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LEADERSHIP SKILL AND MANAGEMENT PROCESS IN CENTER OF INFORMATION AND COUNSELING (CIC) AT UPPER SECONDARY SCHOOLS IN SOUTH JAKARTA CITY, INDONESIA

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ABSTRACT

Background: Indonesian adolescent problems have increased from year to year based on data from the Indonesia Health Demographic Survey (IDHS). Center of Information and Counseling (CIC) is a non-formal education form which is established with particular purposes in order to help youth generation in the health and social sector. The high number of CIC does not guarantee the quality and the decreasing of adolescent health problems. This study is to examine the ability of leader and management implementation in CIC, to study problems that occurred in CIC, and find the best alternative solution to reduce these problems.

Methods: The research used quantitative and qualitative method approach. Exploratory research design is used to analyze leadership skill and management in the Center of Information and Counseling. The number of population in this study is 117 students who are CIC members from 9 upper secondary schools. For the qualitative method, 13 students who are chairman and peer educator are selected to join in a focus group discussion (FGD).

Results: Based on Pearson product-moment, there was a correlation between leadership skill and management process in significant level at 0.01 ($r=.552$). Technical skill and controlling function have the highest correlation compared with others. This finding is in line with the result of the focus group discussion. Some indicators have been founded that caused as obstacles. Some alternative solutions are given to overcome the problems and to increase the performance within CIC.

Conclusion: Cooperation among all stakeholders both internal and external are needed in supporting dan developing the existence of the Center of Information and Counseling for youth generation.

Keywords: non-formal education, adolescent reproductive health, youth leadership skill, management

INTRODUCTION

Some teenage problems that occurred especially in Indonesia such as sexual abuse, rape, abortion, brawls, drugs, and crime [1]. The number of teenager year under 15 who has a special relationship was increasing. Based on the data, the percentage of teenage boy tend to increase by around 9 %, while the percentage of teenage girls had increased by 3% [2]. For adolescent range age 15-19, there is 37% of 6.835 teenage boy respondents who have ever kissed. In addition, the percentage of teenage girls who have ever kissed is 23,6% of 6.018 respondents [2]. In term of education level was 11.3% of men who have low education level agreed to have sexual experiences before marriage rather than men with well-educated [2]. Furthermore, 14,6% of 4.145 young men respondents age 20-24 have ever had sexual intercourse before marriage due to curiosity reason [2].

Center of Information and Counselling (CIC) is a youth organization which was established by BKKBN and another stakeholder to help adolescent especially in health and social issue. CIC helps adolescent to overcome their problems through various programs such as socialization, peer-counseling, and life skills. The number of Center of Information and Counseling (CIC) in Jakarta Province is 397 both CIC in Education Scope and CIC in Community Scope. The high number of CIC does not guarantee the management of CIC running-well. The autonomy right has strengths and weaknesses which influence the management process of CIC. There are CIC that are active in socializing their programs and providing the benefits for adolescent, but on the other hand, some are inoperative and passive management. In 2016, South Jakarta was the best area for CIC progress. As much as 131 students had been trained in counselor training. They were prepared to be a good counselor and leader to develop the student organization. Nowadays, the report showed that the decline of CIC in South Jakarta. They are some problems regarding leadership and implementation of management in CIC at education scope. Management and leadership play an important part in deciding the level of member commitment [3]. Leadership skill is required to enhance the effectiveness and efficiency of management [4].

METHODS

The Exploratory research design was used in this study. The research conduct using both quantitative and qualitative method approach.

Quantitative Method

For the quantitative research method, the population was 117 students who being CIC members and were studying in grade 10 to grade 12 from 9 upper secondary schools in South Jakarta City, Indonesia. The questionnaire was used as a quantitative research instrument. The questionnaire divided into three part such as personal information, the level of leadership skill, and the level of the management process. According to Katz Theory, the dimension of leadership skill consist of conceptual skill, human skill, and technical skill [5]. To measure the level of leadership skill in CIC used Likert scale such as: Excellent, Good, Fair, Poor and Very Poor. For the management theory used Henry Fayol theory which developed by some scholars. The dimension of management process consists of the planning function, organizing function, leading function, and controlling function [6]. To measure the level of management process used perception level of members such as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree. Best's Criteria was used to determine the means in the level of leadership skill and the level of management process [7]. This research used content validity of instrument which assured by three experts of Item Object Congruence (IOC). For the reliability, the questionnaire was examined by 33 students from East Jakarta that is not included in the study. Cronbach Alpha's score was 0.7 and higher. Pearson product-moment was used to analyze the relationship between leadership skill and management process.

Qualitative Method

For the qualitative method, 13 students who were chairman and peer educator were selected to join focus group discussion (FGD). Purposive sampling with type homogenous was used in this study to select the key informants. The purpose of focus group discussion (FGD) to gain deep information regarding problems and alternative solutions to solve these problems in improving the Center of Information and Counseling (CIC) at upper secondary schools.

RESULTS

Personal Information

Table 1. Frequency and Percentage of Members of the Center of Information and Counseling (N=117)

No	Personal Information	Frequency	Percentage
1	Gender		
	Male	31	26.5
	Female	86	73.5
2	Age		
	15 years old	21	17.9
	16 years old	38	32.5
	17 years old	37	31.6
	18 years old	20	17.1
	20 years old	1	0.9
3	Grade Level		
	Grade 10	37	31.6
	Grade 11	37	31.6
	Grade 12	43	36.8
4	CIC Organizational Experience		
	1 year	70	59.8
	2 years	40	34.2
	3 years	7	6.0

Most of CIC members in this study were female with 73.5%, whereas male members were 26.5% or 31 students. 32.5% of students were 16 years old. 36.8% of them studying in grade 12, nevertheless 59.8% of CIC members had organizational experience 1 year. Merely, 7 students who had CIC organizational experience for 3 years.

Table 2. The level of Leadership Skill in Center of Information and Counseling (CIC) at Upper Secondary Schools in South Jakarta City, Indonesia

(N=117)

No	Dimensions of Leadership Skill	μ	σ	Level of Leadership Skill
1	Conceptual Skill	3.85	0.57	High
2	Human Skill	3.96	0.54	High
3	Technical Skill	3.74	0.57	high
	Overall	3.85	0.50	high

Notes: The rating scale was divided into 5 perception levels according to mean score from 1.00-1.80 as lowest, 1.81-2.60 as low, 2.61-3.40 as moderate, 3.41-4.20 as high, and 4.21-5.00 as highest

From the Table 2, it is known that the average mean and standard deviation in overall levels of leadership skill in Center of Information and Counseling (CIC) at upper secondary school in South Jakarta are 3.85 and 0.50. Leadership skill has three dimensions in which the range mean score is 3.74-3.96. The human skill has the highest mean score of 3.96 and technical skill has the lowest mean score of 3.74. It indicates that the CIC chairman could build effective communication with others, could build positive energy to produce solid team-work, increase the enthusiasm of members, build commitment among members, and respect the opinion differences.

Table 3. The Level of Leadership Skill in Center of Information and Counseling (CIC) at Upper Secondary Schools in South Jakarta City, Indonesia

(N=117)

No	Management Process	μ	σ	Level of management
1	Planning Function	4.03	0.51	High
2	Organizing Function	4.26	0.45	Highest
3	Leading Function	4.19	0.60	High
4	Controlling Function	4.02	0.57	High
	Overall	4.13	0.43	High

Notes: The rating scale was divided into 5 perception levels according to mean score from 1.00-1.80 as lowest, 1.81-2.60 as low, 2.61-3.40 as moderate, 3.41-4.20 as high, and 4.21-5.00 as highest

From the result in Table 3, it is presented that overall level of management process in Center of Information and Counseling (CIC) at upper secondary school in South Jakarta, Indonesia is at a high level with the mean score of 4.13 and standard deviation 0.43. The organizing function dimension is the highest score with the mean score of 4.26 while the controlling function dimension is the lowest score of 4.02. The lowest score of controlling function indicated that less control and evaluation both from internal and external parties. Furthermore, the lack of controlling function is admitted by most of the chairman as obstacles within CIC.

Table 3. The Correlation Coefficient between Leadership Skill and Management Process in the Center of Information and Counseling (CIC) at Upper Secondary Schools in South Jakarta City, Indonesia

***. Correlation is significant at the 0.01 level (2-tailed).*

According to Table 4, there was a relationship between leadership skill and management process in the Center of Information and Counseling at upper secondary schools at the 0.01 level with $r = .552$. The result showed that there is a positive correlation between all variables in the study. The finding revealed that between technical skill and controlling function has the highest positive correlation compared with other dimensions with $r = .463$.

For the qualitative method, the transcriptions and recorded during focus group discussion (FGD) were

Research Variables	CS	HS	TS	LS	PF	OF	LF	CF	MP
Conceptual Skills (CS)	1				.384**	.317**	.380**	.456**	
Human Skills (HS)		1			.374**	.328**	.419**	.457**	
Technical Skills (TS)			1		.397**	.292**	.379**	.463**	
<i>Leadership Skill (LS)</i>				1					.552**
Planning Functions (PF)	.384**	.374**	.397**		1				
Organizing Functions (OF)	.317**	.328**	.292**			1			
Leading Functions (LF)	.380**	.419**	.379**				1		
Controlling Functions (CF)	.456**	.457**	.463**					1	
<i>Management Process (MP)</i>				.552**					1

analyzed by content analysis. The content analysis is used to provide necessary information on the findings. The study found that there are four problems as obstacles to developing CIC. Some problems such as first: lack of support from stakeholders both BKKBN (National Population and Family Planning Board), DPPAPP (Jakarta Agency of Population Control, Empowerment, and Child Protection) at Province and City level, School, and CIC guidance teacher. Second, less of human resources due to the number of CIC members from each school merely 9-20 students. Third, less information and facilities limitation influences CIC progress. Less information such as GenRe Kit, counseling guidance book, and adolescent reproductive health book. In addition, some CIC don't have their own counseling room. Fourth, the sensitive image of words "counseling" and "adolescent reproductive health" was perceived as taboo in the discussion session. Some key informants acknowledged that everything related to counseling and reproductive health is negative perception.

The key informants suggested some alternative solutions based on their experience and perception to tackle and reduce these problems. These alternative solutions are established by students as the young generation who are know-well the adolescent needs in this time. The alternative solutions are first, spreading information through social media and games. For social media especially youtube and Instagram application. Meanwhile, the games shall be developed more interesting and use an easy language. Second, training and practice. Training and practice are expected to give different experience in the student learning process. Third, gathering and socializing with all CIC members in one city. This program will help CIC members to reinforce the bond among CIC members. They can share their knowledge with each other and solve the problems together.

DISCUSSION

This study found that the level of leadership skill and the level of management function in Center of Information and Counseling (CIC) at upper secondary schools in South Jakarta City are at a high level with an overall mean score of 3.85 and 4.13. There is a relationship between leadership skill and management process with correlation is significant at level 0.01 ($r = .552$). This finding indicated that more leadership skill implemented will give more influence to the management process of the organization. This finding is in harmony with the finding from some researches [8] [9] [10] that reported the leadership skill has relation towards the organizational management. This finding can be summarized that leadership skill has a correlation with the management process especially in non-formal education such as the Center of Information and Counseling (CIC) in the upper secondary schools in South Jakarta City, Indonesia. Furthermore, technical skill is the lowest dimension within leadership skill compared with other dimensions Technical skill has correlation with managerial performance and power of leader [11]. Meanwhile, in the management process, controlling function put in the lowest mean score. Based on the relationship finding, technical skill and controlling function have the highest correlation coefficient. Both of these dimensions have a correlation with one another. Controlling function as a tool for member development and continuous improvement [12]. The leader technical skill shall be as a prioritize to be trained by all the stakeholders who responsible in establishment and development of Center of Information and Counseling (CIC) such as BKKBN (National Population and Family Planning Board), DPPAPP (Jakarta Province Agency of Population, Empowerment, and Child Protection) and School. Due to some stakeholders have responsible to run the controlling function as external parties.

The lowest mean score of technical skill and controlling function are in line with some problems that occurred in CIC at upper secondary schools in South Jakarta City. Some problems are happening in the management process of CIC. First, less support from stakeholders both BKKBN (National Population and Family Planning Board), DPPAPP (Jakarta Province Agency of Population, Empowerment and Child Protection), and Schools have a huge impact such as CIC members facing many problems in running the operational organization. Less support of stakeholders influences the CIC budget, CIC status, and getting permission within organization activity. Lack of support from stakeholders means the less of controlling function in the management process within CIC. Second, less human resources become problems in the implementation of CIC. According to National CIC guidance book, BKKBN has an obligation to prepare the good human resources in CIC after the establishment. The organizational performance will be affected positively with human capital [13]. The organization existence and sustainability are influenced by the number and capability of the resources within it. Third,

One of the terms of CIC establishment is the availability of information. Nevertheless, some of CIC has not had CIC learning materials such as new-released guidance book, GenRe Kit, counseling book, flipchart, and leaflet yet. Not only less-information but also the facilities limitation have been felt by CIC members. The facilities are counseling room and supporting infrastructure in peer counseling activity. An environment where the learning takes place to impact the success of the learning process [14]. Several of CIC have not had their own room for counseling session yet. This condition impact the counseling's goals are not reached easily due to uncomfortable is felt by adolescent when peer-

counseling session. Fourth, “counseling” and “adolescent reproductive health” words have a negative influence on the CIC sustainability. Most of the Indonesian people considered all these things are taboo. The number of people who obey the taboo determined the strength of taboo in society [15]. The negative paradigms regarding the word “counseling” and “adolescent reproductive health” being obstacles in communication process inside CIC. In delivering the message the barriers often occurred, therefore, the clarity of the message would be distorted [16].

Focus group discussion result offering some alternative solutions. First, spreading information through social media and games. Digitalized era and technology have enormous influence for all people including the young generation. Information dissemination run fastly through social media has goodness and badness effect depends on the utilization of it. Social media help communication improvement among students and between students and teachers [17]. The adolescent is the most user frequently of online social networking [18]. Second, training and practice. Training and practice directly are needed by all CIC members based on this research finding. Technical skill is an ability that needs to be improved soon. One of the way to improve this skill by training such as web-design training, public speaking training, leadership, peer counseling training. Training and practice would help them to increase their self-confidence in counseling particularly. Training is important in an organization because the success and failure of an organization rely on the performance of members in its [19]. Third, regular gathering and meeting. The purpose of the gathering to reinforce the bond of CIC members. Meet and greet among people who have a similar passion and interest will push the existence and improvement of CIC especially education scope. Social interactions with friends have a contribution to the happiness and greater feelings of belonging [20].

CONCLUSION

CIC leader ability has a relation for the failure and the success of the management progress. Training and practice for the technical skill are an urgent matter to be held and trained immediately for CIC chairman in order to increase the ability and improvement of management performance. Providing appropriate learning material and proper facilitation by stakeholders are needed to reach CIC goals fastly as an effort to reduce the adolescent problem especially in the health sector. Re-new CIC guidance policy, escalate cooperation among all stakeholders, monitor, evaluate, and control continuously by all parties both internal and external to ensure everything is run-well in accordance with CIC work-plan and purposes.

CONFLICT OF INTEREST

The author declares there is no conflict of interest in this study.

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