

## **The Relationship Between the Principal's Supervision and Work Climate with the School's Organizational Performance**

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Article History: Received on 23 August 2022, Revised on 24 February 2023

Published on 21 March 2023

**Abstract:** The goal of this study is to examine how the supervision and workplace culture of the principal affect the effectiveness of school organizations. Quantitative correlational methods are used in the study methodology. 120 instructors from the 4 public high schools in the Kayuagung District made up the research sample, which was chosen at random. According to the study's findings, work environment and organizational performance at schools are strongly correlated with the supervision of school principals. By planning, carrying out, and assessing educational activities at these institutions, school principals can improve the performance of school organizations. The performance of school organizations might also alter depending on the climate of the school. Performance can be impacted by a positive school environment. The findings of this study have ramifications for initiatives aimed at enhancing school organizational performance through elements like work environment and principal supervisory effectiveness.

**Keywords:** Organizational Performance, Principal Supervision, Work Climate.

### **A. Introduction**

Globalization has forced changes in many spheres of life, including the educational system. Education is required to be able to adapt in order to keep up with the quick changes that take place because it is one of the most important factors in human formation. It is expected that high-quality schools would endure and thrive in the competitive environment. Hence, in order to enhance the effectiveness of the learning process, which results in the maximization of educational output, every educational institution must work toward the growth and development of school organizational performance.

For school organizations to work better, the principal must supervise the planning, carrying out, and evaluation of each educational activity that takes place there. Academic supervision raises the capacity to manage learning, which will undoubtedly have an effect on organizational performance, by providing advice and training throughout the learning process (Hasbullah, 2020).

The performance of school organizations might also alter depending on the climate of the school. A positive school environment can influence academic success,

which can manifest in both physical and non-physical job environments (Supardi, 2015). There are two types of physical work environments: (1) direct work environments (physical objects), which are those that directly affect employees; and (2) indirect work environments (intermediaries), which have an impact on people's well-being. While the non-physical workplace consists of all circumstances relating to working relationships, including those with superiors and coworkers (Ghautama, 2015). Although the psychic work climate is invisible, its members can nonetheless perceive it. This idea demonstrates the nature and degree of the relationship between organizational members' beliefs, norms, attitudes, behaviors, and feelings (Rusmawati, 2013). School atmosphere is a state or situation in a chain that may have an impact on work directly or indirectly, intentionally or unconsciously (Ratmini et al., 2019).

Thus, leadership factors, environmental factors, and subordinate contingency factors can all have an impact on an individual's level of job satisfaction, meaning that an individual's level of job satisfaction can be influenced by organizational leaders, environmental factors, or cultural factors, as well as by the behavior of his or her employees (Robbins, 2006). The working environment is significantly impacted by the principal's supervision. If the principal can effectively plan supervision, execute supervision, and follow up on supervision findings, it will undoubtedly foster a positive work environment that influences enhancing organizational performance (Amzah & Evanita, 2014). So, the work environment and management style implemented by the principal have a significant impact on the effectiveness of the school system.

## **B. Methods**

This study used a quantitative research method using a correlational approach. 120 teachers from public high schools in the Kayuagung sub-district made up the study's sample. Instruments that have undergone testing for validity and reliability are used to collect data. Data analysis utilizing multiple regression and correlation analysis with the aid of SPSS 22.00.

## **C. Results and Discussion**

### **Relationship between Principal Supervision (X1) and School Organization Performance (Y)**

A regression equation was found between the variable Principal Supervision and work motivation,  $= 131.36 + 0.07X_1$ , based on the findings of a simple linear regression study between the pair of Principal Supervision data (variable X1) and school organizational performance (variable Y). Because F-calculate (1.72) < F-table, this equation was found to be linear and significant based on the findings of the variance analysis (F-test) (1.77). The statistical analysis revealed a correlation coefficient of 0.630 between the principal's oversight and the effectiveness of the school's organizational structure (ry1). Probability readings of 0.000, 0.05, and 0.01 show how highly

significant the correlation coefficient is. As a result, this study supports the existence of a significant, positive, and moderate association between principle supervision and job motivation. The principal's supervision component accounts for 39.7% of the variation in school organizational performance, according to the principal's contribution to school organizational performance ( $r^2_{y1}$ ) of 0.397. The findings of the study, which show a strong correlation between principle supervision and organizational performance, are corroborated by the findings of the research. If the principal can effectively organize supervision, carry out supervision, and follow up on supervision results, it will undoubtedly foster a positive work environment that can influence enhancing organizational performance. In order to improve organizational performance, good managerial abilities, especially the principal's ability to oversee, are necessary. In contrast, a lack of managerial competence has little effect on organizational performance (Sari, 2016).

#### **The Relationship between Work Climate (X2) and Organizational Performance (Y)**

The regression equation =  $130.25 + 0.09X_2$  was derived from the results of a simple linear regression analysis between pairs of work climate data (variable  $X_2$ ) and school organizational performance (variable  $Y$ ), where the results of variance analysis (F-test) revealed that this equation was linear and significant because F-calculate (1.26) F-table (1.58).

This study discovered a 0.73 connection coefficient between the principal's oversight and the effectiveness of the school's organizational structure. Probability readings of 0.000, 0.05, and 0.01 show how highly significant the correlation coefficient is. This study thus supports the existence of a favorable, significant, and very significant association between organizational atmosphere and teacher creativity. The relationship between organizational climate and school organizational performance ( $r^2$ ) of 0.5329 indicates that characteristics related to organizational climate account for 53.29% of the variance in school organizational performance.

#### **The Relationship between Principal Supervision (X1) and Work Climate (X2) together with School Organizational Performance (Y)**

A regression equation,  $\hat{Y} = 122.44 + 0.06X_1 + 0.08X_2$ , which was tested for linearity and significance so that the regression line equation model can be used to draw conclusions about the relationship between principal supervision and work climate together, was obtained based on the results of multiple regression analysis between pairs of Principal Supervision data (variable  $X_1$ ) and Work Climate (variable  $X_2$ ) together with School Organization Performance (variable  $Y$ ).

A double correlation coefficient  $r_{y.12}$  of 0.920 from multiple correlation analysis indicates that the association between work motivation and the principal's supervision and the workplace environment is strongly positive. As a result, it follows that the school organization will perform better the better the principal's supervision and the better the organizational climate. Principal supervision and work climate together contribute 84.64% of the school organization's performance, according to the

coefficient of 0.8464, which means that the remaining 15.36% is influenced by other variables not included in this study. Principal supervision and work climate alone contribute 84.64% of the school organization's performance.

### **Partial Correlation**

Variable Y and variable X2 were subjected to a partial correlation analysis while variable X1 was kept under control (fixed). According to the calculations, the  $r_{y2-1}$  magnitude is 0.506. Using t-test statistics, the significance test of the partial correlation coefficient  $r_{y2-1}$  produced a computed result of 8.346. This magnitude is obtained by consulting the t-table at a genuine alpha level of 0.01; the amount of t obtained is 2.617, or  $t_{\text{calculate}} > t_{\text{table}}$ . Hence, it is possible to describe the partial correlation coefficient as highly significant. This indicates that improving organizational performance is significantly influenced by the workplace environment.

### **The Relationship Between Principal Supervision and Organizational Performance**

The results of the first hypothesis test revealed a very substantial positive link between the Principal's Supervision and work motivation, with the regression equation =  $131.36 + 0.07X_1$  expressing the pattern of this relationship. This equation tells us that for every change in one degree of principal supervision, the organizational performance of the school will change by 0.07 at a constant of 131.36. The findings of a straightforward correlation analysis between the performance of the school organization under the principal's supervision and the correlation coefficient  $r_{y1} = 0.630$  were obtained. This value conveys a knowledge that there is an adequate and positive relationship between the principal's supervision and the organization's performance, i.e., the better the principal's supervision, the higher the organization's performance.

The effectiveness of school groups is crucial to raising educational standards. Success in managing learning is highly correlated with organizational performance. The creativity of teachers who work to create engaging and successful learning environments can be encouraged by organizational performance. The principal's competent supervision also contributes to the effectiveness of the school administration. Good managers will serve as role models for their staff, always inspiring and motivating them, giving them chances to develop their ideas and the resources to do so. Research (Puryantini et al., 2017) indicating that management aptitude affects organizational performance lends weight to the analysis's findings.

### **The Relationship between Work Climate and Organizational Climate**

According to the results of the second hypothesis test, the work environment and organizational performance in schools had a very significant positive relationship, as shown by a calculated value of 8.697 that was significantly higher than the t-table value at the alpha significance level of 0.01 (2.617), or  $t = 8.697 > 2.617$ . The regression equation  $\hat{Y} = 130.25 + 0.09X_2$  describes the pattern of the association between these two variables. According to this equation, each change in one unit of

the work atmosphere score will result in a change of 0.09 points in the school's organizational performance score at a constant value of 130.25.

A straightforward correlation analysis between organizational performance at work and that at the school yielded a  $r^2$  correlation coefficient value of 0.730. This value conveys an understanding that there is an adequate and positive relationship between the work environment and organizational success at the school, i.e., the better the work environment, the better the organizational performance at the school. By squaring the value of the simple correlation coefficient, it is possible to determine how much or how much of a contribution work climate variables make to the performance of school organizations. The value of the simple correlation coefficient is squared to yield a value of 0.5329. According to statistics, this result demonstrates that the organizational environment and the structure of functional links as illustrated by the regression equation above account for approximately 53.29 percent of the variance in changes in school organizational performance. According to study (Kurniawan, 2013), organizational culture has a considerable favorable impact on the performance of public organizations, which supports the findings of the analysis above.

### **The Relationship between Principal Supervision and Work Climate with Organizational Performance**

According to the results of the hypothesis test, there was a very significant positive link between the performance of the school organization and the principal's supervision and work environment, as shown by an F-calculate value of 0.418. The double regression equation  $\hat{Y} = 122.44 + 0.06X_1 + 0.08X_2$  represents the relationship pattern. This value demonstrates an adequate and favorable relationship between the work environment, the principal's supervision, and the organizational performance of the school. Change in the organizational performance of the school of 0.06 or 0.08.

According to this equation, any change in one unit of the principal's supervision score and work environment will cause a A double correlation coefficient value of  $r^2$  of 0.920 was derived from the findings of the investigation that looked at the relationship between the principal's supervision and the work environment.

Because they feel free to express their ideas without worrying about being rejected, instructors will be more creative in a pleasant work environment. A leader who can serve as an example for subordinates, constantly inspiring and motivating them, is a factor that greatly affects the performance of the school organization. Teachers will be free to express any ideas they may have, with support from the principal, and this will have an impact on how well the school organization performs. According to research by (Julianry et al., 2017), which found that motivation has a favorable impact on organizational performance, this statement is supported.

These factors are believed to affect organizational performance since a teacher's drive to compete in everything will be influenced by the school work environment, leading to new school organizational performance in both the teaching and learning process and other areas. The principal's supervision will also help performance improvement because of the principal's behavior and character, which will be

enforced through supervision. Organizational performance will be enhanced by competent principle supervision and a positive work environment. The value of the coefficient of determination  $r^2 = 0.8464$  can be used to determine the contribution or combined contribution of the principal's supervision variable and the work environment. The analysis's findings indicated that the principal's supervision, the work environment, and the pattern of functional relationships as shown by the regression equation above, combined explained about 84.64 percent of the variation in changes in school organizational performance.

#### D. Conclusions

According to the analysis of the research data, there is a very strong positive correlation between the principal's supervision and work motivation, between the work climate and the organizational performance of the school, and between the principal's supervision and the work climate together. According to the findings of this study, enhancing the principal's supervision and improving the work environment can both help the school organization perform better.

#### E. Acknowledgement

Thank you to the principal of SMA Negeri 3 Kayuagung, respondents and team of PPSDP International Journal of Education.

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