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**Optimal Strategies for Improving Organizational Image through Personality, Service Leadership, Organizational Culture and Service Quality**

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**Abstract**

Image is an important asset for an organization that must be continuously built and maintained. A good image is an important tool, not only to attract consumers to choose products or services but also to improve customer satisfaction with the organization. The image also shows the existence of an organization in the eyes of the public, namely showing the public's view of the organization that was formed over a long period. A well-formed image will also have a good impact on achieving the goals set by the individual or organization.

Based on preliminary research, it is known that the image of PGRI Schools in Bogor Regency is relatively not optimal. Therefore, research is needed to obtain information on variables related to improving service quality. This research aims to carry out strategies and ways to improve the organization's image by researching the influence of personality variables, servant leadership, organizational culture, and service quality. This research uses the path analysis method to determine the influence between the variables studied and the SITOREM method for indicator analysis to obtain optimal solutions to improve the organization's image.

**Keywords:** Organizational Image, Personality, Servant Leadership, Organizational Culture, Service Quality, SITOREM Analysis.

**1. Introduction**

The image of an organization shows the existence of an organization in the eyes of the public, namely showing the public's view of the organization that was formed over a long period. A well-formed image will also have a good impact on achieving the goals set by the individual or organization. In this case, it can provide an opportunity for the company to gain profits from the products it sells because it has a good image, besides that it will increase public trust in the organization in carrying out organizational activities.

All organizations want their image to be positive or good in the eyes of society or the public because this will increase the profitability, growth, and existence of the organization itself. If the image of the organization in the eyes of society or 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 shaped in a positive direction. Image formation aims to evaluate wisdom and correct misunderstandings. The formation of a positive image of an organization is closely related to perceptions, attitudes, and opinions of the public towards the organization.

Based on a preliminary survey conducted by distributing questionnaires to PGRI 30 Vocational High School (SMK) school stakeholders in Bogor Regency, the data obtained were: 1). There were 35.5% of respondents who were not satisfied with their First Impression, and 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 were 41.5% of respondents who were not satisfied with their preferences, and 5). There were 45.8% of respondents who were not satisfied with their position.

The survey results above show that the organizational image of PGRI Vocational High Schools (SMK) in Bogor Regency still needs to be improved and considering that organizational image is an important element related to satisfaction with educational services, this Organizational Image is interesting to research.

The research aims to produce strategies and methods for improving organizational image, namely by strengthening independent variables that have a positive influence on organizational image. 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, school principals, school supervisors, school organizing institutions, and education offices.

## **2. Literature Review**

### *2.1. Organizational Image*

Oliver (2007) said that images are often considered vague or abstract entities and are often considered entities that cannot be measured because images arise from shallow thinking and are unstable. However, an image is still a reality that is emitted from an object when the subject carries out the perception process.

Organizational image is an important asset of an organization because the organizational image is a picture that contains impressions and assessments of an institution that is formed from various kinds of public experiences with the organization. Kim and Lee (2010) argue that organizational image is an important factor in the overall evaluation of an organization's service quality as a perception of the organization that visitors have and store in their memory. Organizational image reflects the reputation and value of the organization as a whole because image functions as a filter for all services perceived by the public (Kim & Lee, 2010).

According to Soemirat & Ardianto (2007), Organizational Image research is important to carry out because there are several significant goals for the Organization, such as predicting public behavior as a reaction to the Organization's actions, facilitating collaborative efforts with the public and maintaining the company's relationship with the public.

Organizational image can be interpreted as the public's opinion and mindset towards an institution that is formed after going through a perception process and stored in the public's mind (Wasesa & Macnamara, 2010). Organizational image is defined as the public's impression, feeling, and image of an organization that is deliberately created from an object, person, or organization (Soemirat & Ardianto, 2007). Vos and Schoemaker (2006) say that Organizational

Image is an experience experienced by the public that is personal and continues to change over time. Organizational image can have an impact on organizational identity and influence public attitudes toward an organization. The Organizational Image indicators are as follows:

1. Primary Impression: The first impression the public has of the organization
2. Familiarity: How familiar the public is with the organization and its activities
3. Perception: Spontaneous assessment of company characteristics that are considered appropriate for the relevant organization
4. Preference: The characteristics and relative weight of the organization that are considered important by the public and are the reason the public chooses the organization's services
5. Position: The position of the organization when compared with other companies

### *2.2. Personality*

Gibson et al (2012) personality is a set of relatively stable characteristics, tendencies, and temperament that is shaped by inheritance and by significant social, cultural, and environmental factors. Personality dimensions are conscientiousness, characterized by being hardworking, diligent, organized, and reliable, and a person's persistent behavior, extraversion, namely the extent to which a person is sociable, gregarious, and assertive compared to being quiet, calm, and shy, and friendliness.

Robbins and Judge (2018) personality is the organizational dynamics between individual and psychophysical systems that determine unique adjustments to the environment with indicators: 1) Conscientiousness, 2) Extraversion, 3) Agreeableness, 4) Emotional Stability, and 5) Openness to experiences. Schermerhorn et al, (2016) also explained that personality includes a whole combination of characteristics that capture a person's unique nature as that person reacts and interacts with other people. Personality combines a set of physical and mental characteristics that reflect how a person looks, thinks, acts, and feels.

### *2.3. Servant Leadership*

Dierendonck (2011), explains that servant leadership is the behavior of a leader who prioritizes service, namely service that arises from a person's desire to provide service to others, which aims to ensure that the individuals served can grow, be healthy, and be independent (autonomous), and have a spirit of service.

Parris and Peachey (2013), Servant Leadership is placing those/people who are being led as more important than the personal interests of the leader. Stone et al, (2004), define servant leadership as a leader who serves and meets the needs of other parties optimally by developing the attitudes of individuals around him in the hope of having the same attitude to serve well.

Spears, L.C (2010), Servant Leadership is a leader who prioritizes service, starting with a person's natural feeling of wanting to serve and prioritize service. Furthermore, consciously, this choice brings aspirations and encouragement to leading others. The indicators of servant leadership are as follows: 1) listening, 2) empathy, 3) healing, 4) awareness, 5) persuasion, 6) conceptualization, 7) foresight, 8) openness, 9) commitment to growth, and 10) building community.

Sendjaya et.al, (2008) defines Servant Leadership as a leader who prioritizes other people's needs, aspirations, and interests over their own. Servant leaders commit to serving others. The indicators of servant leadership are as follows: 1) maintaining relationships, 2) being responsible, 3) morality, 4) spirituality, and 5) demonstrating influence.

#### *2.4. Organizational Culture*

Every organization has a set goal, vision, and mission, achieving this through an activity or work program involving leadership, employees, and the organization. This organizational culture plays a role in providing direction for members or leaders to act or behave and act at work.

Robbins & Judge (2018), define organizational culture as referring to the system adopted by its members that differentiates it from other organizations. The indicators are: (a) Innovation and risk-taking. The degree to which workers are encouraged to be innovative and take risks; (b) Pay attention to details. Level workers are expected to demonstrate precision, analysis, and attention to detail; (c) Results orientation. The management level focuses on acquisition or results and not on the techniques and processes used to achieve them; (d) Orientation to the individual.

Gibson, et al (2012), describe that organizational culture is what is perceived by employees and how this perception creates patterns of beliefs, values, and expectations. Organizational culture has the following dimensions: (a) Artifacts and creations: Technology, art, visible and audible patterns of behavior, (b) Values: Testable, in the physical environment and (c) Basic Assumptions: Relationship to the environment, - Nature of creativity, time and space, human nature, the nature of human activity and the nature of human relationships.

Balaji et al. (2020), explained that organizational culture is a pervasive social system in an organization that guides the choice of strategic outcomes and ways to achieve them. The indicators of organizational culture are (a) values and (b) assumptions in the organization that influence how members interact with each other and with the environment. Culture, which is effective in an organization, can communicate its values and standards to its members.

Buchanan and Huczynski (2019), say that organizational culture is the values, beliefs, and norms held that influence the way employees think, feel, and act towards other people inside and outside the organization. The dimensions are as follows: (a) Shared: being in the group's shared behavior, values, and assumptions and experienced through their norms and expectations which constitute their unwritten rules; (b) Pervasive: penetrates the organization and is manifested in surface manifestations such as collective behavior, physical environment, group rituals, physical symbols, stories, and legends; (c) Enduring: directing employees' thoughts and actions over time. Culture becomes self-reinforcing as individuals are attracted to characteristics similar to their own, and companies select applicants who will 'fit'. Culture becomes self-reinforcing and resistant to change; (d) Implicit: despite its subconscious nature, individuals are programmed to recognize and respond to culture instinctively because it acts like a silent language.

#### *2.5. Service Quality*

Service quality is a comparison between the quality received after receiving the service and the expected quality. Service quality indicators are as follows: Reliability, namely consistency in

providing services, Responsiveness, namely responsiveness in providing services, Assurance, namely guaranteeing service quality, Empathy, namely careful attention to customer needs, and Tangibles, facilities, infrastructure, and facilities services provided (Kotler, 2000).

Service quality is the customer's perception of the difference between the services received compared to the expected service. Service quality indicators are as follows: Reliability, namely accuracy and consistency in service, Responsiveness, namely willingness and speed of service, Assurance, namely sincerity, self-confidence, and skills in serving, Empathy, namely deep attention to customer needs/problems, and Tangibles, namely the quality of facilities, infrastructure and service facilities (Baines, Fill, & Page, 2011).

Service quality is a result that must be achieved and carried out with action. Service quality indicators are as follows: Tangible is a service that can be seen, smelled, and touched, Reliability is a dimension that measures the reliability of the company in providing services to its customers, Responsiveness is customer expectations regarding the speed of service which will almost certainly change with an upward trend from time to time, Assurance, namely quality related to the company's ability and the behavior of front-line staff in instilling a sense of trust and confidence in its customers, and Empathy, namely attention to customer needs/desires (Supranto, 2005).

Service quality is a dynamic state that is closely related to products, services, human resources, as well as processes, and the environment that can at least meet or even exceed the expected service quality. Service quality indicators are as follows: Timeliness of service, including the time to wait during transactions and payment processes, Service accuracy, namely minimizing errors in service and transactions, Politeness and friendliness when providing services, Ease of obtaining services, namely the availability of resources humans to help serve consumers, and consumer comfort, namely location, parking, comfortable waiting room, cleanliness aspects, availability of information, and so on (Tjiptono, 2005).

According to Wyckoff (2002), service quality is an expected level of excellence, and related to this is the act of controlling that level of excellence to meet consumer expectations. Service quality indicators are as follows: Tangibles: service quality in the form of physical office facilities, computerized administration, waiting rooms, and information areas, Reliability: ability and reliability to provide reliable services, Responsiveness: the ability to help and provide services quickly and precisely, and responsive to consumer desires, Assurance: the ability, friendliness and courtesy of employees in ensuring consumer trust, and Emphaty: the firm but caring attitude of employees towards consumers.

According to Usmara (2003:94), service quality is an attitude resulting from a comparison of consumer service quality expectations with the company's performance as perceived by consumers. Service quality indicators are as follows: Physical evidence, namely the physical appearance of company services, such as the appearance of physical facilities, equipment, personnel, cleanliness, neatness, and communication media, Empathy, namely the willingness of employees and entrepreneurs to care more about giving personal attention to customers, Reliability, namely the ability company to carry out promised services accurately and reliably,

Quick response, namely the company's responsiveness in providing services to customers and providing services swiftly and quickly in handling transactions and handling customer complaints, and Guarantee, namely the company's ability to provide service guarantees which are knowledge and employees' politeness and their ability to inspire trust and confidence.

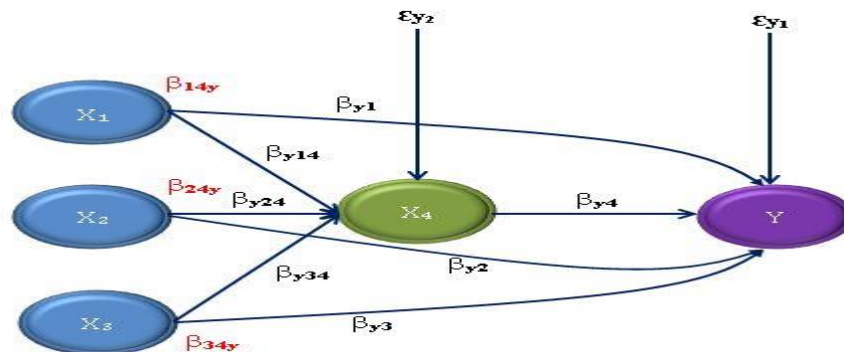
**3. Research Methods**

This research aims to find strategies and ways to improve Organizational Image through research on the strength of influence between Organizational Image as the dependent variable and personality, service leadership, organizational culture, and service quality as independent variables. The research method used is a survey method with a path analysis test approach to test statistical hypotheses and the SITOREM method for indicator analysis to determine optimal solutions for improving Organizational Image.

The research was carried out on foundation permanent teachers (GTY) of PGRI Vocational High Schools (SMK) in Bogor Regency 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 research used research instruments in the form of questionnaires which were distributed to teachers as research respondents. The research instrument items are derived from the research indicators whose conditions will be explored. Before being distributed to respondents, the research instrument was first tested to determine its validity and reliability. The validity test was carried out using the Pearson Product Moment technique, while for the reliability test, a calculation was used using Cronbach's Alpha formula. After the data is collected, homogeneity tests, normality tests, linearity tests, simple correlation analysis, coefficient of determination analysis, partial correlation analysis, and statistical hypothesis testing are then carried out.

Next, indicator analysis was carried out using the SITOREM method from Hardhienata (2017) to determine the priority order for improving indicators as recommendations to related parties which is the result of this research. In determining the priority order for handling indicators, SITOREM uses three criteria, namely (1) the strength of the relationship between variables obtained from hypothesis testing, (2) the priority order for handling indicators resulting from expert assessments, and (3) the indicator value obtained from data calculations obtained from the answers of research respondents.



X<sub>1</sub>: Personality  
 X<sub>2</sub>: Servant Leadership  
 X<sub>3</sub>: Organizational Culture  
 X<sub>4</sub>: Service Quality  
 Y: Organizational Image

Figure 1. Research Constellation

4. Results and Discussion

4.1. Descriptive statistics

Based on the results of the analysis of statistical descriptions for research variables, symptoms of central data can be revealed as listed in the following table:

Table 1. Summary of Statistical Description of Research Variables

Description	Personality (X <sub>1</sub> )	Servant Leadership (X <sub>2</sub> )	Organizational Culture (X <sub>3</sub> )	Service Quality (X <sub>4</sub> )	Organizational 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

a. Normality Test Results

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. Estimated Standard Error Normality Test

Estimate Error	n	L <sub>Count</sub>	L <sub>label</sub>		Decision
			$\alpha = 0,05$	$\alpha = 0,01$	
$y - \hat{Y}_1$	168	0.003	0.065	0.075	Normal

Estimate Error	n	L <sub>Count</sub>	Label		Decision
			$\alpha = 0,05$	$\alpha = 0,01$	
$y - \hat{Y}_2$	168	0.002	0.065	0.075	Normal
$y - \hat{Y}_3$	168	0.007	0.065	0.075	Normal
$y - \hat{Y}_4$	168	0.006	0.065	0.075	Normal
$X_4 - X_1$	168	0.001	0.065	0.075	Normal
$X_4 - X_2$	168	0.004	0.065	0.075	Normal
$X_4 - X_3$	168	0.002	0.065	0.075	Normal

Normal distribution term: L-count < L-table

*b. Homogeneity Test Results*

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 Data Variance Homogeneity Test

Grouping	X <sup>2</sup> <sub>count</sub>	$\frac{X^2_{table}}{\alpha = 0,05}$	Conclusion
y to X <sub>1</sub>	3710.50	6132.59	Homogeneous
y to X <sub>2</sub>	4469.28	7288.01	Homogeneous
y to X <sub>3</sub>	4912.17	7288.01	Homogeneous
y to X <sub>4</sub>	3714.91	6132.59	Homogeneous
X <sub>4</sub> to X <sub>1</sub>	3823.33	7288.01	Homogeneous
X <sub>4</sub> to X <sub>2</sub>	4592.84	8451.28	Homogeneous
X <sub>4</sub> to X <sub>3</sub>	4613.17	6192.48	Homogeneous

Homogeneous population term  $\chi^2_{count} < \chi^2_{table}$

*c. Regression Model Test Results*

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

Table 4. Regression Model

Relationship Model Between Variables	Regression Model	Significance Test Results
y to x <sub>1</sub>	$\hat{y} = 59,508 + 0,645X_1$	Significant
y to x <sub>2</sub>	$\hat{y} = 54,744 + 0,523X_2$	Significant
y to x <sub>3</sub>	$\hat{y} = 58,693 + 0,533X_3$	Significant
y to x <sub>4</sub>	$\hat{y} = 69,508 + 0,645X_1$	Significant
x <sub>4</sub> to x <sub>1</sub>	$\hat{y} = 72,423 + 0,447X_2$	Significant
x <sub>4</sub> to x <sub>2</sub>	$\hat{y} = 72,122 + 0,382X_3$	Significant
x <sub>4</sub> to x <sub>3</sub>	$\hat{y} = 56,152 + 0,577X_5$	Significant
y to x <sub>1</sub> through x <sub>4</sub>	$\hat{y} = 56,77 + 0,40X_2 +$	Significant



Relationship Model Between Variables	Regression Model	Significance Test Results
y to $x_2$ through $x_4$	$0,36X_5$ $\hat{y} = 44,12 + 0,37X_1 + 0,43X_4$	Significant
y to $x_3$ through $x_4$	$\hat{y} = 51,45 + 0,44X_2 + 0,30X_4$	Significant

*d. Regression Model Significance Test Result*

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 Regression Model Significance Test Results (F Test)

Relationship Model Between Variables	Sig	$\alpha$	Significance Test Results
y to $x_1$	0,000 <sup>b</sup>	0,005	Significant
y to $x_2$	0,000 <sup>b</sup>	0,005	Significant
y to $x_3$	0,000 <sup>b</sup>	0,005	Significant
y to $x_4$	0,000 <sup>b</sup>	0,005	Significant
$x_4$ to $x_1$	0,000 <sup>b</sup>	0,005	Significant
$x_4$ to $x_2$	0,000 <sup>b</sup>	0,005	Significant
$x_4$ to $x_3$	0,000 <sup>b</sup>	0,005	Significant
y to $x_1$ through $x_4$	0,000 <sup>b</sup>	0,005	Significant
y to $x_2$ through $x_4$	0,000 <sup>b</sup>	0,005	Significant
y to $x_3$ through $x_4$	0,000 <sup>b</sup>	0,005	Significant

Significant Terms: Sig< $\alpha$

*e. Linearity Test Result*

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 Regression Model Linearity Test Results (t-Test)

Relationship Model Between Variables	Sig	$\alpha$	Linearity Pattern Test Results
y to $x_1$	0,000	0,005	Linear
y to $x_2$	0,000	0,005	Linear
y to $x_3$	0,000	0,005	Linear
y to $x_4$	0,000	0,005	Linear
$x_4$ to $x_1$	0,000	0,005	Linear

Relationship Model Between Variables	Sig	$\alpha$	Linearity Pattern Test Results
$x_4$ to $x_2$	0,000	0,005	Linear
$x_4$ to $x_3$	0,000	0,005	Linear
y to $x_1$ through $x_4$	0,000	0,005	Linear
y to $x_2$ through $x_4$	0,000	0,005	Linear
y to $x_3$ through $x_4$	0,000	0,005	Linear
Linear Terms: Sig< $\alpha$			

*f. Multicollinearity Test Result*

Multicollinearity testing aims to determine whether the regression model found any correlation between independent variables or independent variables. Testing uses the Spearman Test. The effect of this multicollinearity is that it causes high variability in the sample. This means that the standard error is large, as a result, when the coefficient is tested, the t-count will be a smaller value than the t-table. The overall calculation results of the multicollinearity test are as follows:

Table 7. Summary of Multicollinearity Test

Independent Variable	Tolerance	VIF	Precondition	Conclusion
Personality ( $X_1$ )	0.225	4.449	H <sub>0</sub> : VIF < 10, there is no multicollinearity H <sub>1</sub> : VIF > 10, there is multicollinearity	Ho accepted There is no multicollinearity
Servant Leadership( $X_2$ )	0.213	4.692	H <sub>0</sub> : VIF < 10, there is no multicollinearity H <sub>1</sub> : VIF > 10, there is multicollinearity	Ho accepted There is no multicollinearity
Organizational Culture ( $X_3$ )	0.227	4.408	H <sub>0</sub> : VIF < 10, there is no multicollinearity H <sub>1</sub> : VIF > 10, there is multicollinearity	Ho accepted There is no multicollinearity
Service Quality ( $X_4$ )	0.203	5.803	H <sub>0</sub> : VIF < 10, there is no multicollinearity H <sub>1</sub> : VIF > 10, there is multicollinearity	Ho accepted There is no multicollinearity

*g. Heteroscedasticity Test Result*

In this research, to test whether there is heteroscedasticity using the Glejser Test where if the significant value is <0.05 then heteroscedasticity occurs, on the contrary, if the significance value is  $\geq 0.05$  then homoscedasticity occurs. 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.	$\alpha$	Precondition	Conclusion
Personality (X <sub>1</sub> )	0,000	0,05	H <sub>0</sub> : significant value < 0,05 there is no heteroscedasticity. H <sub>1</sub> : significant value ≥ 0,05 there is heteroscedasticity.	Ho accepted There is no heteroscedasticity
Servant Leadership (X <sub>2</sub> )	0,000	0,05	H <sub>0</sub> : significant value < 0,05 there is no heteroscedasticity. H <sub>1</sub> : significant value ≥ 0,05 there is heteroscedasticity.	Ho accepted There is no heteroscedasticity
Organizational Culture (X <sub>3</sub> )	0,000	0,05	H <sub>0</sub> : significant value < 0,05 there is no heteroscedasticity. H <sub>1</sub> : significant value ≥ 0,05 there is heteroscedasticity.	Ho accepted There is no heteroscedasticity
Service Quality (X <sub>4</sub> )	0,000	0,05	H <sub>0</sub> : significant value < 0,05 there is no heteroscedasticity. H <sub>1</sub> : significant value ≥ 0,05 there is heteroscedasticity.	Ho accepted There is no heteroscedasticity

4.2. Path Analysis Test Results

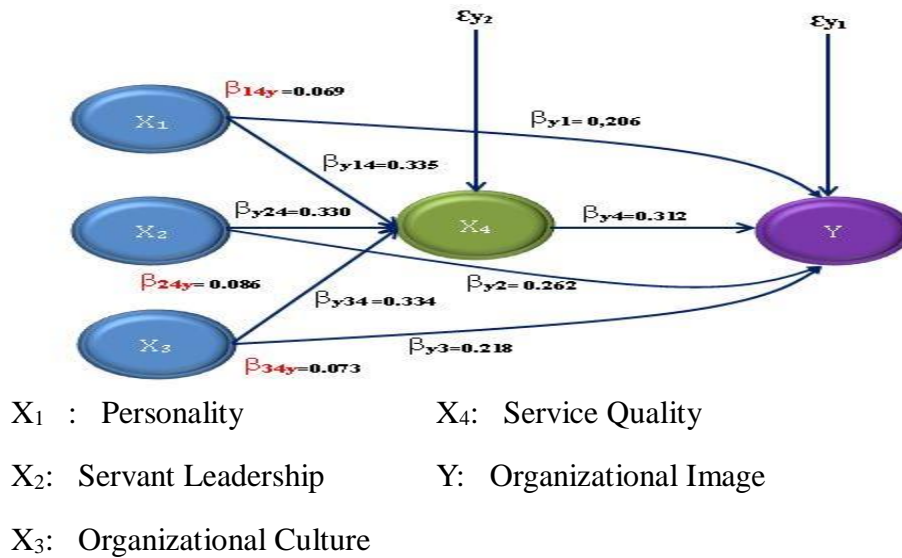


Figure 2. Path Analysis Test Results

The influence between the independent variable and the dependent variable when viewed from path analysis, then this relationship is a functional relationship where Organizational Image (Y) is formed as a result of the functioning of Personality (X<sub>1</sub>), Servant Leadership (X<sub>2</sub>), Organizational Culture (X<sub>3</sub>) and Quality. Service (X<sub>4</sub>). Discussion of research results can be described as follows:

Table 9. Research Hypothesis

Hypothesis	Path Coefficient	Statistic test	Decision	Conclusion
Personality (X <sub>1</sub> ) on Organizational Image (Y)	0.206	H <sub>0</sub> : $\beta_{z1} \leq 0$ H <sub>1</sub> : $\beta_{z1} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Direct Positive Influence
Servant Leadership (X <sub>2</sub> ) on Organizational Image(Y)	0.262	H <sub>0</sub> : $\beta_{z2} \leq 0$ H <sub>1</sub> : $\beta_{z2} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Direct Positive Influence
Organizational Culture (X <sub>3</sub> ) on Organizational Image(Y)	0.218	H <sub>0</sub> : $\beta_{z3} \leq 0$ H <sub>1</sub> : $\beta_{z3} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Direct Positive Influence
Service Quality (X <sub>4</sub> ) on Organizational Image(Y)	0.312	H <sub>0</sub> : $\beta_{y1} \leq 0$ H <sub>1</sub> : $\beta_{y1} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Direct Positive Influence
Personality (X <sub>1</sub> ) on Service Quality (X <sub>4</sub> )	0.335	H <sub>0</sub> : $\beta_{z1} \leq 0$ H <sub>1</sub> : $\beta_{z1} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Direct Positive Influence
Servant Leadership (X <sub>2</sub> ) on Service Quality (X <sub>4</sub> )	0.330	H <sub>0</sub> : $\beta_{z2} \leq 0$ H <sub>1</sub> : $\beta_{z2} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Direct Positive Influence
Organizational Culture (X <sub>3</sub> ) on Service Quality (X <sub>4</sub> )	0.334	H <sub>0</sub> : $\beta_{z3} \leq 0$ H <sub>1</sub> : $\beta_{z3} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Direct Positive Influence
Personality (X <sub>1</sub> ) on Organizational Image (Y) through Service Quality (X <sub>4</sub> )	0.069	H <sub>0</sub> : $\beta_{xy1} \leq 0$ H <sub>1</sub> : $\beta_{xy1} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Influential Indirect Positive
Servant Leadership (X <sub>2</sub> ) on Organizational Image(Y) through Service Quality (X <sub>4</sub> )	0.086	H <sub>0</sub> : $\beta_{xy2} \leq 0$ H <sub>1</sub> : $\beta_{xy2} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Influential Indirect Positive
Organizational Culture (X <sub>3</sub> ) on Organizational Image (Y) through Service Quality (X <sub>4</sub> )	0.073	H <sub>0</sub> : $\beta_{xy3} \leq 0$ H <sub>1</sub> : $\beta_{xy3} > 0$	H <sub>0</sub> rejected H <sub>1</sub> accepted	Influential Indirect Positive

4.3. Indirect Effect Test Result

The indirect effect test is used to test the effectiveness of the intervening variable which mediates the independent variable and the dependent variable. The results of the indirect influence test are as follows:

Table 10 Research Hypothesis

Indirect Effect	Z-count	Z-table	Decision	Conclusion
Personality (X <sub>1</sub> ) on Organizational Image (Y) through Service Quality (X <sub>4</sub> )	5.860	1,966	H <sub>0</sub> rejected H <sub>1</sub> accepted	proven to mediate
Servant Leadership (X <sub>2</sub> ) on Organizational Image(Y) through Service Quality (X <sub>4</sub> )	4,978	1,966	H <sub>0</sub> rejected H <sub>1</sub> accepted	proven to mediate
Organizational Culture (X <sub>3</sub> ) on Organizational Image (Y) through Service Quality (X <sub>4</sub> )	4,678	1,966	H <sub>0</sub> rejected H <sub>1</sub> accepted	proven to mediate

4.4. Optimal Solution to Strengthen the Quality of Teacher Services

Based on the results of statistical hypothesis testing, determining indicator priorities, and calculating indicator values as described above, a recapitulation of research results can be made which is the optimal solution for strengthening Teacher Service Quality as follows:

Table 11. SITOREM Analysis

Personality ( $\beta_1 = 0,206$ ) (rank. IV)				
Indicator in Initial State	Initial	Indicator after Weighting by Expert	Weighting by	Indicator Value
1	Agreeableness	1 <sup>st</sup> Conscientiousness (23.17%)		3.88
2	Conscientiousness,	2 <sup>nd</sup> Extraversion (22.54%)		4.10
3	Extraversion	3 <sup>rd</sup> Agreeableness (20.96%)		4.00
4	Neuroticism	4 <sup>th</sup> Neuroticism (18.12%)		3.61
5	Openness to experience	5 <sup>th</sup> Openness to experience (15.21%)		3.60
Servant Leadership ( $\beta_2 = 0,262$ ) (rank. II)				
Indicator in Initial State	Initial	Indicator after Weighting by Expert	Weighting by	Indicator Value
1	Accountability	1 <sup>st</sup> Humility (26.67%)		3.57
2	Compassion	2 <sup>nd</sup> Compassion (25.07%)		4.02
3	Courage	3 <sup>rd</sup> Accountability (24.88%)		3.68
4	Humility	4 <sup>th</sup> Courage (23.38%)		3.74
5	Integrity	5 <sup>th</sup> Integrity (20.38%)		3.74
6	Listening	6 <sup>th</sup> Listening (18.18%)		3.74
Organizational Culture ( $\beta_3 = 0,218$ ) (rank. III)				
Indicator in Initial State	Initial	Indicator after Weighting by Expert	Weighting by	Indicator Value
1	Adaptation changes to	1 <sup>st</sup> Innovation at work (20.45%)		3.82

2	Oriented to work results	2 <sup>nd</sup>	Oriented to work results (20.24%)	3.84
3	Team oriented	3 <sup>rd</sup>	Team-oriented (19.78%)	3.92
4	Innovation at work	4 <sup>th</sup>	Empowerment of HR in organizations (17.04%)	4.14
5	Be consistent with the rules	5 <sup>th</sup>	Be consistent with the rules (16.64%)	4.02
6	Empowerment of HR in organizations	6 <sup>th</sup>	Adaptation to changes (16.64%)	4.01

**Service Quality ( $\beta_4 = 0,312$ ) (rank. I)**

Indicator in Initial State	Indicator after Weighting by Expert	Indicator after Weighting by Expert	Indicator Value
1 Assurance	1 <sup>st</sup> Reliability (16.95%)	Reliability (16.95%)	3.85
2 Empathy	2 <sup>nd</sup> Responsiveness (16.36%)	Responsiveness (16.36%)	4.11
3 Reliability	3 <sup>rd</sup> Assurance (14.31%)	Assurance (14.31%)	3.65
4 Responsiveness	4 <sup>th</sup> Empathy (13.78%)	Empathy (13.78%)	4.03
5 Tangibles	5 <sup>th</sup> Tangibles (13.73%)	Tangibles (13.73%)	3.78

**Organizational Image**

Indicator in Initial State	Indicator after Weighting by Expert	Indicator after Weighting by Expert	Indicator Value
1 Familiarity	1 <sup>st</sup> Primary Impression (18.48%)	Primary Impression (18.48%)	3.78
2 Perception	2 <sup>nd</sup> Familiarity (17.93%)	Familiarity (17.93%)	3.85
3 Position	3 <sup>rd</sup> Perception (16.77%)	Perception (16.77%)	4.10
4 Preference	4 <sup>th</sup> Preference (16.57%)	Preference (16.57%)	3.86
5 Primary Impression	5 <sup>th</sup> Position (16.37%)	Position (16.37%)	3.76

**SITOREM ANALYSIS RESULT**

Priority order of indicator to be Strengthened	Indicators remain to be maintained
1 <sup>st</sup> Reliability	1. Responsiveness
2 <sup>nd</sup> Assurance	2. Empathy
3 <sup>rd</sup> Tangibles	3. Compassion
4 <sup>th</sup> Humility	4. Empowerment of human resources in the organization
5 <sup>th</sup> Accountability	5. Be consistent with the rules
6 <sup>th</sup> Courage	6. Adaptation to changes

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7 <sup>th</sup>	Integrity	7. Extraversion
8 <sup>th</sup>	Listening	8. Agreeableness
9 <sup>th</sup>	Innovation at work	9. Perception
10 <sup>th</sup>	Oriented to work results	
11 <sup>th</sup>	Team oriented	
12 <sup>th</sup>	Conscientiousness	
13 <sup>th</sup>	Neuroticism	
14 <sup>th</sup>	Openness to experience	
15 <sup>th</sup>	Primary Impression	
16 <sup>th</sup>	Familiarity	
17 <sup>th</sup>	Preference	
18 <sup>th</sup>	Position	

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### **5. Conclusions, Implications, and Suggestions**

Based on the results of the analysis, discussion of research results, and hypotheses that have been tested, it can be concluded as follows:

1. Strengthening the Organization's Image can be done by using a strategy to strengthen variables that have a positive effect on the Organization's Image.
2. Variables that have a positive influence on the organizational image are personality, servant leadership, organizational culture, and service quality. This was proven from the results of variable analysis using the Path Analysis method.
3. The way to strengthen the Organizational Image is to improve weak indicators and maintain good indicators for each research variable.

Based on the research conclusions above, the following implications can be drawn from this research:

1. If the Organizational Image is to be strengthened, it is necessary to strengthen Personality, Service 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 indicators that are still weak, namely: Conscientiousness, Neuroticism, and Openness to experience as well as maintaining or developing indicators of extraversion and Agreeableness.
3. If Servant Leadership is to be developed, it is necessary to improve the weak indicators, namely Humility, Accountability, Courage, Integrity, and Listening, as well as maintain or develop the indicator of compassion.
4. If Organizational Culture is to be developed, it is necessary to improve the weak indicators, namely: Innovation in work, Oriented to work results, and Team-oriented, as well as maintaining or developing indicators such as empowerment of human resources in the organization, Consistency with rules, and Adaptation to existing change.
5. If Service Quality is to be improved, it is necessary to improve the weak indicators, namely Reliability, Assurance, and Tangibles, as well as maintain or develop the indicators of responsiveness and Empathy.

Suggestions or recommendations that can be given to related parties are as follows:

1. School Principals need to improve the Organizational Image by strengthening Personality, Servant Leadership, Organizational Culture, and Service Quality to improving: Primary Impression, Familiarity, Preference, and Position as well as by maintaining Perception.
2. The Ministry of Education, Culture, Research, and Technology (Kemdikbudristek) and school organizing institutions need to develop teachers in improving Organizational Image by providing appropriate direction to strengthen Personality Strengthening, Servant Leadership, Organizational Culture, and Service Quality following the results of this research.

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