

PENGARUH KEJUJURAN EMOSI, KETERAMPILAN INTERPERSONAL,  
STRUKTUR TUGAS, PERILAKU MENGARAHKAN TERHADAP  
EFEKTIVITAS KEPEMIMPINAN  
(Pengembangan Model Kepemimpinan Kontingensi pada SMK di Kota Medan)<sup>1</sup>

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ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh kejujuran emosi, keterampilan interpersonal, struktur tugas, perilaku mengarahkan terhadap efektivitas kepemimpinan. Penelitian ini dilaksanakan pada Sekolah Menengah Kejuruan (SMK) di Kota Medan pada tahun 2010. Metode penelitian adalah survey. Populasi penelitian adalah kepala SMK di Kota Medan sebanyak 132 orang dan jumlah sampel adalah 60 orang kepala sekolah yang ditentukan berdasarkan rumus Taro Yamane dan jumlah responden ditentukan berdasarkan metode *proporsional random sampling* sebanyak 240 orang.

Hasil penelitian yang ditemukan adalah: (1) kejujuran emosi kepala sekolah berpengaruh positif langsung terhadap keterampilan interpersonal pada SMK di Kota Medan; (2) kejujuran emosi kepala sekolah berpengaruh positif langsung terhadap struktur tugas pada SMK di Kota Medan; (3) kejujuran emosi kepala sekolah berpengaruh positif langsung terhadap perilaku mengarahkan pada SMK di Kota Medan; (4) keterampilan interpersonal kepala sekolah berpengaruh positif langsung terhadap perilaku mengarahkan pada SMK di Kota Medan; (5) struktur tugas kepala sekolah berpengaruh positif langsung terhadap perilaku mengarahkan pada SMK di Kota Medan; (6) keterampilan interpersonal kepala sekolah berpengaruh positif langsung terhadap efektivitas kepemimpinan pada SMK di Kota Medan; (7) perilaku mengarahkan dari kepala sekolah berpengaruh positif langsung terhadap efektivitas kepemimpinan pada SMK di Kota Medan.

Untuk meningkatkan efektivitas kepemimpinan di SMK, seorang kepala sekolah harus memiliki kejujuran emosi yang autentik, keterampilan interpersonal yang tinggi, struktur tugas yang jelas dan mengaplikasikan perilaku mengarahkan yang baik kepada bawahan.

Kata kunci: kejujuran emosi, keterampilan interpersonal, struktur tugas, perilaku mengarahkan, efektivitas kepemimpinan, SMK.

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*THE EFFECT OF EMOTIONAL HONESTY, INTERPERSONAL SKILLS,  
TASK STRUCTURE, DIRECTIVE LEADER BEHAVIOR TOWARD  
LEADERSHIP EFFECTIVENESS  
(The Development of Contingensi Models of Leadership at Vocational Senior High School in Medan)*

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ABSTRACT

*The objective of the research were to investigate the effects of emotional honesty, interpersonal skills, task structure and directive leader behaviour on leadership effectiveness. This research was conducted at Vocational Schools (SMK) in Medan in the year of 2010, using the survey method with 132 principals as population and the sample of 60 principals as respondents who were selected by applying proportional random sampling. The hypotheses were tested by path analysis.*

*This research findings were as follows (1) There was a significantly direct positive effect of emotional honesty on interpersonal skills; (2) There was a significantly direct positive effect of emotional honesty on task structure; (3) There was a significantly direct positive effect of emotional honesty on directive leader behaviour; (4) There was a significantly direct positive effect of interpersonal skills on directive leader behaviour; (5) There was a significantly direct positive effect of task structure on directive leader behaviour; (6) There was a significantly direct positive effect of interpersonal skills leadership effectiveness; (7) There was a significantly direct positive effect of directive leader behaviour on leadership effectiveness.*

*The findings support the previously existing theories, such as: Contingency Leadership Model developed by Hoy & Miskel (2008:432) and Path-goal Theory of Robert House in Robbins and Coulter (2007:529). Furthermore, the findings imply that emotional honesty could be used as a new variable in contingency leadership model within Vocational Schools. It is then urgent for the Ministry of National Education (Kemendiknas) and Regency/Municipality Government to consider emotional honesty as a factor in the process of principal promotion.*

*With the intention of increasing leadership effectiveness within Vocational Schools, a principal is required to possess an authentic emotional honesty with a high interpersonal skill, set a detail task structure to ensure it operable, and apply directive behaviour to subordinates.*

*Keyword: emotional honesty, interpersonal skills, task structure, directive leader behavior, leadership effectiveness, vocational school.*

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