bad, then the profitability and growth of the organization cannot be increased. Therefore, the image of the organization needs to be formed in a positive direction. Image formation aims to evaluate policies and correct misunderstandings. The formation of a positive image of an organization is closely related to the perception, attitude (establishment), and opinion of the public towards the organization (Ngo et al., 2013; Milenkovska et al., 2019).

Based on a preliminary survey conducted by distributing questionnaires to 30 stakeholders of the SMK PGRI 2 Cibinong in Bogor Regency, data was obtained that: 1) there are 35.5% of respondents who are not satisfied with the First Impression (Primary Impression); 2) there are 42.7% of respondents who are not satisfied with Familiarity, 3) there are 37.8% of respondents who are not satisfied with Perception, 4) there are 41.5% of respondents who are not satisfied with Preference, and 5) there are 45.8% of respondents who are not satisfied with Position.

The survey results above show that the image of the organization in the SMK PGRI 2 Cibinong in Bogor Regency still needs to be improved and considering that the image of the organization is an important element related to the satisfaction of educational services, this organizational image is interesting to study. The purpose of the study is to produce strategies and methods in improving organizational image, namely by strengthening the independent variables that have a positive effect on organizational image (Lin, & Lu, 2010; Yu et al., 2021). These variables are personality, servant leadership, organizational culture, and service quality. The optimal solution found is then used as a recommendation to related parties, namely teachers, principals, school supervisors, school organizing institutions and education offices.

B. Methods

As described above, this study aims to find strategies and ways to improve organizational image through research on the strength of influence between organizational image as a dependent variable and personality, servant leadership, organizational culture and service quality as independent variables. The research method used is a survey method with a path analysis test approach (Eshlaghy, et al., 2010; Barbieri, et al., 2017) to test statistical hypotheses and the SITOREM method (Setyaningsih, et al., 2019; Hidayat et al., 2020) for indicator analysis to determine optimal solutions in improving organizational image. The study was conducted on permanent teachers of the foundation of the SMK PGRI 2 Cibinong in Bogor

Regency in November 2024 with a teacher population of 289 people, with a sample of 168 teachers calculated using the Slovin formula taken from Umar.

Data collection in this study used a research instrument in the form of a questionnaire distributed to teachers as research respondents. The research instrument items were derived from the research indicators whose conditions would be explored. Before being distributed to respondents, the research instrument was first tested to determine its validity and reliability. Validity test was conducted using Pearson Product Moment technique, while for reliability test, calculation was used using Alpha Cronbach formula. After the data was collected, homogeneity test, normality test, linearity test, simple correlation analysis, determination coefficient analysis, partial correlation analysis, and statistical hypothesis test were conducted. Furthermore, indicator analysis was conducted using SITOREM Method from Hardhienata to determine priority order of indicator improvement as recommendation to related parties which is the result of this research. In determining priority order of indicator handling, SITOREM uses three criteria, namely (1) strength of relationship between variables obtained from hypothesis test, (2) priority order of indicator handling based on expert assessment result, and (3) indicator value obtained from data calculation obtained from respondent's answer of research.

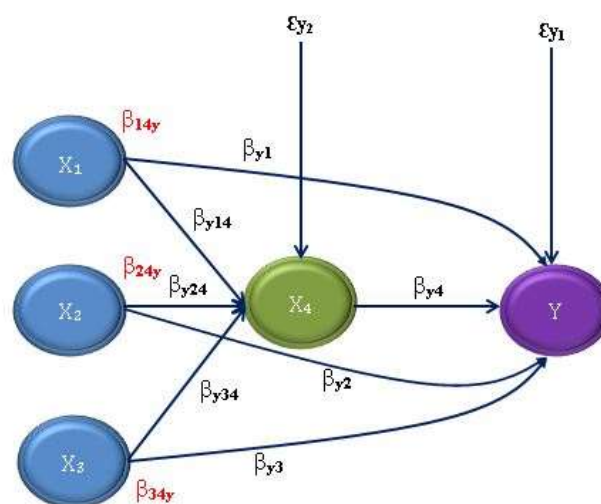


Figure 1. Research Constellation

X ₁ : Personality	X ₄ : Service Quality
X ₂ : Servant Leadership	Y : Organization Image
X ₃ : Organization Culture	

- a. β_{y1} : Direct influence of Personality (X₁) on Organizational Image (Y).
- b. β_{y2} : Direct influence of Servant Leadership (X₂) on Organizational Image (Y).
- c. β_{y3} : Direct influence of Organizational Culture (X₃) on Organizational Image (Y).
- d. β_{y4} : Direct influence of Service Quality (X₄) on Organizational Image (Y).

- e. β_{y14} : Direct influence of Personality (X1) on Service Quality (X4).
- f. β_{y24} : Direct influence of Servant Leadership (X2) on Service Quality (X4).
- g. β_{y34} : Direct influence of Organizational Culture (X3) on Service Quality (X4)
- h. β_{14y} : Indirect influence of Personality (X1) on Organizational Image (Y) through Service Quality (X4).
- i. β_{24y} : Indirect influence of Servant Leadership (X2) on Organizational Image (Y) through Service Quality (X4).
- j. β_{34y} : Indirect influence of Organizational Culture (X3) on Organizational Image (Y) through Service Quality (X4).

C. Results and Discussion

Based on the results of the statistical description analysis for the research variables, it can be revealed about the symptoms of data centralization as listed in the following table:

Table 1. Summary of Statistical Description of Research Variables

Description	Personality (X ₁)	Servant Leadership (X ₂)	Organization Culture (X ₃)	Quality Service (X ₄)	Organization Image (Y)
Mean	122.80	121.05	122.91	126.28	126.75
Standard Error	1.77186	1.21728	1.19771	1.25326	1.75046
Median	130	124	126.5	130	134
Mode	149	121	130	136	150
Stand Deviation	24.2945	16.6906	16.4221	17.1838	24.001
Sample Variance	590.223	278.575	269.687	295.284	576.049
Kurtosis	0.5498	0.58266	1.64832	0.85695	1.64903
Skewness	-0.7772	-0.9844	-1.3927	-1.0468	-1.4904
Range	101	70	81	77	101
Minimum Score	59	74	64	75	52
Maximum Score	160	144	145	152	153

Normality Test

Based on the overall calculation results of the error normality test in this study, it can be seen in the summary in the following table:

Table 2. Normality Test of Estimated Standard Error

Galat Estimate	n	L _{Count}	L _{table}		Decision
			$\alpha = 0,05$	$\alpha = 0,01$	
$y - \hat{Y}_1$	168	0.003	0.065	0.075	Normality
$y - \hat{Y}_2$	168	0.002	0.065	0.075	Normality
$y - \hat{Y}_3$	168	0.007	0.065	0.075	Normality
$y - \hat{Y}_4$	168	0.006	0.065	0.075	Normality
$X_4 - X_1$	168	0.001	0.065	0.075	Normality
$X_4 - X_2$	168	0.004	0.065	0.075	Normality
$X_4 - X_3$	168	0.002	0.065	0.075	Normality

Requirements for Normal distribution : L_{count} < L_{table}

Homogeneity Test

Based on the overall calculation results of the error normality test in this study, it can be seen in the summary in the following table:

Table 3. Summary of the Data Variance Homogeneity Test

Group	χ^2_{count}	χ^2_{table} $\alpha = 0,05$	Decision
y - X_1	3710.50	6132.59	Homogen
y - X_2	4469.28	7288.01	Homogen
y - X_3	4912.17	7288.01	Homogen
y - X_4	3714.91	6132.59	Homogen
X_4 - X_1	3823.33	7288.01	Homogen
X_4 - X_2	4592.84	8451.28	Homogen
X_4 - X_3	4613.17	6192.48	Homogen
<i>Homogeneous population requirements : $\chi^2_{\text{count}} < \chi^2_{\text{table}}$</i>			

Regression Model Test

The overall calculation results of the regression model in this study can be seen in the summary in the following table:

Table 4. Regression Model

Model of Relationships Between Variables	Regression Model	Significance Test Results
y on x_1	$\hat{y} = 59,508 + 0,645X_1$	Significant
y on x_2	$\hat{y} = 54,744 + 0,523X_2$	Significant
y on x_3	$\hat{y} = 58,693 + 0,533X_3$	Significant
y on x_4	$\hat{y} = 69,508 + 0,645X_1$	Significant
x_4 on x_1	$\hat{y} = 72,423 + 0,447X_2$	Significant
x_4 on x_2	$\hat{y} = 72,122 + 0,382X_3$	Significant
x_4 on x_3	$\hat{y} = 56,152 + 0,577X_5$	Significant
y on x_1 thought x_4	$\hat{y} = 56,77 + 0,40X_2 + 0,36X_5$	Significant
y on x_2 thought x_4	$\hat{y} = 44,12 + 0,37X_1 + 0,43X_4$	Significant
y on x_3 thought x_4	$\hat{y} = 51,45 + 0,44X_2 + 0,30X_4$	Significant

Significance Test of Regression Model

The overall calculation results of the linearity test of the regression model in this study can be seen in the summary in the following table:

Table 5. Summary of the Results of the Significance Test of the Regression Model (F Test)

Model of Relationships Between Variables	Sig	α	Significance Test Results
y on x_1	0,000 ^b	0,005	Significant
y on x_2	0,000 ^b	0,005	Significant
y on x_3	0,000 ^b	0,005	Significant
y on x_4	0,000 ^b	0,005	Significant
x_4 on x_1	0,000 ^b	0,005	Significant
x_4 on x_2	0,000 ^b	0,005	Significant
x_4 on x_3	0,000 ^b	0,005	Significant
y on x_1 thought x_4	0,000 ^b	0,005	Significant
y on x_2 thought x_4	0,000 ^b	0,005	Significant
y on x_3 thought x_4	0,000 ^b	0,005	Significant
Significant Conditions c: Sig < α			

Linearity Test

The overall calculation results of the linearity test of the regression model in this study can be seen in the summary in the following table:

Table 6. Summary of the Results of the Linearity Test of the Regression Model (t-Test)

Model of Relationships Between Variables	Sig	α	Linearity Pattern Test Results
y on x_1	0,000	0,005	Linear
y on x_2	0,000	0,005	Linear
y on x_3	0,000	0,005	Linear
y on x_4	0,000	0,005	Linear
x_4 on x_1	0,000	0,005	Linear
x_4 on x_2	0,000	0,005	Linear
x_4 on x_3	0,000	0,005	Linear
y on x_1 thought x_4	0,000	0,005	Linear
y on x_2 thought x_4	0,000	0,005	Linear
y on x_3 thought x_4	0,000	0,005	Linear
Linear Conditions : Sig < α			

Multicollinearity Test

Multicollinearity testing aims to determine whether the regression model finds a correlation between independent variables or free variables (Vatcheva, et al., 2016). Testing using the Spearman Test. The effect of this multicollinearity is to cause high variables in the sample. This means that the standard error is large, as a result when the coefficient is tested, t count will be small from t table. The overall calculation results of the multicollinearity test are as follows:

Table 7. Summary of Multicollinearity Tests

Dependent Variable	Tolerance	VIF	Prasyarat	Conclusion
Personality (X ₁)	0.225	4.449	H ₀ : VIF < 10, there is no multicollinearity H ₁ : VIF > 10, there is multicollinearity	Ho is accepted There is no multicollinearity
Servant Leadership (X ₂)	0.213	4.692	H ₀ : VIF < 10, there is no multicollinearity H ₁ : VIF > 10, there is multicollinearity	Ho is accepted There is no multicollinearity
Organization Culture (X ₃)	0.227	4.408	H ₀ : VIF < 10, there is no multicollinearity H ₁ : VIF > 10, there is multicollinearity	Ho is accepted There is no multicollinearity
Service Quality (X ₄)	0.203	5.803	H ₀ : VIF < 10, there is no multicollinearity H ₁ : VIF > 10, there is multicollinearity	Ho is accepted There is no multicollinearity

Heteroscedasticity Test

In this study, to test the presence or absence of heteroscedasticity, the Glejser Test is used, where if the significance value is < 0.05 then heteroscedasticity occurs, if on the contrary the significance value is ≥ 0.05 then homoscedasticity occurs (Đalić, & Terzić, 2021). The overall calculation results of the heteroscedasticity test in this study can be seen in the summary in the following table:

Table 8. Summary of Heteroscedasticity Test

Variable	Sig.	α	Prerequisite	Conclusion
Personality (X ₁)	0,000	0,05	H ₀ : significant value < 0.05 then there is no heteroscedasticity.. H ₁ : significant value ≥ 0.05 then there is heteroscedasticity.	Ho is accepted There is no heteroscedasticity
Servant Leadership (X ₂)	0,000	0,05	H ₀ : significant value < 0.05 then there is no heteroscedasticity.. H ₁ : significant value ≥ 0.05 then there is heteroscedasticity.	Ho is accepted There is no heteroscedasticity
Organization Culture (X ₃)	0,000	0,05	H ₀ : significant value < 0.05 then there is no heteroscedasticity.. H ₁ : significant value ≥ 0.05 then there is heteroscedasticity.	Ho is accepted There is no heteroscedasticity
Service Quality (X ₄)	0,000	0,05	H ₀ : significant value < 0.05 then there is no heteroscedasticity.. H ₁ : significant value ≥ 0.05 then there is heteroscedasticity.	Ho is accepted There is no heteroscedasticity

Path Analysis

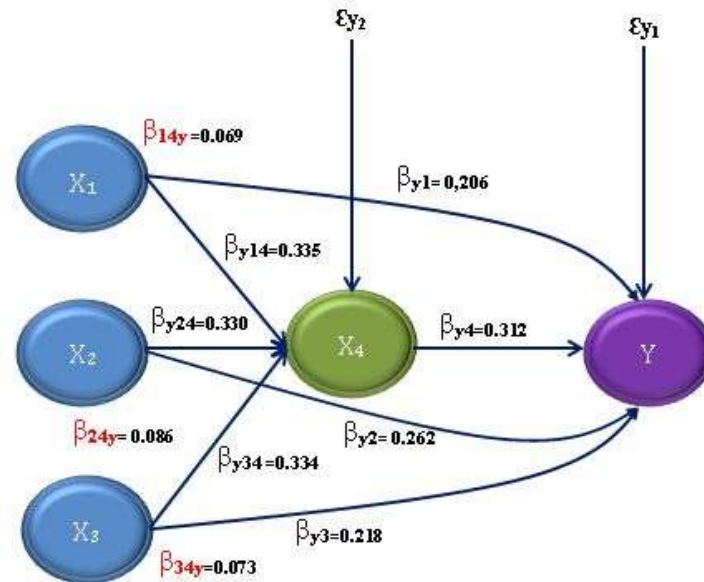


Figure 2. Path Analysis Results

The influence between the independent variable and the dependent variable when viewed from the path analysis, then the relationship is a functional relationship where the organizational image (Y) is formed as a result of the functioning of the Personality function (X1), servant leadership (X2), organizational culture (X3) and service quality (X4). The discussion of the research results can be described as follows:

Table 9. Research Hypothesis

Hypotesis	Path	Statistic Test	Decision	Conclusion
Personality (X1) to Organizational Image (Y)	0.206	$H_0: \beta_{z1} \leq 0$ $H_1: \beta_{z1} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Servant Leadership (X2) to Organizational Image (Y)	0.262	$H_0: \beta_{z2} \leq 0$ $H_1: \beta_{z2} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Organizational Culture (X3) to Organizational Image (Y)	0.218	$H_0: \beta_{z3} \leq 0$ $H_1: \beta_{z3} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Service Quality (X4) to Organizational Image (Y)	0.312	$H_0: \beta_Y \leq 0$ $H_1: \beta_Y > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Personality (X1) to Service Quality (X4)	0.335	$H_0: \beta_{z1} \leq 0$ $H_1: \beta_{z1} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Servant Leadership (X2) to Service Quality (X4)	0.330	$H_0: \beta_{z2} \leq 0$ $H_1: \beta_{z2} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Organizational Culture (X3) to Service Quality (X4)	0.334	$H_0: \beta_{z3} \leq 0$ $H_1: \beta_{z3} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact

Hypotesis	Path	Statistic Test	Decision	Conclusion
Personality (X1) to Organizational Image (Y) through Service Quality (X4)	0.069	$H_0: \beta_{XY1} \leq 0$ $H_1: \beta_{XY1} > 0$	H_0 rejected H_1 accepted	Positive Indirect Impact
Servant Leadership (X2) to Organizational Image (Y) through Service Quality (X4)	0.086	$H_0: \beta_{XY2} \leq 0$ $H_1: \beta_{XY2} > 0$	H_0 rejected H_1 accepted	Positive Indirect Impact
Organizational Culture (X3) to Organizational Image (Y) through Service Quality (X4)	0.073	$H_0: \beta_{XY3} \leq 0$ $H_1: \beta_{XY3} > 0$	H_0 rejected H_1 accepted	Positive Indirect Impact

Indirect Effect Test

The indirect effect test is used to test the effectiveness of the intervening variable that mediates the independent variable and the dependent variable (Namazi, & Namazi, 2016). The results of the indirect effect test are as follows:

Table 10. Research Hypothesis

Inderect Effect Test	Z _{Count}	Z _{table}	Decision	Conclusion
Personality (X1) towards Organizational Image (Y) through Service Quality (X4)	5,860	1,966	H_0 rejected H_1 accepted	proven to mediate
Servant Leadership (X2) towards Organizational Image (Y) through Service Quality (X4)	4,978	1,966	H_0 rejected H_1 accepted	proven to mediate
Organizational Culture (X3) towards Organizational Image (Y) through Service Quality (X4)	4,678	1,966	H_0 rejected H_1 accepted	proven to mediate

Optimal Solution for Improving Organizational Image

Based on the results of statistical hypothesis testing, determination of indicator priorities, and calculation of indicator values that have been described above, a recapitulation of research results can be made which is an optimal solution in improving organizational image as follows (Lisboa et al., 2012; Govindan et al., 2019):

Table 11. SITOREM Analysis

Personality ($\beta_{y1} = 0,206$) (Rank IV)

Indicator in Initial State	Indicator after Weighting by Expert	Indicator Value
1 Agreeableness	1 st Conscientiousness (23.17%)	3.88
2 Conscientiousness,	2 nd Extraversion (22.54%)	4.10
3 Extraversion ,	3 rd Agreeableness (20.96%)	4.00
4 Neuroticism	4 th Neuroticism (18.12%)	3.61
5 Openness to experience	5 th Openness to experience (15.21%)	3.60

Servant Leadership ($\beta y2 = 0,262$) (Rank II)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Accountability	1 st	Humility (26.67%)	3.57
2	Compassion	2 nd	Compassion (25.07%)	4.02
3	Courage	3 rd	Accountability (24.88%)	3.68
4	Humility	4 th	Courage (23.38%)	3.74
5	Integrity	5 th	Integrity (20.38%)	3.74
6	Listening	6 th	Listening (18.18%)	3.74
Organization Culture ($\beta y3 = 0,218$) (Rank III)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Adaptation to change	1 st	Innovation in work (20.45%)	3.82
2	Result-oriented	2 nd	Result-oriented (20.24%)	3.84
3	Team-oriented	3 rd	Team-oriented (19.78%)	3.92
4	Innovation in work	4 th	Empowerment of human resources in the organization (17.04%)	4.14
5	Consistent with rules	5 th	Consistent with the rules (16.64%)	4.02
6	Human resource empowerment in the organization	6 th	Adaptation to changes (16.64%)	4.01
Serveive Quality ($\beta y4 = 0,312$) (Rank I)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Assurance	1 st	Reliability (16.95%)	3.85
2	Empathy	2 nd	Responsiveness (16.36%)	4.11
3	Reliability	3 rd	Assurance (14.31%)	3.65
4	Responsiveness	4 th	Empathy (13.78%)	4.03
5	Tangibles	5 th	Tangibles (13.73%)	3.78
Organization Image				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Familiarity	1 st	Primary Impression (18.48%)	3.78
2	Perception	2 nd	Familiarity (17.93%)	3.85
3	Position	3 rd	Perception (16.77%)	4.10
4	Preference	4 th	Preference (16.57%)	3.86
5	Primary Impression	5 th	Position (16.37%)	3.76
Sitorem Analysis Result				
Priority order of indicator to be Strengthened		Indicator remain to be maintained		
1 st	Reliability	1.	Responsiveness	
2 nd	Assurance	2.	Empathy	
3 rd	Tangibles	3.	Compassion	
4 th	Humility	4.	Empowerment of HR in the organization	
5 th	Accountability	5.	Consistent with the rules	
6 th	Courage	6.	Adaptation to changes	
7 th	Integrity	7.	Extraversion	
8 th	Listening	8.	Agreeableness	
9 th	Innovation in work	9.	Perception	
10 th	Result-oriented			
11 th	Team-oriented			
12 th	Conscientiousness			

13 th	Neuroticism
14 th	Openness to experience
15 th	Primary Impression
16 th	Familiarity
17 th	Preference
18 th	Position

D. Conclusions

Based on the results of the analysis, discussion of research results and hypotheses that have been tested, it can be concluded: 1) strengthening organizational image can be done by using a strategy to strengthen variables that have a positive effect on organizational image; 2) variables that have a positive effect on organizational image are personality, servant leadership, organizational culture and service quality. This is proven from the results of variable analysis using the path analysis method; 3) the way to strengthen organizational image is to improve weak indicators and maintain good indicators from each research variable.

Based on the conclusions of the research above, the implications of this research can be drawn: 1) if the organizational image is to be strengthened, it is necessary to strengthen personality, servant leadership and organizational culture as exogenous variables with service quality as an intervening variable; 2) if personality is to be developed, it is necessary to improve the indicators that are still weak, namely: conscientiousness, neuroticism, and openness to experience and maintain or develop the indicators: extraversion and agreeableness; 3) if servant leadership is to be developed, it is necessary to improve the indicators that are still weak, namely, humility, accountability, courage, integrity, and listening, and maintain or develop the indicator: compassion; 4) if organizational culture is to be developed, it is necessary to improve the indicators that are still weak, namely: innovation in work, oriented on work results, and team oriented, and maintain or develop the indicators: empowerment of HR in the organization, consistent with the rules, and adaptation to changes; 5) if the quality of service is to be improved, it is necessary to improve the indicators that are still weak, namely reliability, assurance, and tangibles, as well as maintaining or developing the indicators: responsiveness and empathy.

The principal needs to improve the organizational image by strengthening personality, servant leadership, organizational culture and service quality. By improving primary impression, familiarity, preference, and position and by maintaining perception. The Ministry of Education, Culture, Research and Technology (Kemdikbudristek) and school organizing institutions need to foster teachers in improving the organizational image by providing appropriate direction to strengthen the strengthening of personality, servant leadership, organizational culture and service quality in accordance with the results of this study.

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