

Authentic Leadership and Management of Change towards Implementation of Value at Vocational Schools

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Abstract—The present on a research was based on how impact of authentic leadership of school principals and management of change proceed in the school grades in accordance with the values of national education goals. Methodology used in this research is descriptive with quantitative approach. Based on the research previously that; 1) The impact of authentic leadership of school principals towards the effectiveness implementation of the value of 18.6 %; 2) The impact of management of change towards the effectiveness implementation of values vision of 24.2 %, and 3) The impact of authentic leadership of school principals and management of change towards the effectiveness implementation of value vision of 24.4 %, and the other result influenced by other factors. The results showed that authentic leadership of school principals and management of change influences the effectiveness implementation of value vision at vocational schools in Bandung.

Keywords—*authentic leadership of school principals; management of change; the effectiveness implementation of value vision*

I. INTRODUCTION

Achieving of educational goals, there are key things which is important to note, those are: First, value as a reference according to religion value and life value. Second, developing value is a basic value which recognized together. Third, value that is understood and exist in the student is value that serve as guideline in their social life. Fourth, the transformed value is attached to the power to practice science. Fifth, good value of transformation process is derived from ownership and value understanding. Sixth, the developing value in organization effectiveness of its implementation is starting from the leader of school.

Seen from the background research, the important thing in achievement the goal of education value is a role from the head master and how to transform that value. Head master is the executor of goal achievement success and school program. The head master is still oriented towards the task and

implementation of the program and less attention to the development of the values adopted to be able to develop quality students. Without head master then the process of effectiveness value implementation is less effective. Educational values also need to be understand and transformed. The transformation here is to help students understand the value and be guideline in their life. A good value transformation process is a value obtained through a sense of belonging. With the sense of having the meaning of the process of altering values that had not run well at school became understood and conducted by every person especially the students. The head master could act as educator who capable of transforming the direction and attainment of school goals, goals achievement, strategies and methods of achieving goals, and being able to bring change by managing school changes subtly and not disrupting the harmony and dynamics of the organization [1]. According to the explanation above, encourage the researcher to examine more in depth on the main issues of how much influence authentic leadership of head master and change management towards on the effectiveness of vision value in vocational Bandung.

With reference of the theory that exist, researchers formulate definition of operational to avoid any misunderstanding, interpretation or the perception of the readers, and so that the purpose of the research is more understood then is necessary to explain the operational definition on this research, those are:

A. *The Effectiveness of Vision Value Implementation*

The effectiveness of the vision value implementation means that how the process of achieving the goal of the vision value in school can be implemented properly so that it becomes a guideline in social life based on the value of life and religious values. Suryana and Jalaludin argue that in achieving of educational goals, there are key things which is important to note, those are [1]:

First, value as a reference according to religion value and life value. Second, developing value is a basic value which recognized together. Third, values that are understood and exist in the student is values that serve as guideline in their social life. Fourth, the transformed value is attached to the power to practice science. Fifth, good value of transformation process is derived from ownership and value understanding. Sixth, the developing value in organization effectiveness of its implementation is starting from the leader of school.

From the theory above, definition of effectiveness vision values implementation variable into this research means to know how far vision values implementation that exist in school as an effort to fulfill the educational goals and the process of achieving the goals of the school itself. The effectiveness of vision values implementation is expected to produce educated person where values can be inherent in the educational process and social life.

B. Authentic Leadership

George explain the theory of authentic leadership, he argues that the leader was not the case style as what will be done, but how to be authentic to himself [2]. In meaning, a leader must be able to be himself although in a pressured condition and are difficult ones. Authentic Leadership (AL) is a kind of leadership that requires leaders to act authentically. AL is a leader who must be honest with himself [3]. In meaning, he has the similarity between behavior and his beliefs.

Based on the theory above, the operational definition of Authentic Leadership variable (authentic leadership) in the research is intended to know how the behavior of the head master acts as the executor of the successful achievement of school goals that can be good role models and can improve the learning process through a good and true through the process of achievement Goals, applying important values, leading by heart, building long-term relationships with various schoolchildren and being able to act in discipline.

C. Management of Change

The head master could act as educator who capable of transforming the direction and attainment of school goals, goals achievement, strategies and methods of achieving goals, and being able to bring change by managing school changes subtly and not disrupting the harmony and dynamics of the organization [1]. Lewin developed a model of planned changes in the three steps that explains how to take initiative, manage and stabilize change processes [4]. The three stages are:

1) *Unfreezing*: Unfreezing is a process of awareness or disbursement of the need to change.

2) *Changing (action change)*: Step in the form of action, both strengthening (driving forces) and also weaken (resistances). Changing is a learning step where workers are given new information, new behavior models or new ways of seeing things. The point is to help workers learn new concepts or points of view.

3) *Refreezing*: Bringing the organization back to a new dynamic equilibrium. Refreezing is a step in which changes

are stabilized by helping workers integrate changed behaviors and attitudes into the normal way of doing things.

Based on the above theory, the operational definition of change management variables in this research is how the process of transforming the direction and achievement of school goals, the process of achieving the goals, strategies and methods of achieving the goals, and how to bring change by managing change by the head master conducted based on the above three steps. As well as knowing the kind of change leaders who are in school as people who are able to resolve resistance to change.

II. RESEARCH METHOD

The research method used in this research is descriptive method. The descriptive method is the method of investigation shown in the existing problem solving. While the approach taken in this study using a quantitative approach, namely the approach that allows the recording and analyzing of statistical calculations. Data collection using a questionnaire, which researchers hardly know who is being studied or who provide data. This research was conducted at Vocational School, Technology Engineering Package Expertise Light Vehicle Engineering in Bandung which already has Accreditation A by National School Accreditation. The population in this study is teachers with the number of samples with precision of 5% is as many as 114 teachers. The study used two types of data, namely primary data and secondary data. Primary data contains the understanding of data obtained by researchers directly from the main source or the original. Questionnaire is a data collection tool that is done by giving a set of questions or written statement to the respondent to answer. Data processing technique is an advanced stage in quantitative research in which the researcher performs data processing activities after conducting validity test, instrument reliability and dissemination of the instrument to the respondent. Data processing is done by basing on statistical calculation procedure, in the form of: (1) calculation of respondent's score and descriptive analysis, (2) testing requirements analysis; data normality test, homogeneity test data, and data linearity test, and (3) hypothesis testing; correlation test, coefficient of determination test, regression test. In data processing, the researcher uses an application tool / data processing program in the form of Ms. Excel 2016, IBM SPSS Statistic 23.0.

III. RESULT AND DISCUSSION

A. Effect Authentic Leadership on the Effectiveness of Vision Implementation

Results of calculations with the help of SPSS 23 for Windows correlation value of Authentic Leadership Principal (X_1) variable on the Effectiveness of Vision Value Implementation (Y) using Pearson Product Moment Correlation as follows:

TABLE I. CORRELATION BETWEEN VARIABLES X₁ WITH Y

| Correlations | | | |
|--|---------------------|----------------------|--|
| | | Authentic Leadership | Effectiveness of Vision Implementation |
| Authentic Leadership | Pearson Correlation | 1 | .431** |
| | Sig. (2-tailed) | | .000 |
| | N | 114 | 114 |
| Effectiveness of Vision Implementation | Pearson Correlation | .431** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 114 | 114 |

** Correlation is significant at the 0.01 level (2-tailed).

Based on the findings of the research, the correlation value obtained for X₁ with Y of 0.431 means there is a relationship between Authentic Leadership Principal against the Effectiveness of Vision Implementation Value. Significant test for X₁ with Y shown table obtained significant value 0.000 is smaller than probability value 0.05, which means there is a significant relationship. Then the conclusion that can be taken is there is a significant relationship between Authentic Leadership Principal against Effectiveness of Vision Implementation Values at a moderate level.

The calculation result with the help of SPSS 23 for Windows coefficient value of determination of Authentic Leadership variable of Principal to Effectiveness of Vision Implementation as follows:

TABLE II. COEFFICIENT OF DETERMINATION BETWEEN VARIABLES X₁ AND Y

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .431 ^a | .186 | .178 | 13,178 | 1,407 |

^a Predictors: (Constant), Authentic Leadership

^b Dependent Variable: Effectiveness of Vision Implementation

The amount of coefficient of determination of Authentic Leadership variable of Principal (X₁) toward the Effectiveness of Vision Value Implementation (Y) is 0,186 or 18,6%. This means that the effectiveness of Vision Implementation is influenced by the Authentic Leadership Principal variable of 18.6% while the rest is influenced by other factors.

TABLE III. REGRESSION EQUATION Y OVER X₁

| Coefficients ^a | | | | | | |
|---------------------------|----------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 57,537 | 8,872 | | 6,485 | ,000 |
| | Authentic Leadership | ,421 | ,083 | ,431 | 5,054 | ,000 |

a. Dependent Variable: Effectiveness of Vision Implementation

The regression equation Y over X₁, is $\hat{Y} = 57,537 + 0,421X_1$. With the regression equation it can be interpreted that if the Authentic Leadership Principal (X₁) variable with Vision Value Implementation Effectiveness (Y) is measured by the instrument developed in this study, then any change of

Authentic Leadership score of Principal of one unit can be estimated Value Effectiveness Score Value The vision will change by 0.421 units in the same direction.

From the results of research that has been done shows that the Authentic Leadership Principal and significant effect on the Effectiveness of Vision Implementation Value. In this regard, the results of research conducted by Komariah states that Authentic Leadership (AL) is appropriately implemented in schools to instill the value system of education to be more effective. All aspects of AL are important to implement [5]. This study also proves that the AL construct is unidimensionality, which means that this construct is one complete collision. The order of importance of the dimension of the AL dimension implemented in schools to instill the value system of education is behavior / self-discipline, transparency, value / ethical / moral, relationship, vision and self-relevance.

Other research put forward Mazutis and Slawinski suggests that authentic leadership must show self-awareness, relational transparency, self-manage and self-organization and be able to create a culture where the principal through a conversational approach helps detect errors at the analytical level strategic feedback learning process [6].

Another study conducted by Khan shows that authentic leadership impacts on organizational performance, therefore authentic leadership is able to influence attitudes and behaviors of employees, resulting in improved organizational performance [7]. This shows that authentic leadership can make employees follow their leadership behavior. If the leader does good then the employees will do good, in accordance with the role models and leadership of the principal.

The above studies show that authentic is not just what is done but it has become attitudes and traits. This is in line with George raises the theory of authentic leadership, "to be authentic, each of us has to develop our own leadership style, consistent with our personality and character" [2].

B. Effects of Change Management on the Effectiveness of Vision Implementation

Results of calculations with the help of SPSS 23 for Windows correlation value of Change Management variables (X₂) on the Effectiveness of Vision Value Implementation (Y) using Pearson Product Moment is as follows:

TABLE IV. CORRELATION BETWEEN VARIABLE X₂ AND Y

| Correlations | | | |
|--|---------------------|--|----------------------|
| | | Effectiveness of Vision Implementation | Management of Change |
| Effectiveness of Vision Implementation | Pearson Correlation | 1 | .491** |
| | Sig. (2-tailed) | | .000 |
| | N | 114 | 114 |
| Management of Change | Pearson Correlation | .491** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 114 | 114 |

** Correlation is significant at the 0.01 level (2-tailed).

Based on the above calculation, the correlation value obtained for X2 with Y of 0.491 means there is a relationship between Management of Change to the Effectiveness of Vision Value Implementation. Significant test for X2 with Y shown table obtained significant value 0.000 is smaller than probability value 0.05, which means there is a significant relationship. Then the conclusion that can be taken is there is a significant relationship between Management of Change to Effectiveness of Vision Implementation Value at medium level.

TABLE V. COEFFICIENT OF DETERMINATION BETWEEN VARIABLE X₂ AND Y

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .491 ^a | .242 | .235 | 12,718 | 1,386 |

^c Predictors: (Constant), Management of Change

^d Dependent Variable: Effectiveness of Vision Implementation

The amount of coefficient of determination Management of Change variable (X₂) on the Effectiveness of Vision Value Implementation (Y) is 0,242 or 24,2%. This means that the effectiveness of Vision Value Implementation is influenced by Management of Change variables of 24.2% while the rest is influenced by other factors.

TABLE VI. REGRESSION EQUATION Y OVER X₂

| Coefficients ^a | | | | | | |
|---------------------------|----------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 54,927 | 7,962 | | 6,899 | ,000 |
| | Management of Change | ,445 | ,075 | ,491 | 5,972 | ,000 |

^a Dependent Variable: Effectiveness of Vision Implementation

The regression equation Y over X₂, is $\hat{Y} = 54.927 + 0.445X_2$. With the regression equation it can be interpreted that if the Management of Change variable (X₂) with Vision Value Implementation Effectiveness (Y) is measured by the instrument developed in this study, then any Management of Change scores by one unit can be estimated Valuation Effectiveness Value of Vision score will change by 0.445 units in the same direction.

From the results of research that has been done, management of change plays an important role for the effectiveness of the implementation of school vision value. With the change then the process of influencing the application of value by utilizing the existing resources will run effectively. This agrees with Wibowo [8]. He argues that management of change is a systematic process of applying the knowledge, tools and resources necessary to influence change in people who will be affected by the process conceptually, management of change basically makes something different, in a positive sense that leads to the better or vice versa. Unplanned changes may not necessarily produce a positive one, but planned changes are likely to produce a positive one [9].

C. Effect of Authentic Leadership Principal and Management of Change to Effectiveness of Vision Implementation

To test this correlation using double correlation formula. The calculation results with the help of SPSS 23 for Windows correlation values are as follows:

TABLE VII. DUAL CORRELATION BETWEEN VARIABLES X₁ AND X₂ ON Y

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .494 ^a | .244 | .231 | 12,751 | 1,384 |

^a Predictors: (Constant), Authentic Leadership, Management of Change

^b Dependent Variable: Effectiveness of Vision Implementation

The correlation (R) result is 0.494 which means that there is a positive double correlation of Authentic Leadership head master and Management of Change to the Effectiveness of Vision Value Implementation. According to the criteria for calculating correlation coefficient r 0.494 indicates the moderate level of relationship. It can be concluded that there is a positive double correlation was between the double Authentic Leadership of head master and Management of Change to the Effectiveness vision value implementation.

TABLE VIII. COEFFICIENT OF DETERMINATION X₁ AND X₂ ON Y

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .494 ^a | .244 | .231 | 12,751 | 1,384 |

^a Predictors: (Constant), Authentic Leadership, Management of Change

^b Dependent Variable: Effectiveness of Vision Implementation

The number of the coefficient of determination variables Authentic Leadership head master (X₁) and Management of Change variables (X₂) of the Effectiveness of Vision Value Implementation (Y) is 0,244 or 24,4%. In meaning the effectiveness of vision value implementation is influenced variables Authentic Leadership head master and Management of Change of 24.4% while the rest is influenced by other factors.

The regression equation formula between the Authentic Leadership variable of Principal and Management of Change on the Effectiveness of Vision Value Implementation is $\hat{Y} = a + bX_1 + bX_2$. calculations with the help of SPSS 23 for Windows obtained results:

TABLE IX. THE Y REGRESSION EQUATION OVER X₁ AND X₂

| Coefficients ^a | | | | | | |
|---------------------------|----------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 52,594 | 8,748 | | 6,012 | ,000 |
| | Management of Change | ,377 | ,128 | ,416 | 2,937 | ,004 |
| | Authentic Leadership | ,090 | ,139 | ,092 | ,652 | ,516 |

^a Dependent Variable: Effectiveness of Vision Implementation

By the equation $Y = 52,594 + 0.090X_1 + 0.377X_2$, the constant of 52,594 that if there is nothing head master Leadership Factor (X_1), Management of Change (X_2) then the Effectiveness of Vision Value Implementation (Y) is 52,594. The regression coefficient X_1 of 0,090 states that each addition of one unit of Authentic Leadership head master then Effectiveness of Vision Value Implementation will increase by 0,090, while Management of Change (X_2) is constant. The regression coefficient X_2 of 0.377 states that every addition of one Management of Change unit (X_2) then the Effectiveness of Vision Value Implementation (Y) will increase by 0.377 while Authentic Leadership head master is constant.

According to the invention in the research obtained from the data in the field, the implications that can be presented are as follows:

First, the effectiveness of the school's vision value changes can already be implemented by vocational Bandung. From the six dimensions are: First, value as a reference according to religion value and life value. Second, developing value is a basic value which recognized together. Third, value that is understood and exist in the student is value that serve as guideline in their social life. Fourth, the transformed value is attached to the power to practice science. Fifth, good value of transformation process is derived from ownership and value understanding. Sixth, the developing value in organization effectiveness of its implementation is starting from the leader of school. Leadership role in the effectiveness of the implementation of very important value in this research. This agrees with Suryana and Jalaludin argues that the development of the basic values must begin by being true to the leader first, being true to the established and established values [1]. When leaders conduct, things can happen in particular in achieving of organization goals.

Second, Authentic Leadership head master can already be implemented by vocational schools in the Bandung city. From 5 dimensions of Authentic Leadership are purpose, values, heart, relationships, and self-discipline. All five have a significant influence on the effectiveness of vision value implementation. There are several aspects that need to be added/ researched deeper into the concept of Authentic Leadership head master of transparency, morality, ethics and aesthetics, as well as the firm establishment of self-awareness. This is agreeing with expert opinions on authentic leadership dimensions. Avolio and Gardner research using The ALQ Scales, self-awareness, transparency, ethical/ Moral, and balanced processing [10]. Komariah which uses six aspects of the combined analysis, are self-awareness/ heart, purpose, values/ ethical/ moral, relationships, self-discipline/ authentic behavior/ action, and transparency [5].

Third, Management of Change can already be implemented by vocational Bandung. Of the 5 dimensions is First, Unfreezing (awareness). Second, Changing (action change). Third, Refreezing (balancing). Fourth, leader of change. Fifth, resolving Change Resistance. The most important management of change is the actor himself is the leader. Leaders need to be able in managing and empower organizations in order for schools to improve the present state towards a better future and be able to adapt in the times. Basically the focus on a change in

value is how managing people to change. The focus is how to manage the changes taking place in society to adapt in survival. The focus will be closely related to changes in the mindset (acceptance), participation in change (participation), and the pioneer in the change (leading). Changes happen because of the emergence of pressures on organizations, individuals or groups. Kasali argues that there are several characteristic changes, are: mysterious and unattended, needing change maker, not everyone can be invited to see change, change happens at any time, there is hard side and soft side change, takes time, Cost, and strength, it takes special efforts to touch the basic values of the organization, many colored by myths, raising expectations, always frightening and causing panics. Therefore, the leader of change must be able to become the first person who can be role models for the society of the school [11].

IV. CONCLUSION

Based on the findings obtained from the results of data processing and analysis in the study entitled "The Effect of Authentic Leadership Principal and Management of Change Against the Effectiveness of Vision Value Implementation in Vocational School Bandung City", the researcher concludes with reference to the formulation of problems that have been proposed in research this. Authentic Leadership Principal and Management of Change gives a significant influence on the Effectiveness of Vision Value Implementation with moderate correlation coefficient. This has the meaning that the better Authentic Leadership Principal and Management of Change then the Effectiveness of Vision Value Implementation will be more effective.

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