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Integration of Personality, Visionary Leadership, Organizational Culture, and Service Quality to Build Organizational Image

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Abstract: An 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. The image also shows the existence of an organization in the public eye, namely, showing the public's view of the organization that has 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 implement strategies and methods to improve organizational image by conducting research on the influence of personality variables, visionary 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 to obtain optimal solutions in efforts to improve organizational image.

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

INTRODUCTION

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 the Preference, and 5). There are 45.8% of respondents who are not satisfied with the 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.

Literature Review

Organizational Image

Organizational image can be defined as the public's opinion and mindset regarding an institution, formed through a process of perception and stored in the public mind (Wasesa & Macnamara, 2010). Indicators of organizational image are as follows: 1) first impression, 2) familiarity, 3) perception, 4) preference, and 5) position.

Organizational image is defined as the impression, feeling, and image the public has of an organization, intentionally created by an object, person, or organization (Soemirat & Ardianto, 2007). Vos and Schoemaker (2006) state that organizational image is a personal experience experienced by the public that changes over time. Organizational image can impact organizational identity and influence public attitudes toward an organization. Indicators of organizational image are as follows:

1. First Impression: The first impression the public has of an organization.

2. Familiarity: How much the public knows about the organization and its activities.
3. Perception: A spontaneous assessment of company characteristics that are considered appropriate for the organization in question.
4. Preference: The characteristics and relative importance of the organization that are considered important by the public and are the reasons the public chooses the organization's services.
5. Position: The organization's position relative to other companies.

Personality

According to Gibson et al (2012), personality is a relatively stable set of characteristics, tendencies, and temperaments shaped by genetic inheritance and significant social, cultural, and environmental factors. Personality dimensions include: conscientiousness, characterized by a person's hard work, perseverance, orderliness, reliability, and persistent behavior; extroversion, the extent to which a person is outgoing, sociable, and assertive compared to being reserved, calm, and shy; and agreeableness.

Robbins and Judge (2018), define personality as the dynamic organization between an individual and their psychophysical systems that determines their unique adjustment to their environment, as indicated by: 1) conscientiousness, 2) extroversion, 3) agreeableness, 4) emotional stability, and 5) openness to experience.

Schermerhorn et al (2013), 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.

Visionary Leadership

Yordsala, S., Tesaputa, K., & Sri-Ampai, A. (2022) define visionary leadership as a leadership style in which 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. Its indicators are: (a) vision communication – the ability to clearly convey a shared vision to all members of the organization; (b) openness to the future – the ability to anticipate and adapt to upcoming challenges and opportunities; (c) team and culture building – the ability to build strong networks and a collaborative work culture; (d) two-way communication – the ability to interact meaningfully with team members through responsive and reciprocal dialogue; (e) dependable personal habits – the development of trustworthy and disciplined personal behavior that serves as an example for others.

Nanus, B. (1992) defines visionary leadership as a strong leadership style that articulates a realistic, credible, and compelling vision of the future, representing an improvement over the current situation. The role of visionary leadership is to respond to the demands of change and direct education towards producing competitive, high-quality human resources. The four key competencies of a visionary leader are: (a) effective communication – the ability to involve all levels of the organization in the vision-making process; (b) environmental responsiveness – the ability to observe and react appropriately to external threats and opportunities; (c) organizational engagement – the leader's direct participation in organizational processes to ensure alignment with goals; (d) experiential reflection – using 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 the courage to face risk and uncertainty. Its key indicators include: (a) future orientation – having a clear long-term 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 transform vision into tangible organizational missions and

goals; (e) value-based leadership – commitment to spiritual and ethical principles in leadership; (f) relationship building – fostering effective interpersonal dynamics throughout the organization; (g) creativity and proactivity – generating new ideas and responding actively to changing issues.

Organizational Culture

Every organization has established goals, visions, and missions. These goals are achieved through activities or work programs involving leaders, employees, and the organization itself. This organizational culture plays a role in providing direction for members or leaders, or through behavior and actions in the workplace.

Robbins, SP, & Judge, T. (2018) define organizational culture as a system adopted by its members that distinguishes it from other organizations. Its indicators are: (a) innovation and risk-taking. the degree to which employees are encouraged to innovate and take risks; (b) attention to detail. the degree to which employees are expected to demonstrate thoroughness, analysis, and attention to detail; (c) results orientation. the degree to which management focuses on achieving results rather than on the techniques and processes used to achieve them; (d) individual orientation. The degree to which management makes decisions that consider the impact of results on people within the organization; (e) team orientation. the degree to which work activities are organized into teams rather than individuals; (f) aggressiveness. The degree to which employees are aggressive and competitive rather than relaxed. (g) stability. The level of organizational activity emphasizes maintaining the status quo over growth.

According to Schein, EH (2017), organizational culture is defined as the accumulated collective learning of an organization in solving problems arising from external adaptation and internal integration; it has been validated and taught to new members as the correct way to perceive, think, feel, and behave in relation to those problems. Its dimensions are: (a) artifacts: visible and tangible structures and processes, observable behaviors, difficult to explain; (b) espoused beliefs and values: ideals, goals, values, aspirations, ideologies, rationalizations, which may or may not be consistent with other behaviors and artifacts; (c) underlying assumptions: unconscious, taken-for-granted beliefs and values that determine behavior, perceptions, thoughts, and feelings.

J.L. Gibson, et al (2012), explain that organizational culture is what employees perceive and how these perceptions create 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, - the nature of creativity, time, and space, human nature, the nature of human activity and the nature of human relationships.

Service Quality

Service quality is the comparison between the quality received (perceived quality) after receiving a service and the quality expected. Service quality indicators are as follows: Reliability, namely consistency in service delivery; Responsiveness, namely responsiveness in providing services; Assurance, namely guarantee of service quality; Empathy, namely careful attention to customer needs; and Tangibles, namely the facilities, infrastructure, and service facilities provided (Kotler, 2008).

Service quality is the customer's perception of the difference between the service received and the service expected. Service quality indicators are as follows: Reliability, namely accuracy and consistency in service; Responsiveness, namely availability and speed of service; Assurance, namely sincerity, confidence, and skill in service; 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 through 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 company's reliability in providing services to its customers; Responsiveness is customer expectations regarding the speed of service that will almost certainly change with an increasing 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 is attention to customer needs/desires (Supranto, 2005: 231).

SITOREM

SITOREM is an abbreviation for "Scientific Identification Theory to Conduct Operation Research in Education Management," which can generally be defined as a scientific method used to identify variables (theories) for conducting "Operation Research" in the field of Educational Management (Hardhienata, 2017).

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

Based on the identification of the strength of the relationship between research variables and the weight of each independent variable indicator with the greatest contribution, a priority order can be established for indicators that need immediate improvement and those that need to be maintained. The analysis of the value of research results for each research variable indicator is calculated from the average score of each research variable indicator. The average score for each indicator describes the actual condition of the indicator from the perspective of the research subjects.

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.

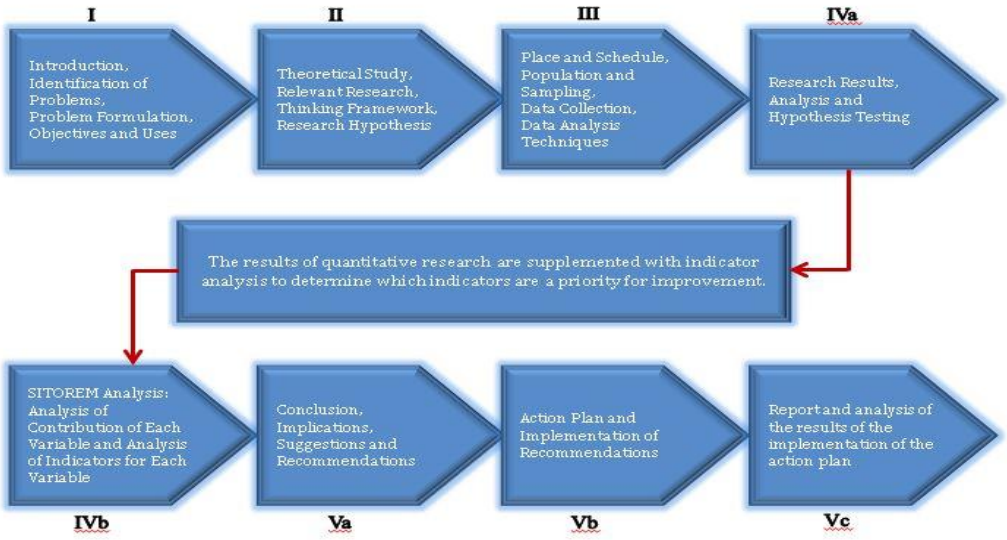


Figure 1. Research Methods

The study was conducted on permanent teachers of the foundation (GTY) of the PGRI Vocational High School (SMK) in Bogor Regency in January 2025, with a teacher population of 289 people, and a sample of 168 teachers was calculated using the Slovin formula taken from Umar (2013). 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 the Pearson Product-Moment technique, while for the reliability test, the calculation was performed using the Alpha Cronbach formula. After the data were collected, a 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 the SITOREM Method from Hardhienata to determine the priority order of indicator improvement as a 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.

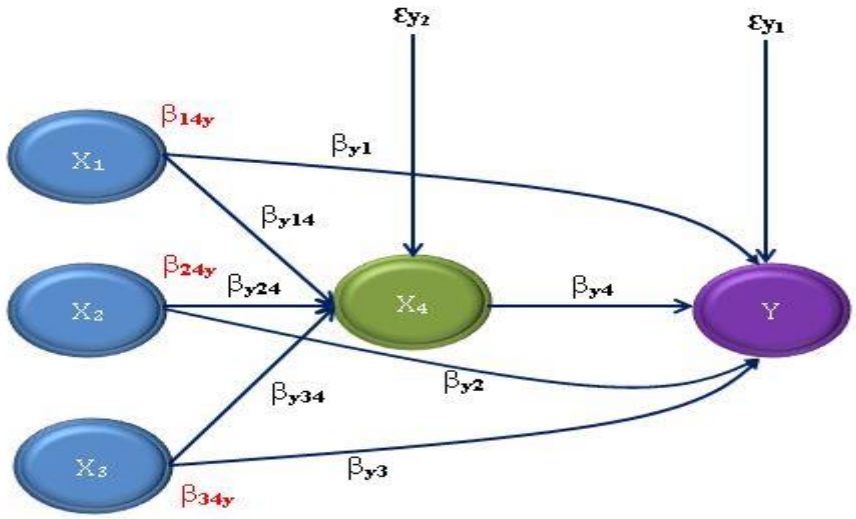


Figure 2. Research Constellation

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

- βy1 : Direct influence of Personality (X_1) on Organizational Image (Y).
- βy2 : Direct influence of Visioner Leadership (X_2) on Organizational Image (Y).
- βy3 : Direct influence of Organizational Culture (X_3) on Organizational Image (Y).
- βy4 : Direct influence of Service Quality (X_4) on Organizational Image (Y).
- βy14 : Direct influence of Personality (X_1) on Service Quality (X_4).
- βy24 : Direct influence of Visioner Leadership (X_2) on Service Quality (X_4).
- βy34 : Direct influence of Organizational Culture (X_3) on Service Quality (X_4)
- β14y : Indirect influence of Personality (X_1) on Organizational Image (Y) through Service Quality (X_4).

- β24y : Indirect influence of Visioner Leadership (X_2) on Organizational Image (Y) through Service Quality (X_4).
- β34y : Indirect influence of Organizational Culture (X_3) on Organizational Image (Y) through Service Quality (X_4).

RESULTS AND DISCUSSION

Descriptive statistics

Based on the results of the statistical description analysis for the research variables, it can be revealed that the symptoms of data centralization are listed in the following table:

Table 1. Summary of Statistical Description of Research Variables

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

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}		Decision
			α = 0,05	α = 0,01	
$y - \hat{Y}_1$	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 : $L_{count} < L_{table}$					

Homogeneity 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}	Decision
		α = 0,05	
y - X_1	3710.50	6132.59	Homogen

Group	X^2_{count}	X^2_{table} $\alpha = 0,05$	Decision
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 : $\chi^2_{count} < \chi^2_{table}$			

Regression 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	Regression 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
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

Testing the Significance of the Regression Model

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			

Linearity Test

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			

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 variance 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 Variable	Tolerance	VIF	Prerequisites	Conclusion
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

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:

Table 8. Summary of Heteroscedasticity Test

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

Variable	Sig.	α	Prerequisite	Conclusion
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

Path Analysis

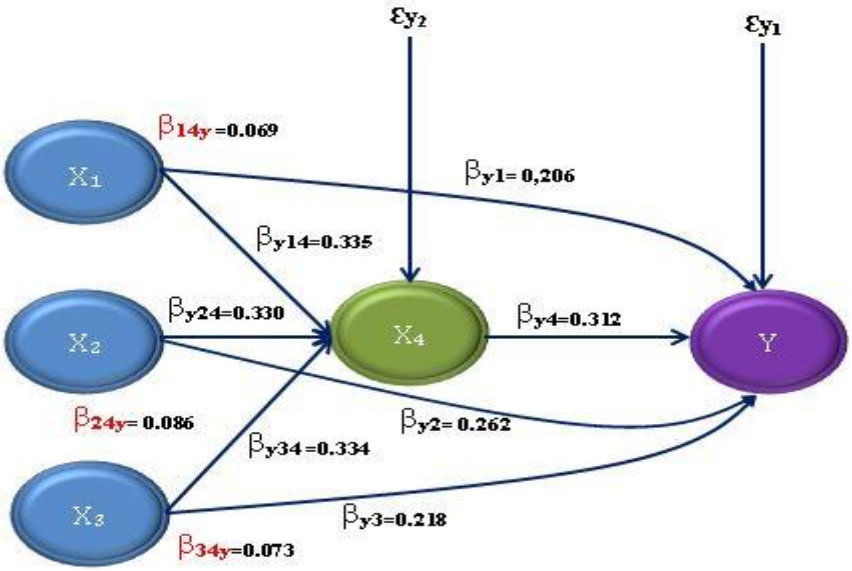


Figure 3. Path Analysis Results

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), Visionary Leadership (X2), Organizational Culture (X3), and Service Quality (X4). The discussion of the research results can be described as follows:

Table 9. Research Hypothesis

Hypothesis	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	$H_0 : \beta z_1 \leq 0$ $H_1 : \beta z_1 > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Visioner Leadership (X2) to Service Quality (X4)	0.330	$H_0 : \beta z_2 \leq 0$	H_0 rejected	Direct Positive

Hypothesis	Path	Statistic Test	Decision	Conclusion
		$H_1 : \beta z_2 > 0$	H_1 accepted	Impact
Organizational Culture (X3) to Service Quality (X4)	0.334	$H_0 : \beta z_3 \leq 0$ $H_1 : \beta z_3 > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Personality (X1) to Organizational Image (Y) through Service Quality (X4)	0.069	$H_0 : \beta_{xY1} \leq 0$ $H_1 : \beta_{xY1} > 0$	H_0 rejected H_1 accepted	Positive Indirect Impact
Visioner Leadership (X2) to Organizational Image (Y) through Service Quality (X4)	0.086	$H_0 : \beta x_{Y2} \leq 0$ $H_1 : \beta x_{Y2} > 0$	H_0 rejected H_1 accepted	Positive Indirect Impact
Organizational Culture (X3) to Organizational Image (Y) through Service Quality (X4)	0.073	$H_0 : \beta x_{Y3} \leq 0$ $H_1 : \beta x_{Y3} > 0$	H_0 rejected H_1 accepted	Positive Indirect Impact

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

Indirect Effect Test	Z_{Count}	Z_{table}	Decision	Conclusion
Personality (X1) towards Organizational Image (Y) through Service Quality (X4)	5.860	1,966	H_0 rejected H_1 accepted	proven to mediate
Visioner Leadership (X2) towards Organizational Image (Y) through Service Quality (X4)	4,978	1,966	H_0 rejected H_1 accepted	proven to mediate
Organizational Culture (X3) towards Organizational Image (Y) through Service Quality (X4)	4,678	1,966	H_0 rejected H_1 accepted	proven to mediate

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) (rank.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) (rank.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) (rank.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 the indicator to be strengthened		**Indicators 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		

CONCLUSION

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.
4. Based on the conclusions of the research above, the implications of this research can be drawn as follows:
5. 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.
6. 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.
7. 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.
8. 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.
9. 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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