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Enhancing to Personality, Visionary Leadership, Organizational Culture, and Service quality to Build Organizational Image.

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Abstract: *Image is one of the important assets for an organization that should be continuously built and maintained. A good image is one of the important tools, not only to attract consumers in choosing products or services, but also to improve customer satisfaction attitudes towards the organization. Image also shows the existence of an organization in the public eye, namely showing the public's view of the organization that is formed over a long period of time. A well-formed image will also have a good impact on achieving the goals set by individuals or organizations.*

Based on preliminary research, it is known that the Image of PGRI Schools in Bogor Regency is relatively suboptimal. Therefore, research is needed to obtain information on variables related to improving Service Quality. The purpose of this study is to carry out strategies and ways to improve organizational image by conducting research on the influence between personality variables, servant leadership, organizational culture and service quality. This study uses the path analysis method to determine the influence between the variables studied and the SITOREM method for indicator analysis in order to obtain optimal solutions in efforts to improve organizational image.

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

I. Background and Objectives of the Research

In today's era, marked by technological disruption, public transparency, and the dominance of social media, organizational image has become a strategic asset that cannot be ignored. Image is no longer merely a visual or symbolic impression, but rather a collective perception formed from the integrity of actions, quality of service, public communication, and the values the organization lives by. Organizations with a positive image tend to be more trusted by the public, gain support from stakeholders, and are able to attract the best talent. In the context of education, government, and business, a positive image accelerates mission achievement because the public more easily grants social legitimacy to every strategic step taken.

Furthermore, a strong organizational image in today's era can be a differentiator in increasingly fierce competition. Amidst the rapid flow of information and real-time public criticism, organizations are required to build a reputation based on authentic values, consistent service, and the ability to adapt to current demands. A well-maintained image not only protects against crises but also serves as a magnet for long-term trust. Therefore, building an organizational image today is not a cosmetic exercise, but rather a fundamental strategy that requires synergy between leadership, work culture, service quality, and meaningful public communication.

Organizational image shows the existence of an organization in the eyes of the public, namely showing the public's view of the organization that is formed over a long period of time. A well-formed image will also have a good impact on achieving the goals set by individuals or organizations. In this case, it is able to provide opportunities for companies to gain profits from the products sold because they have a good image, besides that it will increase public trust in the organization in carrying out organizational activities.

Basically, all organizations want their image to be positive or good in the eyes of the public, because this will be able to increase the profitability, growth and existence of the organization itself. If the image of the organization in the eyes of

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 formed in a positive direction. Image formation aims to evaluate policies and correct misunderstandings. The formation of a positive image of an organization is closely related to the perception, attitude (establishment), and opinion of the public towards the organization.

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

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

The purpose of the study is to produce Strategies and Methods in improving Organizational Image, namely by strengthening the independent variables that have a positive effect 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, principals, school supervisors, school organizing institutions and education offices.

II.   Theoretical Description

1.   Organizational Image

Organizational Image can be interpreted as the public's opinion and mindset towards an institution that is formed after going through a process of perception and stored in the public's mind (Wasesa&Macnamara, 2010, p.55). The indicators of organizational image are as follows: 1). First Impression (Primary Impression), 2). Familiarity (Familiarity), 3) Perception (Perception), 4). Preference (Preference), and 5). Position (Position)

Organizational Image is defined as the impression, feeling, picture of the public towards the Organization that is deliberately created from an object, person or organization (Soemirat&Ardianto, 2007, p.113). Vos and Schoemaker (2006) said 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 towards an Organization. The indicators of Organizational Image are as follows:

a.   First Impression (Primary Impression): The first impression that the public has of the Organization
b.   Familiarity: How far the public knows about the Organization and its activities
c.   Perception: Spontaneous assessment of the characteristics of the company that are considered appropriate to the related Organization
d.   Preference: 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
e.   Position: The position of the Organization when compared to other companies

Another definition also defines image as a picture or idea that appears in the imagination of a group of individuals about the personality of an organization or institution (Oliver, 2007, p.50). Oliver (2007, p.51) said that image is often considered as an entity that is vague or abstract and is often considered as an entity that cannot be measured because the image arises from shallow and unstable thinking. However, basically the image remains 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 image of the Organization is a picture that contains impressions and assessments of an institution that is formed from various public experiences with the Organization. Kim and Lee (2010) argue that organizational image is an important factor in the overall evaluation of the quality of organizational services as the perception of the organization that visitors have and is stored in their memory. Organizational Image reflects the reputation and values of the Organization as a whole, because the image functions as a filter for all services felt by the public (Kim & Lee, 2010).

According to William V. Haney in Danusaputra (Soemirat&Ardianto, 2007, p. 117), research on Organizational Image is important to do because there are several significant goals for the Organization, such as to predict public behavior as a reaction to the Organization's actions, facilitate cooperation efforts with the public and to maintain corporate relations with the public.

From the various theories above, it can be synthesized that Organizational Image is the public's opinion and mindset towards an institution that is formed after going through a process of perception and stored in the public's mind. The indicators are as follows: 1). First Impression (Primary Impression), 2). Familiarity (Familiarity), 3) Perception (Perception), 4). Preference (Preference), and 5). Position (Position)

2.   Personality

Gibson et al, personality is a set of relatively stable characteristics, tendencies, and temperaments that are shaped by inheritance and by significant social, cultural, and environmental factors. Dimensions of personality are: conscientiousness, characterized by hard work, diligence, organization, reliability, and persistent behavior of a person, extraversion, namely the extent to which a person is sociable, sociable, and assertive compared to quiet, calm, and shy, friendliness.

Robbins and Judge personality is the dynamics of the organization between the individual and the psychophysical systems that determine unique adjustments to their environment with indicators: 1) Conscientiousness, 2) Extraversion, 3) Agreeableness, 4) Emotional Stability, and 5) Openness to experiences.

Luthans explains personality is how a person influences others and how they understand and see themselves, and how their inner and outer character measurement patterns, measure inner and outer measurable traits and interactions between situations, with indicators: 1) Conscientiousness, 2) Extraversion, 3) Agreeableness, 4) Neuroticism, and 5) Openness to Experience.

Hellriegel and Slocum explain that an individual's personality can be explained by a series of factors known as the Big Five Personality Factors. Specifically, personality factors describe an individual's level of emotional stability, friendliness, self-disclosure, conscientiousness, and openness to experience.

Richard M. Ryckman explains that: Personality is a dynamic organization that a person has, which uniquely affects cognition, motivation, and behavior in various situations. Five dimensions of personality include: 1) conscientiousness, 2) extraversion, 3) agreeableness, 4) neuroticism, 5) openness to experience.

Schermerhorn et al, also explained that personality encompasses the entire combination of characteristics that capture a person's unique nature as the person reacts and interacts with others. Personality combines a set of physical and mental characteristics that reflect how a person sees, thinks, acts, and feels.

Based on the descriptions that have been put forward above, it can be synthesized that personality is a tendency in a person to explain the characteristics of their behavioral patterns that are consistent with the indicators, namely: 1) Conscientiousness, 2) Extraversion, 3) Agreeableness, 4) neuroticism, and 5) openness to experience

3.   Visionary Leadership

Yordsala, S., Tesaputa, K., & Sri-Ampai, A. (2022), define visionary leadership as a leadership style where the leader possesses a clear and compelling vision that serves as a guiding direction for staff. This type of leadership includes the ability to foster innovation and lead future-oriented change. The indicators are:(a) *Vision communication* – the ability to clearly convey a shared vision to all organizational members;(b) *Openness to the future* – the ability to anticipate and adapt to upcoming challenges and opportunities;(c) *Team and culture building* – the competence to establish strong networks and collaborative work cultures;(d) *Two-way communication* – the ability to interact meaningfully with team members through responsive and reciprocal dialogue; (e) *Reliable personal habits* – the development of trustworthy personal behaviors and discipline that set an example for others.

Nanus, B. (1992), defines visionary leadership as a strong leadership style that articulates a realistic, credible, and attractive vision of the future, which represents improvements over current conditions. The role of visionary leadership

is to respond to the demands of change and orient education toward producing competitive and high-quality human capital. The four key competencies of a visionary leader are:(a) *Effective communication* – the ability to engage all organizational layers in the visioning process;(b) *Environmental responsiveness* – the ability to observe and react appropriately to external threats and opportunities;(c) *Organizational involvement* – the leader's direct participation in organizational processes to ensure alignment with goals;(d) *Experiential reflection* – the use of past experiences to guide future planning and decision making.

Nasir, A. (2020), characterizes visionary leadership as a leadership approach rooted in long-term orientation, resilience, and courage to face risk and uncertainty. The main indicators include:
 (a) *Future orientation* – having a clear, long-range vision aligned with organizational growth;(b) *Action-driven confidence* – the courage and determination to act decisively;(c) *Mobilizing others* – the ability to inspire and coordinate people toward a common goal;(d) *Vision translation* – the ability to turn vision into mission and tangible organizational objectives;(e) *Value-based leadership* – a commitment to spiritual and ethical principles in leadership;(f) *Relationship building* – fostering effective interpersonal dynamics across the organization;(g) *Creativity and proactivity* – generating novel ideas and responding actively to changing issues.

Covey, S. R. (2004), states that a visionary leader is one who possesses a clear vision and the capacity to motivate others through imagination and meaningful purpose. The characteristics are:(a) *Lifelong learning* – a constant pursuit of personal and professional development;(b) *Service orientation* – leading with a heart for contribution and service;(c) *Positive energy* – radiating optimism and hope in organizational life;(d) *Trust-building* – fostering mutual confidence among stakeholders;(e) *Balanced living* – integrating work, life, and purpose in harmony;(f) *Adventurous mindset* – perceiving challenges as opportunities for growth;(g) *Synergy-driven* – valuing collaboration above individualism;(h) *Self-renewal* – engaging in practices that rejuvenate energy and performance.

Hendrawan, S. (2021), defines visionary leadership as the act of steering an organization toward its future identity through clarity, strategic understanding, and stakeholder alignment. The indicators include:(a) *Vision communication* – expressing a forward-looking vision grounded in organizational and environmental awareness;(b) *Future embrace* – openness to change and proactive engagement with future trends;(c) *Team and culture development* – establishing structures and norms that support excellence and cooperation;(d) *Interactive engagement* – two-way communication that fosters recognition and participation;(e) *Habitual integrity* – consistent personal behaviors marked by clarity, confidence, and adaptive learning.

Brown, B. (2018), outlines ten core competencies of visionary leadership as follows:(a) *Visualizing* – articulating a clear mental picture of the desired future;(b) *Futuristic thinking* – considering long-term implications in present decisions;(c) *Foresight* – predicting possible outcomes and planning accordingly;(d) *Proactive planning* – designing strategic paths while anticipating obstacles;(e) *Creative thinking* – offering innovative solutions for evolving issues;(f) *Risk-taking* – embracing uncertainty and learning from failure;(g) *Process alignment* – integrating tasks and goals across departments;(h) *Coalition building* – forming alliances and partnerships across networks;(i) *Continuous learning* – engaging in ongoing personal and professional growth;(j) *Change embracing* – welcoming change as a pathway to renewal and improvement.

From the explanation of the theories above, it can be synthesized (concept definition) that visionary leadership is the behavior of a leader who has a vision, ideas, who tries to make changes in the future, and encourages others to act in the right ways to achieve the organization's ideals in the future that they want to realize together, with indicators: 1) Openness and creativity of thinking, 2) Clarity in formulating future visions, 3) Alignment of visions with organizational targets, 4) Courage to act in achieving goals, 5) Continuous learning, and 6) Directing members to achieve progress in the future.

4.   Organization Culture
Every organization has goals, visions, and missions that have been set, this achievement is through an activity or work program involving leaders, employees, and the organization. This organizational culture plays a role in providing direction that must be carried out by members or leaders, or behave and act at work.

Robbins, S. P., & Judge, T. (2018), defines organizational culture as referring to the system adopted by its members that distinguishes it from other organizations. The indicators are: (a) Innovation and risk taking. The level at which workers are encouraged to be innovative and take risks; (b) Attention to detail. The level at which workers are expected to

demonstrate precision, analysis, and attention to detail; (c) Results orientation. The level of management focuses on acquisition or results and not on the techniques and processes used to achieve them; (d) Individual orientation. The level of decision making by management by considering the effects of the results on people in the organization; (e) Team orientation. The level of work activity is organized into teams rather than individuals; (f) Aggressiveness. The level of people will be aggressive and competitive rather than relaxed; (g) Stability. The level of organizational activity emphasizes maintaining the status quo in contrast to growth.

Organizational culture according to Schein, E. H. (2017), is defined as the accumulation of shared learning from an organization in solving problems originating from external adaptation and internal integration; which has been validated to be taught to new members as the correct way to understand, think, feel, and behave in relation to the problem. The dimensions are: (a) Artifacts: Structures and processes that are visible and can be felt, observed behavior, difficult to describe; (b) Beliefs and Values Embraced: Ideals, goals, values, aspirations, ideologies, rationalizations, may or may not be in accordance with other behaviors and artifacts; (c) Underlying Basic Assumptions: Unconscious and taken-for-granted beliefs and values, determining behavior, perceptions, thoughts, and feelings.

J.L. Gibson, J.M. Ivancevich, J.M. Donnelly, Jr., R. Konopaske. (2012: 31-32), Describes that organizational culture is what employees feel 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 behavior patterns, (b) Values: Testable, in the physical environment and (c) Basic Assumptions: Relationships with the environment, - Nature of creativity, time, and space, Human nature, Nature of human activity and Nature of human relationships.

Balaji, M. S., Jiang, Y., Singh, G., &Jha, S. (2020: 1-11), explains that organizational culture is a social system that extends across an organization that guides the choice of strategic outcomes and how 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, as well as with the environment. Culture, which is effective in an organization can communicate its values and standards to its members. According to Joseph, O. O., &Kibera, F. (2019). Organizational Culture is concluded as a number of networks of basic assumptions, values and artifacts that explain the identity of an organization. Indicators of organizational culture are as follows: (a) assumptions, cannot be observed directly, they are the cerebral level of culture and are inferred from the values and artifacts of the organization. Assumptions are mental models used by managers and employees to understand the environment. (b) Values are socially constructed principles that guide behavior and are reflected through goals, philosophies, and strategies that are spoken and heard, and (c) Artifacts are layers of visual and tangible culture and consist of signage, branding, and physical arrangements of the establishment.

According to Haryono, S. (2013), said that organizational culture is the existence of common social knowledge in an organization regarding the rules, norms and values that shape the attitudes and behavior of each member. The factors are as follows: (a) (Habits); (b) (Group norms); (c) Principles; (d) Formal philosophy; (e) Rules; (f) Organizational Climate; (g) Embedded skills; (h) Habit of thinkings, mental models, and/or linguistic paradigms' (i) Mutual understanding (j) Root metaphors or integrating symbols.

Buchanan, D. A., &Huczynski, A. A. (2019), said that organizational culture is the values, beliefs and norms that are adopted which influence the way employees think, feel and act towards others inside and outside the organization. The dimensions are as follows: (a) Shared: is in the behavior, values, and assumptions of the group and is experienced through their norms and expectations which are 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: directs employees' thoughts and actions over time. Culture becomes self-reinforcing because individuals are attracted to characteristics that are similar to them, 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 instinctively recognize and respond to culture because it acts like a silent language.

Referring to various concepts, theories, and research results that have been expressed, it can be synthesized as follows, that organizational culture is a set of values and norms that are formed and applied by the organization that must be adhered to by employees and leaders in the organization in order to shape the character of employees in their attitudes and behaviors in carrying out their respective tasks and functions in order to achieve organizational goals. The indicators of organizational culture are as follows: 1) innovation in work, 2) oriented towards work results, 3) oriented

towards the team, 4) empowerment of human resources in the organization, 5) consistent with the rules that have been set, and 6) adaptation to changes.

5.   Service Quality

Service Quality is a comparison between the quality received (perceived quality), after receiving the service, with the expected quality, the indicators of service quality are as follows: Reliability, which is consistency in providing services, Responsiveness, which is responsiveness in providing services, Assurance, which is a guarantee of service quality, Empathy, which is careful attention to customer needs, and Tangibles, the means, infrastructure and service facilities provided (Kotler, 2000:438-440).

Service Quality is the customer's perception of the difference between the service received compared to the service expected. Service quality indicators are as follows: Reliability, which is accuracy and consistency in service, Responsiveness, which is willingness and speed of service, Assurance, which is sincerity, self-confidence and skill in serving, Empathy, which is deep attention to customer needs/problems, and Tangibles, which is the quality of facilities, infrastructure and service facilities (Baines, Fill, & Page, 2011: 503-505).

Service quality is a result that must be achieved and carried out with an 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 of service speed that are almost certain to change with an upward trend over time, Assurance is a quality related to the company's ability and the behavior of front-line staff in instilling trust and confidence in its customers, and Empathy, which is attention to customer needs/desires (Supranto, 2005: 231).

Service quality is a dynamic state that is closely related to products, services, human resources, and processes and environments that can at least meet or even exceed the expected service quality. Indicators of service quality are as follows: Timeliness of service, including waiting time during transactions and payment processes, Accuracy of service, namely minimizing errors in service or transactions, Politeness and friendliness when providing service, Ease of obtaining service, namely the availability of human resources to help serve consumers, and Consumer comfort, namely such as location, parking, comfortable waiting room, cleanliness aspects, availability of information, and so on (Tjiptono, 2005:192).

According to Wyckof (2002:59), Service quality is a level of expected excellence, and related to it is the control action over the level of excellence to meet consumer expectations. The indicators of service quality are as follows: Tangibles: service quality in the form of physical office facilities, computerized administration, waiting rooms, information places, Reliability: ability and reliability to provide reliable services, Responsiveness: ability to help and provide services quickly and accurately, and responsive to consumer desires, Assurance: ability and friendliness and politeness of employees in convincing consumer trust, and Empathy: firm but attentive attitude of employees towards consumers.

Hardiansyah (2011:40), defines service quality as something related to the fulfillment of customer expectations/needs, where service is said to be quality if it can provide products and services (services) according to customer needs and expectations. Service quality indicators are as follows: Tangibles (physical), consisting of physical facilities, equipment, personnel and communication; Reliability (reliability), consisting of the ability of the service unit to create the promised service appropriately; Responsiveness (responsiveness), willingness to help consumers, responsible for the quality of service provided; Competence (competent), consisting of the demands it has, good knowledge and skills by the apparatus in providing services; Courtesy (friendly), friendly attitude or behavior, friendly, responsive to consumer desires and willing to make contact; Credibility (trustworthy), honest attitude in every effort to attract public trust; Security (feeling safe), the service provided must be free from various dangers or risks; Access (access), there is ease of making contact and approach; Communication (communication), the willingness of the service provider to listen to the voice, desires or aspirations of customers; and Understanding the customer, and making every effort to find out customer needs.

Service Quality is how far the difference is between the expectations and reality of customers for the services they receive. Indicators of service quality are as follows: Tangible is the ability of a company to show its existence to external parties, Reliability is the company's ability to provide services as promised accurately and reliably, Responsiveness is a policy to help and provide fast and accurate service to customers with clear information delivery, Assurance is the

knowledge, politeness and ability of company employees to foster customer trust in the company, and Empathy provides sincere and individual or personal attention given to customers by trying to understand consumer desires (Rambat & Hamdani, 2016:192).

According to Usmara (2003:94), service quality is an attitude from the results of comparing consumer service quality expectations with company performance felt by consumers. Service quality indicators are as follows: Physical evidence, namely the physical appearance of the company's 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 company's ability to carry out promised services accurately and reliably, Responsiveness, namely the company's responsiveness in providing services to customers and providing services promptly and quickly in serving transactions and handling customer complaints, and Assurance, namely the company's ability to provide service guarantees which are the knowledge and politeness of employees and their ability to inspire trust and confidence.

Service quality is an assessment of how well the level of service provided meets customer expectations. Service quality indicators are as follows: Reliability, Clout, Reputation, Awareness, Competitiveness, Collaboration, Accessibility, Competence, and Assurance (Ree, 2009:43-44). Manasa Nagabushanam (2013:318), defines service quality as a term used in business administration that describes the achievement of services on the objective side and the subjective side of the service, namely customer expectations of the service received with the ability to provide services carried out by the service provider. Service quality indicators are as follows: Reliability, Reputation, Awareness, Competitiveness, Accessibility, Competence, and Assurance.

Yaslioglu, Özaslan Çalışkan, and Şap (2013), defines Service Quality as a comparison between expected service and actual performance. Service quality indicators are as follows: Reliability, Awareness, Accessibility, and Assurance, and Tangibles (Physical Facilities). Rabaa'i and Gable (2012:59), define Service Quality as developed to assess the gap between customer expectations and the level of service quality provided. Service quality indicators are as follows: Reliability, Awareness, Accessibility, Assurance, and Tangibles (Physical Facilities)

From the various theories above, it can be synthesized that Service Quality is Customer Perception of the comparison between the fulfillment of needs and desires and the accuracy of delivery to balance customer expectations that are closely related to the quality of products, services, and human resources. Service Quality Indicators are as follows: 1) Ability to provide services as promised accurately and reliably (Reliability), 2) Clear delivery of information (Responsiveness), 3) Feeling of trust in the institution (Assurance), 4) Trying to understand consumer desires (Empathy), and 5) Appearance and capability of the institution's physical facilities and infrastructure (Tangibles).

6. SITOREM

SITOREM stands for "*Scientific Identification Theory to Conduct Operation Research in Education Management*", which can generally be interpreted as a scientific method used to identify variables (theory) to carry out "Operation Research" in the field of Education Management (SoewartoHardhienata, 2017).

In the context of Correlational and Path Analysis studies, SITOREM is used as a method to conduct: 1). Identification of the strength of the relationship between the Independent Variable and the Dependent Variable, 2) Analysis of the value of research results for each indicator of the research variable, and 3) Analysis of the weight of each indicator of each research variable based on the criteria "Cost, Benefit, Urgency and Importance".

Based on the identification of the strength of the relationship between research variables, and based on the weight of each indicator of the independent variable that has the largest contribution, a priority order of indicators that need to be improved immediately and those that need to be maintained can be arranged. Analysis of the Value of Research Results for each indicator of the research variable is calculated from the average score of each indicator of each research variable. The average score of each indicator is a description of the actual condition of the indicators from the perspective of the research subjects.

III.   Research methods

As described above, this study aims to find strategies and ways to improve Organizational Image through research on the strength of influence between Organizational Image as a dependent variable and personality, servant 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 in improving Organizational Image.
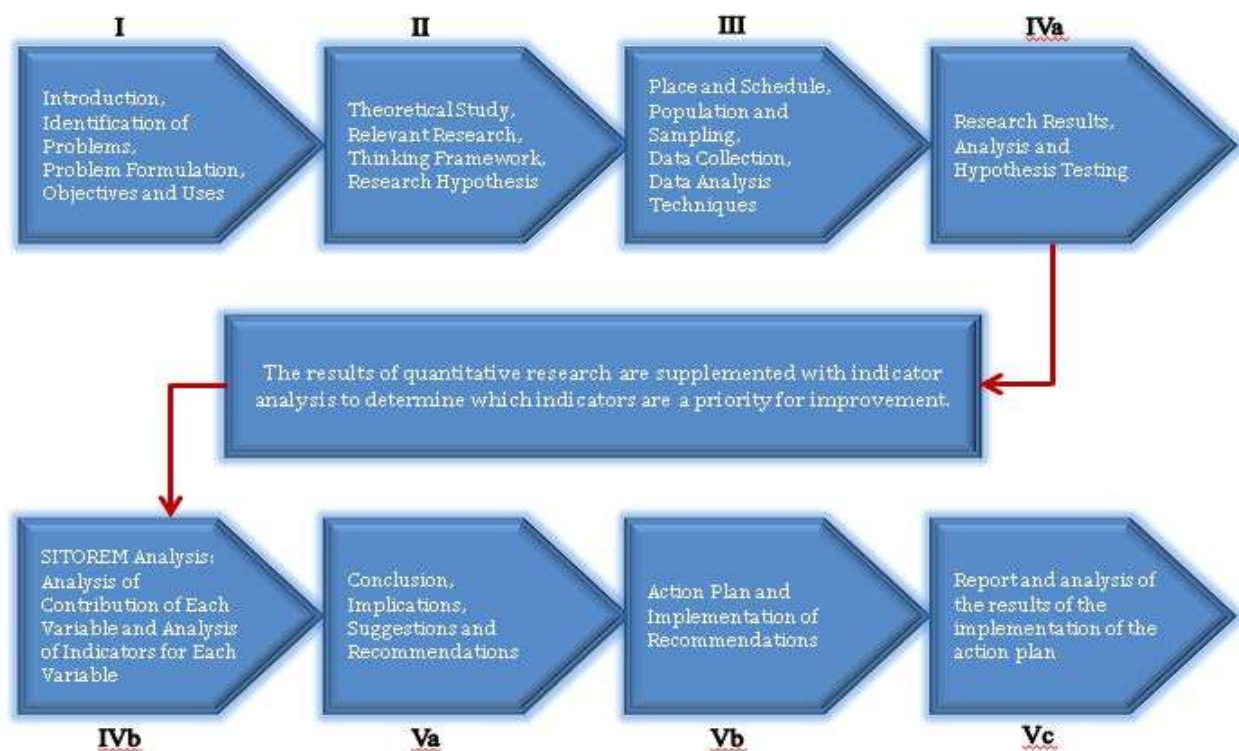

Figure 1. Research Methods

The study was conducted on permanent teachers of the foundation (GTY) of the PGRI Vocational High School (SMK) in Bogor Regency in Januari 2025 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 study used a research instrument in the form of a questionnaire distributed to teachers as research respondents. The research instrument items were derived from the research indicators whose conditions would be explored. Before being distributed to respondents, the research instrument was first tested to determine its validity and reliability. Validity test was conducted using Pearson Product Moment technique, while for reliability test, calculation was used using Alpha Cronbach formula. After the data was collected, homogeneity test, normality test, linearity test, simple correlation analysis, determination coefficient analysis, partial correlation analysis, and statistical hypothesis test were conducted.

Furthermore, indicator analysis was conducted using SITOREM Method from Hardhienata to determine priority order of indicator improvement as recommendation to related parties which is the result of this research. In determining priority order of indicator handling, SITOREM uses three criteria, namely (1) strength of relationship between variables obtained from hypothesis test, (2) priority order of indicator handling based on expert assessment result, and (3) indicator value obtained from data calculation obtained from respondent's answer of research.
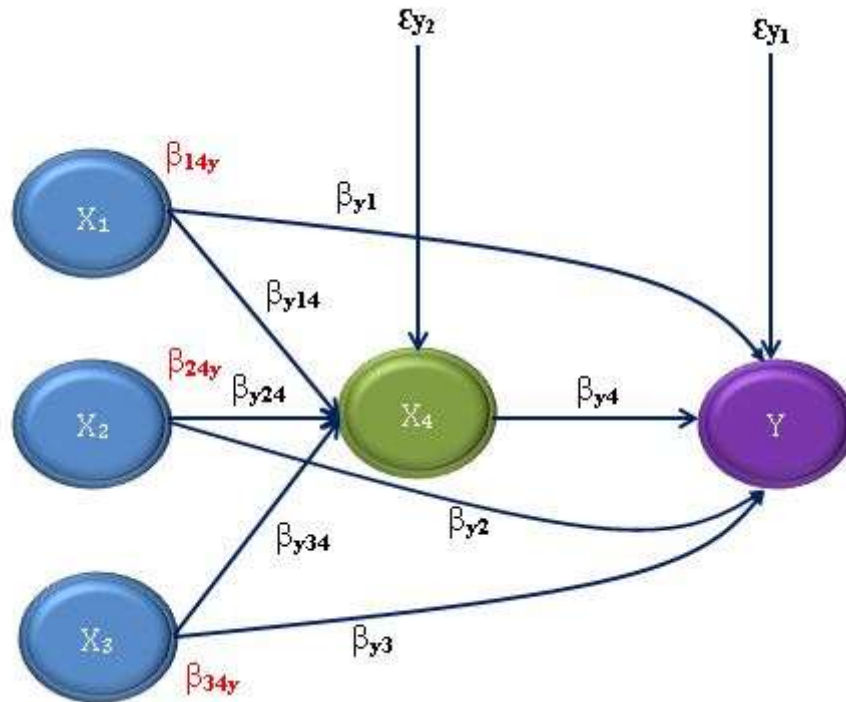
Figure 1. Research Constellation

X_1 : Personality X_4 : Service Quality
X_2 : Visioner Leadership   Y   : Organization Image
X_3 : Organization Culture

1) $\beta y1$:   Direct influence of Personality (X_1) on Organizational Image (Y).
2) $\beta y2$:   Direct influence of VisionerLeadership (X_2) on Organizational Image (Y).
3) $\beta y3$:   Direct influence of Organizational Culture (X_3) on Organizational Image (Y).
4) $\beta y4$:   Direct influence of Service Quality (X_4) on Organizational Image (Y).
5) $\beta y14$:   Direct influence of Personality (X_1) on Service Quality (X_4).
6) $\beta y24$:   Direct influence of VisionerLeadership (X_2) on Service Quality (X_4).
7) $\beta y34$:   Direct influence of Organizational Culture (X_3) on Service Quality (X_4)
8) $\beta 14y$:   Indirect influence of Personality (X_1) on Organizational Image (Y) through Service Quality (X_4).
9) $\beta 24y$: Indirect influence of VisionerLeadership (X_2) on Organizational Image (Y) through Service Quality (X_4).
10) $\beta 34y$:Indirect influence of Organizational Culture (X_3) on Organizational Image (Y) through Service Quality (X_4).

IV.   Results and Discussion

1. **Descriptive statistics**
        Based on the results of the statistical description analysis for the research variables, it can be revealed about the symptoms of data centralization as listed in the following table:

Table 1. Summary of Statistical Description of Research Variables

Description	Personality (X₁)	Visioner Leadership (X₂)	Organization Culture (X₃)	Quality Service (X₄)	Organization 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

Description	Personality (X_1)	Visioner Leadership (X_2)	Organization Culture (X_3)	Quality Service (X_4)	Organization Image (Y)
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

2. Normality Test

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. Normality Test of Estimated Standard Error

Galat Estimate	n	L_{Count}	L_{table} $\alpha = 0,05$	L_{table} $\alpha = 0,01$	Decision
$y - \hat{Y}_1$	168	0.003	0.065	0.075	Normality
$y - \hat{Y}_2$	168	0.002	0.065	0.075	Normality
$y - \hat{Y}_3$	168	0.007	0.065	0.075	Normality
$y - \hat{Y}_4$	168	0.006	0.065	0.075	Normality
$X_4 - X_1$	168	0.001	0.065	0.075	Normality
$X_4 - X_2$	168	0.004	0.065	0.075	Normality
$X_4 - X_3$	168	0.002	0.065	0.075	Normality
Requirements for Normal distribution: $L_{count} < L_{table}$					

3. Homogenity Test

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 the Data Variance Homogeneity Test

Group	X^2_{count}	X^2_{table} $\alpha = 0,05$	Decision
$y - X_1$	3710.50	6132.59	Homogen
$y - X_2$	4469.28	7288.01	Homogen
$y - X_3$	4912.17	7288.01	Homogen
$y - X_4$	3714.91	6132.59	Homogen
$X_4 - X_1$	3823.33	7288.01	Homogen
$X_4 - X_2$	4592.84	8451.28	Homogen
$X_4 - X_3$	4613.17	6192.48	Homogen
Homogeneous population requirements : $\chi^2_{count} < \chi^2_{table}$			

]

4. Regresion Model Test

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

Table 4. Regression Model

Model of Relationships Between Variables	Regresion Model	Significance Test Results
y on x_1	$\hat{y} = 59{,}508 + 0{,}645X_1$	Significant
y on x_2	$\hat{y} = 54{,}744 + 0{,}523X_2$	Significant
y on x_3	$\hat{y} = 58{,}693 + 0{,}533X_3$	Significant
y on x_4	$\hat{y} = 69{,}508 + 0{,}645X_1$	Significant

Model of Relationships Between Variables	Regresion Model	Significance Test Results
x_4 on x_1	$\hat{y} = 72,423 + 0,447X_2$	Significant
x_4 on x_2	$\hat{y} = 72,122 + 0,382X_3$	Significant
x_4 on x_3	$\hat{y} = 56,152 + 0,577X_5$	Significant
y on x_1 thought x_4	$\hat{y} = 56,77 + 0,40X_2 + 0,36X_5$	Significant
y on x_2 thought x_4	$\hat{y} = 44,12 + 0,37X_1 + 0,43X_4$	Significant
y on x_3 thought x_4	$\hat{y} = 51,45 + 0,44X_2 + 0,30X_4$	Significant

5. Uji Signifikansi Model Regresi

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 the Results of the Significance Test of the Regression Model (F Test)

Model of Relationships Between Variables	Sig	α	Significance Test Results
y on x_1	$0,000^b$	0,005	Significant
y on x_2	$0,000^b$	0,005	Significant
y on x_3	$0,000^b$	0,005	Significant
y on x_4	$0,000^b$	0,005	Significant
x_4 on x_1	$0,000^b$	0,005	Significant
x_4 on x_2	$0,000^b$	0,005	Significant
x_4 on x_3	$0,000^b$	0,005	Significant
y on x_1 thought x_4	$0,000^b$	0,005	Significant
y on x_2 thought x_4	$0,000^b$	0,005	Significant
y on x_3 thought x_4	$0,000^b$	0,005	Significant
Significant Conditions c: Sig<α			

6. Uji Linieritas

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 the Results of the Linearity Test of the Regression Model (t-Test)

Model of Relationships Between Variables	Sig	α	Linearity Pattern Test Results
y on x_1	0,000	0,005	Linear
y on x_2	0,000	0,005	Linear
y on x_3	0,000	0,005	Linear
y on x_4	0,000	0,005	Linear
x_4 on x_1	0,000	0,005	Linear
x_4 on x_2	0,000	0,005	Linear
x_4 on x_3	0,000	0,005	Linear
y on x_1 thought x_4	0,000	0,005	Linear
y on x_2 thought x_4	0,000	0,005	Linear
y on x_3 thought x_4	0,000	0,005	Linear
Linear Conditions : Sig<α			

7. Multicollinearity Test

Multicollinearity testing aims to determine whether the regression model finds a correlation between independent variables or free variables. Testing using the Spearman Test. The effect of this multicollinearity is to cause high variables in the sample. This means that the standard error is large, as a result when the coefficient is tested, t count will be small from t table. The overall calculation results of the multicollinearity test are as follows:

Table 7. Summary of Multicollinearity Tests

Dependent Variabel	Tolerance	VIF	Prasyarat	Kesimpulan
Personality (X_1)	0.225	4.449	H_0 : VIF < 10, there is no multicollinearity H_1: VIF > 10, there is multicollinearity	Ho is accepted There is no multicollinearity
Visioner Leadership (X_2)	0.213	4.692	H_0 : VIF < 10, there is no multicollinearity H_1: VIF > 10, there is multicollinearity	Ho is accepted There is no multicollinearity
Organization Culture (X_3)	0.227	4.408	H_0 : VIF < 10, there is no multicollinearity H_1: VIF > 10, there is multicollinearity	Ho is accepted There is no multicollinearity
Service Quality (X_4)	0.203	5.803	H_0 : VIF < 10, there is no multicollinearity H_1: VIF > 10, there is multicollinearity	Ho is accepted There is no multicollinearity

8. **Heteroscedasticity Test**

In this study, to test the presence or absence of heteroscedasticity, the Glejser Test is used, where if the significance value is <0.05 then heteroscedasticity occurs, if on the contrary the significance value is ≥ 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:

Tabel8. Rangkuman Uji Heterokedasitas

| Variable	Sig.	α	Prerequisite	Conclusion
Personality (X_1)	0,000	0,05	H_0 : significant value < 0.05 then there is no heteroscedasticity.. H_1 : significant value ≥ 0.05 then there is heteroscedasticity.	Ho is accepted There is no heteroscedasticity
Visioner Leadership (X_2)	0,000	0,05	H_0 : significant value < 0.05 then there is no heteroscedasticity.. H_1 : significant value ≥ 0.05 then there is heteroscedasticity.	Ho is accepted There is no heteroscedasticity
Organization Culture (X_3)	0,000	0,05	H_0 : significant value < 0.05 then there is no heteroscedasticity.. H_1 : significant value ≥ 0.05 then there is heteroscedasticity.	Ho is accepted There is no heteroscedasticity
Service Quality (X_4)	0,000	0,05	H_0 : significant value < 0.05 then there is no heteroscedasticity.. H_1 : significant value ≥ 0.05 then there is heteroscedasticity.	Ho is accepted There is no heteroscedasticity

9. *Path Analysis*
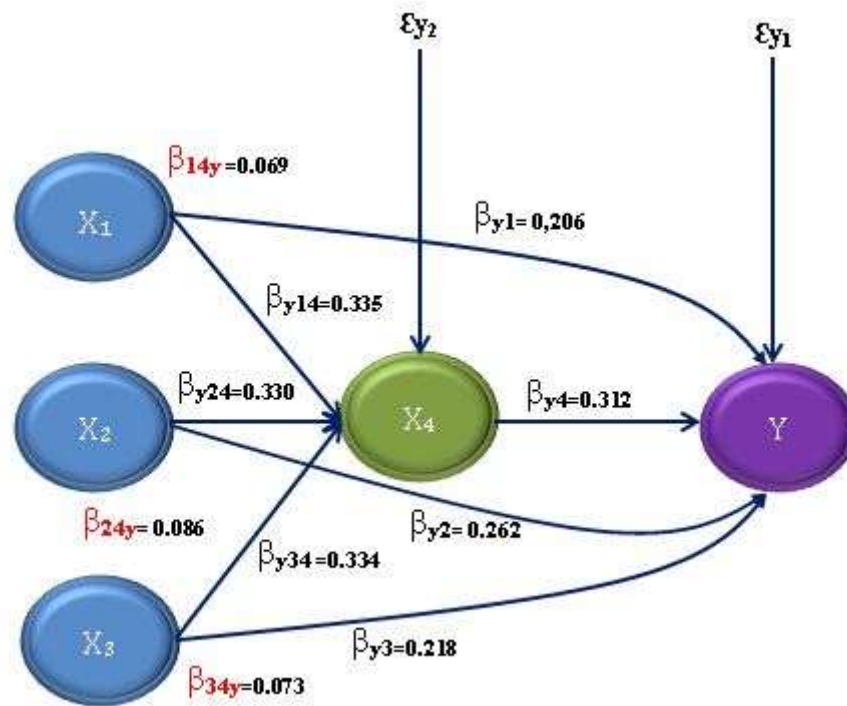
Figure 2. Path Analysis Results

The influence between the independent variable and the dependent variable when viewed from the path analysis, then the relationship is a functional relationship where the Organizational Image (Y) is formed as a result of the functioning of the Personality function (X1), Visioner Leadership (X2), Organizational Culture (X3) and Service Quality (X4). The discussion of the research results can be described as follows:

Table 9. Research Hypothesis

Hypotesis	Path	Statistic Test	Decision	Conclusion
Personality (X1) to Organizational Image (Y)	0.206	$H_0 : \beta_{z1} \leq 0$ $H_1 : \beta_{z1} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Visioner Leadership (X2) to Organizational Image (Y)	0.262	$H_0 : \beta_{z2} \leq 0$ $H_1 : \beta_{z2} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Organizational Culture (X3) to Organizational Image (Y)	0.218	$H_0 : \beta_{z3} \leq 0$ $H_1 : \beta_{z3} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Service Quality (X4) to Organizational Image (Y)	0.312	$H_0 : \beta_{Y} \leq 0$ $H_1 : \beta_{Y} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Personality (X1) to Service Quality (X4)	0.335	$H_0 : \beta_{z1} \leq 0$ $H_1 : \beta_{z1} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Visioner Leadership (X2) to Service Quality (X4)	0.330	$H_0 : \beta_{z2} \leq 0$ $H_1 : \beta_{z2} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Organizational Culture (X3) to Service Quality (X4)	0.334	$H_0 : \beta_{z3} \leq 0$ $H_1 : \beta_{z3} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact

Hypotesis	Path	Statistic Test	Decision	Conclusion
Personality (X1) to Organizational Image (Y) through Service Quality (X4)	0.069	$H_0 : \beta_{xY1} \leq 0$ $H_1 : \beta_{xY1} > 0$	H_0rejected H_1accepted	Positive Indirect Impact
VisionerLeadership (X2) to Organizational Image (Y) through Service Quality (X4)	0.086	$H_0 : \beta_{xY2} \leq 0$ $H_1 : \beta_{xY2} > 0$	H_0rejected H_1accepted	Positive Indirect Impact
Organizational Culture (X3) to Organizational Image (Y) through Service Quality (X4)	0.073	$H_0 : \beta_{xY3} \leq 0$ $H_1 : \beta_{xY3} > 0$	H_0rejected H_1accepted	Positive Indirect Impact

10. **Indirect Effect Test**

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

Table 10 Research Hypothesis

Inderect Effect Test	Z_{Count}	Z_{table}	Decision	Conclusion
Personality (X1) towards Organizational Image (Y) through Service Quality (X4)	5.860	1,966	H_0rejected H_1accepted	proven to mediate
Visioner Leadership (X2) towards Organizational Image (Y) through Service Quality (X4)	4,978	1,966	H_0rejected H_1accepted	proven to mediate
Organizational Culture (X3) towards Organizational Image (Y) through Service Quality (X4)	4,678	1,966	H_0rejected H_1accepted	proven to mediate

11. **Optimal Solution for Improving Organizational Image**

Based on the results of statistical hypothesis testing, determination of indicator priorities, and calculation of indicator values that have been described above, a recapitulation of research results can be made which is an optimal solution in improving Organizational Image as follows:

Table 11. SITOREM Analysis

Personality(βy1 = 0,206) (rangk.IV)			
Indicator in Initial State		**Indicator after Weighting by Expert**	**Indicator Value**
1	Agreeableness	1st Conscientiousness (23.17%)	3.88
2	Conscientiousness,	2nd Extraversion (22.54%)	4.10
3	Extraversion ,	3rd Agreeableness (20.96%)	4.00
4	Neuroticism	4th Neuroticism (18.12%)	3.61
5	Openness to experience	5th Openness to experience (15.21%)	3.60
Visioner Leadership (βy2 = 0,262) (rangk.II)			
Indicator in Initial State		**Indicator after Weighting by Expert**	**Indicator Value**
1	Accountability	1st Openness and creativity of thinking (26.67%)	3.57
2	Compassion	2nd Clarity in formulating future visions (25.07%)	4.02
3	Courage	3rd Alignment of visions with organizational targets(24.88%)	3.68
4	Humility	4th Courage to act in achieving goals (23.38%)	3.74

5	Integrity	5th	Continuous learning (20.38%)	3.74
6	Listening	6th	Directing members to achieve progress in the future (18.18%)	3.74

Organization Culture (βy3 = 0,218) (rangk.III)				
Indicator in Initial State		**Indicator after Weighting by Expert**		**Indicator Value**
1	Adaptation to change	1st	Innovation in work (20.45%)	3.82
2	Result-oriented	2nd	Result-oriented (20.24%)	3.84
3	Team-oriented	3rd	Team-oriented (19.78%)	3.92
4	Innovation in work	4th	Empowerment of human resources in the organization (17.04%)	4.14
5	Consistent with rules	5th	Consistent with the rules (16.64%)	4.02
6	Human resource empowerment in the organization	6th	Adaptation to changes (16.64%)	4.01

Service Quality(βy4 = 0,312) (rank.I)				
Indicator in Initial State		**Indicator after Weighting by Expert**		**Indicator Value**
1	Assurance	1st	Reliability (16.95%)	3.85
2	Empathy	2nd	Responsiveness (16.36%)	4.11
3	Reliability	3rd	Assurance (14.31%)	3.65
4	Responsiveness	4th	Empathy (13.78%)	4.03
5	Tangibles	5th	Tangibles (13.73%)	3.78

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

SITOREM ANALYSIS RESULT		
Priority order of indicator to be Strengthened		**Indicator remain to be maintained**
1st	Reliability	1. Responsiveness
2nd	Assurance	2. Empathy
3rd	Tangibles	3. Clarity in formulating future visions
4th	Openness and creativity of thinking	4. Empowerment of HR in the organization
5th	Alignment of visions with organizational targets	5. Consistent with the rules
6th	Courage to act in achieving goals	6. Adaptation to changes
7th	Continuous learning	7.Extraversion
8th	Directing members to achieve progress in the future	8. Agreeableness
9th	Innovation in work	9.Perception
10th	Result-oriented	
11th	Team-oriented	
12th	Conscientiousness	
13th	Neuroticism	
14th	Openness to experience	
15th	Primary Impression	
16th	Familiarity	
17th	Preference	
18th	Position	

V. 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 Organizational Image can be done by using a strategy to strengthen variables that have a positive effect on Organizational Image.
2. Variables that have a positive effect on Organizational Image are Personality, Visionary Leadership, Organizational Culture and Service Quality. This is proven from the results of variable analysis using the Path Analysis method.
3. The way to strengthen Organizational Image is to improve weak indicators and maintain good indicators from each research variable.

Based on the conclusions of the research above, the implications of this research can be drawn as follows:

1. If the Organizational Image is to be strengthened, it is necessary to strengthen Personality, Servant 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 the indicators that are still weak, namely: Conscientiousness, Neuroticism, and Openness to experience and maintain or develop the indicators: Extraversion and Agreeableness.
3. If Visionary Leadership is to be developed, it is necessary to improve the indicators that are Openness and creativity of thinking, Alignment of visions with organizational targets, Courage to act in achieving goals, Continuous learning, and Directing members to achieve progress in the future, and maintain or develop the indicator: Clarity in formulating future visions.
4. If Organizational Culture is to be developed, it is necessary to improve the indicators that are still weak, namely: Innovation in work, Oriented on work results, and Team Oriented, and maintain or develop the indicators: Empowerment of HR in the organization, Consistent with the rules, and Adaptation to changes.
5. If the Quality of Service is to be improved, it is necessary to improve the indicators that are still weak, namely Reliability, Assurance, and Tangibles, as well as maintaining or developing the indicators: Responsiveness and Empathy.

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

1. The Principal needs to improve the Organizational Image by strengthening Personality, Visionary Leadership, Organizational Culture and Service Quality. by improving: Primary Impression, Familiarity, Preference, and Position and by maintaining Perception.
2. The Ministry of Education, Culture, Research and Technology (Kemdikbudristek) and school organizing institutions need to foster teachers in improving the Organizational Image by providing appropriate direction to strengthen the strengthening of Personality, Servant Leadership, Organizational Culture and Service Quality in accordance with the results of this study.

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