

## The Influence of Responsibility on the Job Commitment of Public Elementary School Principals in East Jakarta

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### Abstract

Lack of responsibility might determine leaders' dedication or commitment to making progress at their workplace. This research aims to investigate the effect of job responsibility on the job commitment of public elementary school principals. The sample involved 76 principals in East Jakarta who were selected using a random sampling technique. The method used in this research was surveys and the data were analyzed using path analysis. The results showed a positive direct effect of job responsibility on the principals' job commitment. The study's findings concluded that the job commitment of school principals can be promoted by improving their job responsibilities.

Keywords: Job commitment, Job responsibility, Principal of elementary schools.

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## INTRODUCTION

The Regulation of The Minister of National Education on the Standards of School/Madrasah Principals (2007) highlights the significance of principals possessing five characteristics of competency: personality, management, entrepreneurial, supervisory, and social competency. Principals are teachers assigned with additional responsibilities to manage their schools, such as managing teachers, tackling and finding solutions for students' crises as well (Kafa, 2023). In light of these competencies, principals should also have the abilities required for teacher competencies including pedagogical, personality, social, and professional competency.

To realize the standardized competencies, principals should be strongly committed to performing their best at work. Their dedication or job commitment will assist them with the realization of school development. They will be judged if they have poor performance and a misconduct attitude (Corrigan & Merry, 2022). Without a firm commitment, the post of principal will solely serve to increase their status. Becoming a principal entails the top position in the school hierarchy as they lead all educators at schools (Sebastian et al., 2017), which also implies the position of a decision-maker and policy-maker that determines the school's progress.

Job commitment is a critical element that projects organizational goals and performance (van Rossenberg et al., 2022). This suggests that one's commitment will be a helping hand for an organization to develop and make advancements. As this indicates, we can conclude that job commitment is realized when someone works and is committed to accomplishing the organization's goals. To this end, having dedicated employees is urgent since they will contribute to the organization's growth in the future (Zhenjing et al., 2022).

In reality, school principals' commitment remains a big homework. Some cases such as principals' incompetence to generate learning regulations become a big problem that leads to teachers' and parents' complaint (Bustomi, 2024). Another big homework is when principals do not follow the school policy released by the educational board (Sari, 2024). These show a continued lack of dedication to embody their school accomplishments. On the contrary, their position entails a considerable deal of job responsibility, in which they should perform with great commitment to their profession.

Principals have work responsibilities as part of their employment. The scope of responsibility as a principal is proportional to the authority conferred. The principal's decisions on behalf of the school have implications for the obligations that must be communicated to various parties with concerns (Huda et al., 2019). This obligation can be accepted or rejected based on the success measurement established. A responsibility's consequences include twofold. In the opinion of Waliudin et al. (2023), essentially, there are two sorts of responsibility: legal and moral. Legal responsibility refers to accountability for activities under relevant legal regulations, and moral responsibility pertains to actions that are not penalized with legal punishments, but rather with ethical consequences by society (Suriansyah, 2014).

Some research has proven how job commitment is influenced by responsibility. Marić et al. (2021) statistically demonstrated that employees' commitment in large-scale companies has a positive relation with responsibility. The research of Faizin and Tarigan (2023) underlined the roles of responsibility and commitment to government employees' performance. Additionally, the research conducted by Firdaus and Fitriani (2024) indicated the significant and positive relationship between the commitment and responsibility of scholarship awardees. These three studies have empirically shown how influential job responsibility is on individuals' commitment.

This study will also look at the relationship between individual job responsibility and commitment but in different contexts and participants, namely principals of elementary schools. The job responsibility and dedication of elementary school principals have the potential to be investigated because they play an important role in providing basic quality education. The site to be researched is in East Jakarta, one of the metropolitan districts where education quality and policy are heavily focused due to their strategic location.

## **RESEARCH METHOD**

A quantitative approach with a survey method was employed in this study. Kerlinger and Lee (2000) stated that the survey method is capable of providing

accurate interpretations of the characteristics of an entire population. This study was conducted on all elementary school principals in East Jakarta.

A total of 76 principals were involved in this study, determined by the Krejcie-Morgan table for the sampling technique. The random sampling technique was employed in this study. Each individual was posed using the same questions. After that, the researchers recorded, processed, and analyzed all answers from individuals.

Two variables researched in this study comprised independent and dependent variables. The independent variable consisted of job responsibility (X) and the dependent variable was job commitment (Y). The relationship between those variables can be assumed in the following model.

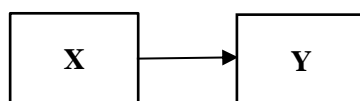


Figure 1. The Constellation Model Between Variables

The current study used questionnaires as the instrument. The questions were formatted using the Likert scale. Two questionnaires were used to measure the job responsibility (X) variable, and the commitment (Y). Both variables were measured using a 1-5 scale.

The procedures applied by the researchers to conduct the research were described as follows: (1) piloting the questionnaires of job responsibility and commitment consisting of 30 questions, (2) administering the validated questionnaires to the participants, (3) checking the instrument completeness and calculating the result for data tabulation for both variables.

The data were then analyzed using the descriptive statistics and requirement test. The required test included: (1) the normality test with Lilliefors coefficient, which was examined using the assumption that the variables were normally distributed, (2) the linearity test and significance, which was administered to test the hypothesis, whether or not the dependent and independent variables were linear. The linearity and significance were examined using a regression test. All data met the above-mentioned analysis required tests.

## RESULTS AND DISCUSSION

This research employs a survey method and path analysis methodologies (Utami & Vioreza, 2020). This study involves two variables. i.e. job responsibility (X) and job commitment (Y). The population of this study comprised all Elementary School Principals in East Jakarta City, with a sample size of 76 people estimated by the Slovin method (Utami et al., 2021) The sampling technique deployed was simple random sampling with a research instrument taking the form of a Likert scale questionnaire. The research data were examined utilizing descriptive statistics and analysis requirements testing.

**Results**

The findings of the path coefficient calculations and tests are summarized in Table 1.

Table 1. The Results of Path Coefficient Calculation and Testing ( $\rho$ )

Path	Path Coefficient	R	$t_{count}$	$t_{table}$	Significance level	Decision
$\rho_{yx}$	0,152	0,906	2,722	1,993	0,05	significant

Hypothesis testing demonstrates that job responsibility has a direct positive influence on job commitment of 0.152. The table above indicates a significant path coefficient ( $\alpha = 0.05$ ) between the job responsibility variable (X) and the job commitment variable (Y).

The next analysis involves hypothesis testing, the results of which are presented in Table 2.

Table 2. The Results of Hypothesis Testing

Hypothesis	Statistical Test	Decision	Conclusion
There is a direct positive influence of job responsibility on job commitment	$H_0 : \beta_{yx} \leq 0$ $H_1 : \beta_{yx} > 0$	$H_0$ is rejected	Positive direct influence

The table above shows that job responsibility (X) has a direct positive effect on job commitment (Y). This suggests that greater accountability for the principals will boost their dedication to work. Otherwise, a low level of responsibility may reduce their dedication because the work appears to be less demanding.

**Discussion**

Job responsibility is a good attitude that everyone in the workplace should act out. Obviously, in the working environment, everyone is supposed to demonstrate an excellent degree of job responsibility. Job responsibility refers to a person's obligation for the task designated for him or her. A job typically entails authority and accountability for the people who perform it. As a result, work necessitates a certain level of awareness for those who are entrusted with the job. This awareness is their consciousness that: (1) he/she understand the scope of his/her authority, and (2) /she is aware of the legal and moral consequences of failing to carry out the mandate (Situmorang, 2014). With this awareness, a person examines the actions and punishments that he or she will face.

Performing work seriously and in compliance with the existing regulations is another aspect of a person's responsibilities. The seriousness of working is the reflection of one person's carrying out the duty assigned to him. Moreover, some norms and procedures must be complied with. Commitment and discipline including when obeying the norms and procedures, are confirmed to have a significant impact on work performance (Jelly et al., 2024; Mea, 2023). In certain organizations, the procedure is established as an operational standard that must be implemented and is referred to as the standard operating procedure (SOP).

Specifically, having a position as a principal possessing the highest position at school, surely will task them with demanding tasks. As disclosed by Williams et al. (2022), structural power generates feelings of task responsibility, which encourages increased participation. Not only participation but commitment is mentioned to affect the innovation they bring into work (Wang & Hou, 2023). Education quality will improve when the principals bring outstanding innovation to their schools. In brief, occupying the top position at school should encourage principals to commit and attempt their best to boost the school's potential, and compile pedagogical, personality, professional, and social competence as expected by the authority or the ministry.

By the same token, in the endeavors of strengthening high levels of job responsibility, the principals as leaders at school must thoroughly assess their subordinates' performance. Likewise, effective monitoring (for example, in the form of supervision) must be established to guarantee that everyone involved stays on track to achieve the shared objectives (Purwanto, 2005). Building and developing a responsible attitude is momentous. This can be realized by implementing transparency and accountability when working. As noticed by Melo et al. (2019), leadership, and accountability contribute to each other. In addition, excellent leadership might promote transparency and accountability (Syafaruddin, 2024). The significance of transparency and accountability applies when individuals have been appointed to the principal position and during the recruitment process. The transparent and accountable recruitment policy for this position is intended to nurture exceptionally responsible leaders.

## **CONCLUSION**

Based on the study's findings, it can be inferred that job responsibility has a direct positive impact on the job commitment of elementary school principals in East Jakarta. This suggests that when job responsibility advances, it boosts the principal's dedication to work. Accordingly, job commitment encompasses loyalty, an active relationship, and the principal's determination to contribute to the organization through job responsibility. For future research, the current study recommends a continuous investigation of elementary school principals' commitment and its effect on their performance at schools. More current and comprehensive research methods and analyses are also worth employing to provide more accurate findings.

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