

# Relationship of Initiation Structure and Consideration with Effectiveness Leadership

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**Abstract**—Behavior affects leadership effectiveness is behavior with task orientation also called initiation structure, and behavior with people orientation also called *konsiderasi*. The higher the attitude of orientation attention on the task and on the person, the more leadership becomes more effective. This purpose of this study investigates the relationship between initiation structure and consideration with the effectiveness leadership. This research is a correlational descriptive. The data analysis technique used was description and inferential analyses covering correlation and regression analysis. The research findings show that initiating structure and consideration were in high category, the leadership effectiveness was in enough effective category. Conclude result of research is there are positive relationship with mean between the initiating structure and consideration either through by self and also by together with the leadership effectiveness.

**Keywords**—*leadership effectiveness; initiation structure; consideration*

## I. INTRODUCTION

The Ohio State studies identified two important dimensions of leader behavior. Beginning with a list of more than 1.000 behavioral dimensions, the researchers eventually narrowed it down to just two that accounted for most of the leadership behavior described by group members. The first was called initiating structure, which referred to the extent to which a leader defined and structured his or her role and the roles of group members in the search for goal attainment. It included behavior that involved attempts to organize work, work relationship, and goals. The second one was called consideration, which was defined as the extent to which a leader had job relationships characterized by mutual trust and respect for group members' ideas and feelings. A leader who was high in consideration helped group members with personal problems, was friendly and approachable, and treated all group members as equals. He or she showed concern for (was considerate of) his or her followers'

comfort, well-being, status, and satisfaction. (Stephen P. Robbins & Mary Coulter, 2007).

The results of research relevant to this study are research studies on effective leadership behaviors by Fleishman and Harris (1962). This study examines the relationship between consideration and employee turnover as well as the relationship between the initiation structure and the level of employee turnover at a truck manufacturer from the International Harvester Company. The results of his research showed that managers with high consideration experienced fewer employee turnover in their work units. Similarly, managers with high initiation structures experience fewer employee turnovers.

The result of Nursiah (2004) study about the influence of leadership style and job satisfaction to employees at PT Indosat Medan. Leadership style in the review is a consideration and initiation structure. The result of the research is the consideration and the structure of initiation affect the performance of PT Indosat Medan employees.

Lestari & Kencana (2008), examine the relationship *konsiderasi* and initiation structure with employee productivity in the Education Office. The results showed that the structure of initiation and consideration was positively related to employee productivity.

In accordance with previous research studies, this study was conducted in vocational high schools. Vocational high education is a secondary education that prepares learners primarily to work in certain areas of expertise. If the principal is unable to lead effectively will affect the performance of all subordinates. This will have an impact on the process of teaching and learning activities, thus affecting the quality of graduate high school graduates. Graduates of qualified vocational high schools will be seen from the many graduates who are accepted to work in industry. Vocational High School has not been able to prepare learners to work in certain areas of expertise. Related to this, there are many factors that cause low absorption of vocational high school graduates in the industry, such as curriculum, facilities/ infrastructure/

laboratory/ workshop, teachers, students and equally important is the leadership of the school principal. As a leader, the principal must demonstrate consideration and Initiation structure behaviors among the teachers as his subordinates.

Vocational high school is a system consisting of a collection or part of the components that work together as a single function. One component with other components work together to achieve the goal. The components consist of buildings, objectives, management, curriculum, facilities, teachers, administrative staff and students. All of these components will contribute to the achievement of the objectives and are expected to deliver qualified graduates in accordance with customer or community expectations.

Vocational High School is a secondary education that serves an important role in developing the potential of learners to be more optimal so ready to enter the employment field. So the principal as the highest leader in Vocational High School should be able to empower all teachers and employees to work in accordance with the existing system in The Vocational High School environment. The leadership of the principal is able to create a harmonious working relationship (high *konsiderasi*) so as to create an atmosphere of kinship in carrying out the tasks, motivating, exploring the potential and ability of teachers by involving them in making decisions, regulate, direct, and supervise all the citizens of the school in performing the task (high initiation structure) is an effective leadership behavior. For that understanding of the two dimensions of leadership behavior such as the structure of initiation and *konsiderasi* really needed a vocational high school principal in order to maximize the performance of all subordinates so that the goal of Vocational High School can be realized. Thus the behavior of the initiation and consideration structure of a leader will make a positive contribution to achieve leadership effectiveness.

This purpose of this study investigates the relationship between initiation structure and consideration with the effectiveness of vocational high school leadership.

## II. THEORY AND METHODS OF RESEARCH

Leadership is a complex concept that is defined as the ability to influence, motivate, and enable others to contribute to the effectiveness and success of the organizations of which they are members. Leaders use influence to motivate followers and arrange the work environment so that they do the job more effectively. Leaders exist throughout the organization, not just in the executive suite. (Steven & Mary Ann, 2005).

The behavioral model of leadership focuses on what leader actually do and present suggests that effective leaders help individuals and teams achieve their goals in two ways. First, they build task-centered relations with employees that focus on the quality and quantity of work accomplished. Second, they are considerate and supportive of employees' attempts to achieve personal goals (e.g., work satisfaction,

promotions, and recognition). Also, they work hard at settling disputes, keeping employees satisfied, providing encouragement, and giving positive reinforcement (Slocum, & Hellriegel, 2009).

This research uses quantitative paradigm, research type is descriptive correlational. The population is all teachers and civil servants in Vocational High School Negeri Medan with 695 people. Sampling using technique proportional stratified random sampling. So the sample taken in this study there are 61 people. Technique Data collecting by using questionnaire arranged based on indicators of each variable.

Table 1. Indicators of each variable

Variable	Indicator
Leadership Effectiveness (Y)	1. Commitment 2. Job Satisfaction 3. Conformity 4. Colaboration 5. Acceptance
Initiating Structure (X1)	1. Plan 2. Organize 3. Supervise
Consideration (X2)	1. Motivation 2. Participation 3. Family Atmosphere

Data analysis techniques using descriptive analysis techniques and confirmation analysis techniques. Descriptive analysis technique is descriptive statistic technique to describe data by using frequency list, histogram, mean, and standard deviation. While the technique of data analysis confirmation is inferential statistical technique for hypothesis testing by using product moment correlation technique, simple regression and double regression followed by partial correlation. Before inferential statistic technique is done, firstly tested requirement analysis with normality test and linearity test.

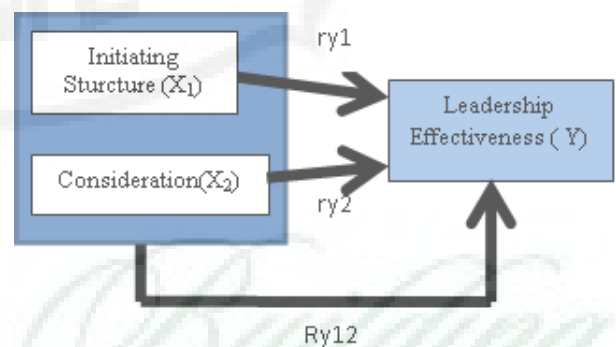


Fig. 1 Paradigm's research

Description:

1.  $ry_1$  is the correlation coefficient between the initiating structure variabel ( $X_1$ ) and Leadership Effectiveness variable (Y)
2.  $ry_2$  is the correlation coefficient between the variable Consideration ( $X_2$ ) and Leadership Effectiveness variable (Y)

3.  $r_{y_1}$  is the correlation coefficient between initiating structure variabel ( $X_1$ ) and Consideration variabel ( $X_2$ ) together with Leadership Effectiveness variabel ( $Y$ ).

Initiating structure reflects the extent to which the leader defines and structure the roles of employees in pursuit of goal attainment. Leaders who are high on initiating structure play a more active role in directing group activities and prioritize planning, scheduling, and trying out new ideas. They might emphasize the importance of meeting deadlines, describe explicit standards of performance, ask employee to follow formalized procedures, and criticize poor work when necessary. Consideration reflect the extent to which leaders create job relationships characterized by mutual trust, respect for employee ideas, and consideration of employee feelings. Leaders who are high on consideration create a climate of good rapport and strong, two-way communication and exhibit a deep concern for the welfare of employees. They might do personal favors for employees, take time to listen to their problems, "go to bat" for them when needed, and treat them as equals. (Colquitt, Lepine, & Wesson, 2013).

### III. RESULTS AND DISCUSSION

#### 1. Initiating Structure Relations ( $X_1$ ) with principals Leadership Effectiveness vocational haigh schools in Medan

The result of calculation of simple regression analysis on first hypothesis proposed for variable of initiation structure ( $X_1$ ) with leadership effectiveness of Medan State Vocational High School ( $Y$ ) obtained  $F_{hitung} = 36.13$  while  $T_{tabel} = 4.00$  with degrees of freedom 1,59 for significance level 5% and 7.08 for a significance level of 1%. Thus obtained  $F_{count} > F_{tabel}$  is  $36.13 > 4.00$ . This shows that the variable of initiation structure ( $X_1$ ) with variable of leadership effectiveness ( $Y$ ) is very significant when approached by regression at 5% significance level with regression line equation  $\hat{Y} = 21,24 + 0,92X_1$ . This means increasing the initiation structure ( $X_1$ ) by one unit, causing the value (score) of variable  $Y$  to rise by 0.92 units. Thus the greater increase in initiation structure ( $X_1$ ) resulted in higher leadership effectiveness of Medan State Vocational High School.

The magnitude of the relationship between variables of initiation structure and variable leadership effectiveness of Medan State Vocational High School is shown by product moment correlation coefficient of  $r_{y_1} = 0.62$ . This shows that  $X_1$  has a strong and positive relationship with  $Y$ . So the research hypothesis that says there is a significant positive relationship between the initiation structure with the effectiveness of leadership of Medan Vocational High School received at the level of 5% significance.

The relative contribution between the initiation structure and the effectiveness of Vocational High School leadership in Medan is 41.14% and the effective contribution is 22.22%. The value of the relative and effective contribution of the initiation structure is significant in explaining the

effectiveness of the leadership of the Medan Vocational High School.

The initiation structure in this research is the task-oriented leader's behavior. Effective leaders are leaders who concentrate on task-oriented functions such as planning and organizing work, coordinating the activities of subordinates, commanding and providing necessary tools, tools and technical assistance. This situation will foster commitment, job satisfaction, conformity, cooperation and good support from staff. This condition will improve the performance of all State Vocational High School employees. In addition, effective leaders guide their subordinates in setting performance goals that are high, but realistic. Planning in this research is a process that involves determining the goals or objectives of a vocational high school, developing comprehensive strategies to achieve the established goals, and developing a comprehensive hierarchy of plans for integrating and coordinating activities.

The purpose of planning is to provide direction, reduce the impact of change, minimize waste, and to determine the standards used in the control. Once planned, it is organized through the division of labor to show how different activities are integrated (coordinated). Furthermore, the principal conducts supervision. Supervision is a systematic effort to define a standard performance in planning to design an information feedback system, to compare actual performance with predetermined standards, to determine whether an irregularity has occurred, and to take the necessary corrective actions to ensure that all resources the vocational high school has been used as effectively and efficiently as possible in order to achieve its goals. Thus, through the implementation of a high initiation structure by the vocational high school principals, it will have a positive impact on improving leadership effectiveness in vocational high school Medan.

#### 2. The relationship between *konsiderasi* ( $X_2$ ) with Effectiveness of Vocational High School Leadership Medan ( $Y$ )

The result of the calculation of simple regression analysis on the second hypothesis proposed for the consideration variable ( $X_2$ ) with the effectiveness of Vocational State Vocational School leadership of Medan ( $Y$ ) obtained  $F_{count} = 47,30$  while  $T_{tabel} = 4,00$  with degrees of freedom 1,59 for significance level 5% and 7.08 for a significance level of 1%. So obtained  $F_{count} > F_{tabel}$  is  $47.30 > 4.00$ . This shows that the variable of consideration ( $X_2$ ) with the variable of leadership effectiveness ( $Y$ ) is very significant when approached by regression at 5% significance level with regression line equation  $\hat{Y} = 12,22 + 1,27X_2$ . This means the increase of consideration ( $X_2$ ) of one unit, causing the value (score) variable  $Y$  will rise by 1.27 units. Thus the greater increase in consideration ( $X_2$ ) resulted in higher leadership effectiveness of Medan State Vocational High School.

The magnitude of the relationship between variable *konsiderasi* with variable effectiveness of leadership of Vocational High School Negeri Medan shown by coefficient

correlation product moment of  $r_{y_2} = 0.67$ . This shows that the variable  $X_2$  has a strong and positive relationship with the variable Y.

Consideration is the behavior of a relationship-oriented leader. An effective leader is a caring, supportive, and helpful leader. Subordinates who are correlated with effective leadership in this research demonstrate trust and credibility, acting kindly and considerate, trying to understand subordinate issues, help develop subordinates and advance their careers, always inform their subordinates, show appreciation of the ideas of subordinates, and provide recognition for the contribution and success of subordinates. This behavior is similar to the behavior called consideration in leadership studies conducted by Ohio State University.

The amount of contribution relative to the effectiveness of leadership of Medan State Vocational High School amounted to 58.86% and effective contribution of 31.78%. The amount of relative and effective contribution looks great in explaining the effectiveness of vocational high school leadership. It turns out that all teachers and employees performing their duties at the Medan Vocational High School prefer school principals who emphasize relationship behavior (consideration) rather than task behavior (initiation structure). This is in accordance with the theory of management of Human relations approach by Elton Mayo (1880-1949), which states that there will be increased production and harmonious work, if the leader implements the behavior of the relationship (konsiderasi) high. The findings of this study basically correspond to the results of the Ohio University and Michigan studies which suggest that relationship-oriented behavior (correlation) is correlated with effective leadership. The results of this study contradict Sugiharsono (2000) which shows that the behavior of initiation structures has an influence which is dominant to the effectiveness of leadership in KUD Mandiri DIY, not konsiderasi. The findings of this study are also in line with Pardjan (2005) findings in his research on the influence of leadership style and initiation structure on the effectiveness of leadership in STIE Harapan Medan.

### **3. The relationship between Initiation Structure and Consideration together with the Effectiveness of Vocational High School State Leadership Medan.**

To know the relationship together of independent variables  $X_1$  and  $X_2$  with variable bound Y, used multiple regression analysis technique. The result of calculation of multiple regression analysis, obtained  $F_{count} = 34,29$  while  $T_{table} = 3,15$  with degree of freedom 2,59 for significance level 5% and 4,98 for 1% significance level. So that obtained  $F_{count} > F_{tabel}$  that is  $34,29 > 3,15$ . This shows that the variable of initiation structure ( $X_1$ ) with the variable of leadership effectiveness (Y) is very significant when approached by regression at 5% significance level with the equation of double regression line  $\hat{Y} = 6,19 + 0,54X_1 + 0,91 X_2$ . These results indicate that the multiple regression line equations can be justified in drawing CONCLUSIONS about the

relationship between  $X_1$  and  $X_2$  together with Y. The result of double correlation between variable  $X_1$  with  $X_2$  together with Y yields a double correlation coefficient  $R = 0.73$ . Then tested the significance of double correlation coefficient by using test F.

The result of this calculation states that the relationship that occurs between variables  $X_1$  with  $X_2$  together with variable Y is meaningful. Thus the proposed hypothesis of research poses a significant positive relationship between the variables of initiation structure ( $X_1$ ) and Consideration ( $X_2$ ) together with the variable of leadership effectiveness of Vocational State High School Medan (Y) is true. The structure of initiation and consideration together has a meaningful positive relationship with the effectiveness of the State Vocational High School leadership. This means that the higher the structure of initiation and consideration together, the higher the effectiveness.

This is in accordance with the results of ohio university research which states that both the leader's behavior of the initiation and consideration structure will work together to demonstrate an effective leadership style. Thus, with the behavior of task-oriented leaders and relationships will encourage subordinates (teachers and administrators) to tend to behave positively so that they are enthusiastic and eager to perform the task in accordance with the objectives to be achieved by the organization, in this case the citizens of Secondary School Vocational State Medan. So it can be concluded that the structure of initiation and konsiderasi are two very important factors in increasing the effectiveness of leadership, especially the effectiveness of leadership of Medan Vocational High School.

The magnitude of the effective contribution of the initiation and consideration structure together with the effectiveness of the leadership of Medan State Vocational High School was 54% while the other 46% was contributed by other factors not revealed in this research. This is in line with what is revealed by Yulk (2013), that many factors influence leadership effectiveness, such as leadership situation, subordinate maturity, work environment condition, leader behavior, satisfaction factor, leadership education background and leader's experience.

### **4. Level of Initiation Structure, Level of Consideration and Level of Effectiveness of Vocational High School State Leadership Medan.**

Based on the description of data and the level of variable trends in this study, found in general the structure of initiation and consideration belong to the high category. still need to be upgraded from time to time, or at least maintained. Increased leadership effectiveness can be done by improving the structure of initiation and consideration. If the structure of initiation and consideration is increased again then the effectiveness of leadership will also increase. In accordance with the situational leadership theory of hersey & Blanchard (2005) it can be concluded that the leadership of Medan State Vocational High School applying the style of selling

leadership (instructive / informing). Sales leadership style is a combination of high initiating structure and high consideration. The results of this study are consistent with previous research by Sugiharsono (2000), which states that the leadership style of managers tend to style selling (instructive).

Hersey and Blanchard use a combination of guidance and supportive (also called task and relationship) orientations to create four major styles – telling, selling (coaching), participating (supporting), and delegating. These are matched with the progressive development levels of the employees, suggesting that a manager's leadership style should not only vary with the situation but also evolve over time toward the delegating style. (John W. Newstrom, 2007).

The results of this study will be in accordance with Vocational High School which is in conformity with the characteristics of Vocational High School of Medan City, but it will be different if it has unlike characteristic.

#### IV. CONCLUSION

Based on the results of data analysis and hypothesis testing, it can be taken conclusion as follows:

1. Initiation structure has a positive and meaningful relationship with leadership effectiveness of Medan State Vocational High School at 5% significance level with a correlation coefficient of 0.62. This means that the higher the structure of initiation, the more effective the leadership of Medan State Vocational High School.
2. Consideration has a positive and meaningful relationship with the leadership effectiveness of Medan State Vocational High School at a significance level of 5% with a correlation coefficient of 0.67. This means that the higher consideration the increased effectiveness of leadership of Medan State Vocational High School.
3. The structure of initiation and consideration together has a positive and meaningful relationship with the leadership effectiveness of Medan State Vocational High School at a significance level of 5% with a correlation coefficient of 0.73. This means that the higher the structure of initiation and consideration together, the higher the effectiveness of leadership of Medan Vocational High School.
4. Consideration is a larger factor contributing to the leadership effectiveness of the Medan Vocational High School rather than the initiation structure.
5. The level of initiation and consideration structure is included in the high category, so that the leadership style of Medan Vocational High School is the selling style. Level of leadership effectiveness in Medan State Vocational School included in the category is quite effective.

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