

The Effect of Principal Leadership and Teacher Competence on Teacher Performance: The Role of Work Motivation

Siswoyo Haryono¹, Nurul Iman Hima Amrullah², Suhaimi Surah³

¹(Ph.D. in Management, Postgraduate Program, Universitas Muhammadiyah Yogyakarta)

²(Ph.D. in Management, Postgraduate Program, Universitas Muhammadiyah Yogyakarta)

³(A Profesional Teacher in the District of Merangin, Jambi, Indonesia)

ABSTRACT: This study aims to determine the effect of headmaster leadership and teacher competence on work motivation and its implications on teacher performance. The analysis used a quantitative descriptive method with a population of 3,631 consisting of all teachers in Merangin Regency, Jambi. With sample data totaling 250 teachers according to the SEM requirements. The conclusion of the study: (1) there are positive and significant effects of all the variables: principal leadership, competence, and work motivation on teachers' performance. (2) there are the positive and significant influence of variables of principal leadership and competence on teachers to work motivation. The results show that performance improvement can be by improving and changing the leadership style of school principals, increasing the provision of teacher work motivation with a variety of motivational choices. The suggestions are: (1) The leadership of the school principal should act as a motivator. (2) The school principal should be able to act as problem solvers. (3) The school principal should be able to act as a resource allocator. (4) The school principal to be able to create working conditions better. (5) The efforts to improve the teacher's performance can be through increasing teachers' work motivation, provision of teacher, competence, and the dimensions of competence are the skills and abilities of teachers.

KEYWORDS: principal leadership, teacher competence, work motivation, teacher performance

I. INTRODUCTION

Bureaucracy is the backbone in running the wheels of government, development, and community programs and power. The main tasks of the bureaucracy are providing optimal services to the community and carrying out everything that enhances the implementation of the tasks of government, development, and society by achieving the targets set. For this purpose, the realization of good governance (Good Governance) and clean government) becomes a necessity. Many problems are f in our bureaucracy in implementing Good Governance and Clean Government. Problems - problems that include the recruitment system, career, promotion and transfer, the clarity of the basic tasks and functions (TOR), the quality of human resources, poor performance, orientation values of behavior and culture that does not appreciate the achievements, less discipline, welfare, not enforcing rewards and punishment, wasteful, and slow bureaucracy.

Factors that can affect a person's performance are very complex. Moreover, these factors include training and work experience, education, personality attitudes, organizations, leaders, social conditions, individual needs, physical conditions of the workplace, abilities, work motivation, and so on. Ability and motivation are factors that interact with the performance. Someone's ability can e determined by skill and knowledge. Previous studies conducted by several other research them by [1], [2], [3], [4], [5], [6], [7] and [8], wherein the test results, they concluded that the variables of leadership, complete the contents and work motivation have a positive influence on performance.

II. LITERATURE REVIEW AND HYPOTHESES

2.1. Literature Review

Leadership, according to Simonton, is the success of leadership is not only influenced by nature (trait) but by several functions of the following factors, such as talent, right place, and time. Leadership is a set of characteristics used by leaders to influence subordinates [9]. Leadership style is the ability of a leader in directing, influencing, encouraging, and controlling subordinates to be able to do work on their consciousness and voluntarily in achieving specific goals. The success and failure of a company or organization s determined by leadership, a valid form of leadership will have an impact on the progress of the company or organization in facing challenges and changes that occur. The nature of a leader is very influential in the leadership style to determine the success of being a successful leader. Moreover, the personal abilities of the leader are essential. Personal ability in question is the quality of someone with various characteristics, temperament, or characteristics in it [10]. A consequence that may arise from the existence of a wrong leadership style is a decrease in employee performance, which will have an impact on the total decline in company performance.

Among the factors that affect performance are human resource competencies. Wibowo defines competence as an ability to carry out or carry out a job or task based on skills and knowledge and by the work attitude required by the job. [11]. Mathis mentions five essential characteristics of competence, namely: (1) motive is an impulse or action towards a particular goal, (2) traits, are physical. Respondent characteristics that are consistent with the situation and information, (3) Concept self (self-concept) or u feed behavior, values and personal impressions person, (4) knowledge (knowledge), is information about a person who has a field of substance-specific, and (5) Skills (skill), the ability to perform the tasks and certain mentality. [12]

The next factor that can affect employee performance is work or lack of motivation at work, or the result of a job is unsatisfactory. Employees need to pay more attention to the tasks performed to achieve organizational goals. With high work motivation, employees will work harder in carrying out their work. Conversely, with low work motivation, employees do not have morale, give up quickly, and have difficulty in completing their work [13].

Motivation is a condition or energy that drives an employee to achieve the organization's organizational goals. Mental attitudes of employees who are pro and positive towards work situations strengthen their motivation to achieve maximum performance. Work motivation is to direct the strengths and potentials of subordinates to want to work together productively to achieve and realize the intended goals [14].

Wang further argues that Motivation is a personal condition in someone who encourages the desire of individuals to carry out certain activities to achieve goals. The motivation that is in a person is the driving force that will manifest a behavior to achieve the goal of satisfaction. Motivation is a process that contributes to determining the intensity, direction, and perseverance of individuals to achieve goals. Motivation is the effort that exists within a person in meeting his needs to achieve organizational goals. [15]

Performance is the work performance or actual achievement of someone. Performance is the quality and quantity of work achieved by an employee in carrying out his function following the responsibilities given to him. Performance is the result or overall level of success of a person during a specific period in carrying out the task compared with various possibilities, such as work standards, targets, or targets [16].

Lukito stated that the performance basically what employees are doing or not doing [17] Performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and workgroup in the company. Employee performance is an action that employees in carrying out the work performed by the company. Performance in carrying out its functions is not independent but is always related to employee job satisfaction and the level of appreciation given, and individual skills, abilities, and traits [14].

2.2. Research Conceptual Framework

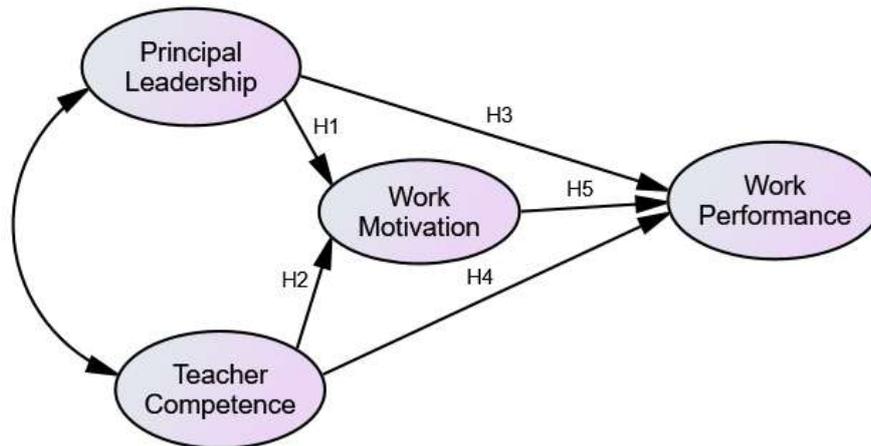


Figure 1. Research conceptual framework

2.3. Hypothesis

- H₁: Principal leadership significantly affects work motivation
- H₂: Competency significantly affects work motivation
- H₃: Leadership significantly affects teachers' performance
- H₄: Competence significantly affects teachers performance
- H₅: Work motivation significantly affects teachers' performance

III. RESEARCH METHODS

3.1. Population and sample

The sample in this study was taken or determined proportionally random sampling. The number of samples used following SEM criteria, the number of samples is at least five times the number of indicators, [18] so that a sample of = 250 s obtained.

3.2. Data collection technique

The data collection method used in this study is a questionnaire method. The questionnaires are valid and reliable before being used to retrieve or collect data. The validity and reliability test meet the requirements as an instrument for collecting data so that the data obtained is not biased.

IV. RESEARCH RESULTS AND DISCUSSION

4.1. Research result

The structural model analysis predicts the relationship between variables or hypothesis testing. Based on the results of the structural model analysis with LISREL, the results of the calculated t coefficient and the regression coefficient model of the structural equation model remade in Figure 2.

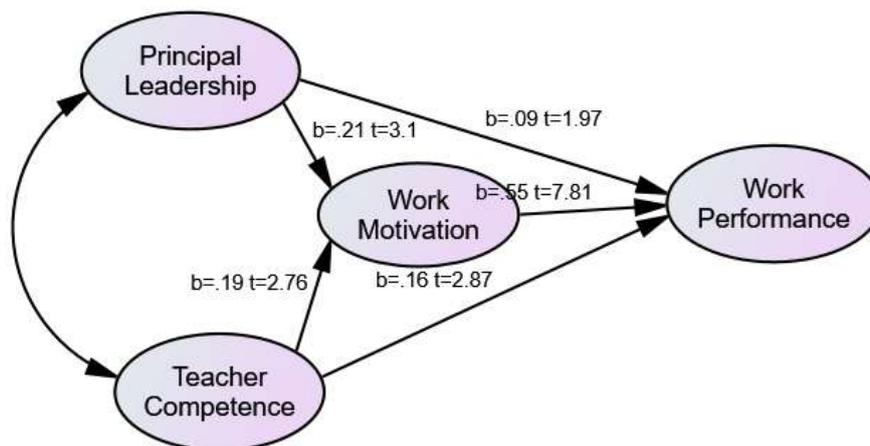


Figure 2. Structural Model Path coefficient results

Table 1. The results of the path coefficient, t arithmetic, and P values

Hypothesis	Proposed Hypothesis	Decision Rule	Result	Conclusion
1	Principal leadership significantly affect work motivation	t-value ≥ 1.96	3.10	Accepted
2	Competency significantly affect work motivation	t-value ≥ 1.96	2.76	Accepted
3	Principal leadership significantly affect work performance	t-value ≥ 1.96	1.97	Accepted
4	Competency significantly affect work performance	t-value ≥ 1.96	2.78	Accepted
5	Motivation significantly affect work performance	t-value ≥ 1.96	7.81	Accepted

4.2. Discussion

The first hypothesis shows that there is positive leadership to the teacher work motivation at Merangin District, Jambi district, with a value of t arithmetic $3.10 \geq 1.96$. So that efforts that can be made by the school management in Merangin District, Jambi, to increase teacher work motivation are through increasing or changing the principal's leadership style, so that teacher motivation is increasing. The test results are in line and support the findings of previous research, such as [1], [2], [3], [4], and [5], which generally produce findings that leadership has a positive effect on work motivation.

The result of hypothesis two shows that both are a positive influence on work motivation and competence of teachers at Merangin District, Jambi district, with a value of t count of $2.76 \geq 1.96$. So that the next effort that can be made by the existing school management in Merangin District, Jambi, to increase teacher work motivation is through increasing teacher competence, it is expected that teacher motivation will increase. The results of the tests are in line and reinforce the findings of previous studies conducted by several researchers such as: [5], [8], [6], [7], which generally results in findings that competence has a positive effect on work motivation.

Hypothesis three shows there is a positive influence on the performance of teacher leadership Merangin District, Jambi district, with a value of t arithmetic $1.97 \geq 1.96$. So that the next effort that can be made by the school management in Merangin District, Jambi, to improve teacher performance is through increasing teacher competency, so that teacher performance to improve. Results of testing an aligned and reinforce the findings of previous research conducted by some researchers such as [4], [5], [3], [2], which findings that the leadership has a positive influence on performance.

Hypothesis four testing shows there is an influence positively on the performance of teachers' competence Merangin District, Jambi district, with a value of t arithmetic $2.78 \geq 1.96$. So that efforts that can be made by the

school management in Merangin District, Jambi, to improve teacher performance through increasing teacher competency, so that teacher performance is increasing. The test results are in line and strengthen the findings of previous studies conducted by several researchers, such as: [5], [8], [6], [7], which generally results in findings that competence has a positive effect on performance.

Hipotesting five shows positive influence motivation to work on teacher performance Merangin District, Jambi district, with a value of t arithmetic $7.81 \geq 1.96$. So that the next effort that can be made by the school management in Merangin Regency, Jambi, to improve teacher performance is through increasing teacher work motivation, so that teacher performance is increasing. The results of the tests are in line and reinforce the findings of previous studies conducted by several researchers such as [1], [2], [3], [4], [5], [6], [7], and [8], which generally produces findings that work motivation has a positive effect on performance.

V. CONCLUSION AND RECOMMENDATION

There is a positive and significant effect of principal leadership on teacher work motivation in Merangin District, Jambi. The finding proves that principal leadership factor has a positive and significant effect on teacher work motivation in the Merangin Regency, Jambi.

Teacher competency has a positive and significant effect on teacher work motivation in Merangin District, Jambi. The result of this finding proves that teacher work motivation in Merangin District, Jambi can be increased through increasing teacher competence.

The principal leadership positively and significantly affects the performance of teachers in Merangin District, Jambi. This finding proves that leadership directly has a significant effect on the performance of teachers in Merangin Regency, Jambi.

Teacher competency has a positive and significant effect on teacher work performance in Merangin District, Jambi. This finding proves that the improvement of teacher performance can be through efforts to improve the competencies of teachers in Merangin District, Jambi.

Work motivation has a positive and significant effect on the performance of teachers in Merangin District, Jambi. This finding proves that to improve teacher performance in order to prioritize giving maximum motivation. Work motivation has the most significant effect on performance. Work motivation is an excellent connecting variable for leadership variants, and competence in influencing teacher performance in the Merangin Regency, Jambi.

Based on the research conclusions, some suggestions are: (1) School leaders to be more able to act as motivators, (2) School leaders to be more capable of acting as problem solvers, (3) School leaders to be more able to act as Resource Allocators, (4) the head of the school to be able to create working conditions better, (5) to improve teachers performance can be by improving work motivation, provision of teacher, and competence. The dimensions variable of competence that dominants are the skills and abilities of teachers.

REFERENCES

- [1]. Awosusi, O.O.a.A.O., *Motivation, and Job Performances Among Nurses In The Ekiti State Environment of Nigeria*. International Journal of Pharma and Bio Sciences, 2011. 2(2): p. 583-595.
- [2]. Dewa Gede Anggada Sayoga Diputra, A.A.P.A., and Putu Kepramareni, *The Influence of Leadership and Organizational Climate of Employee Performance through Motivation as a Mediation Variable*. International Journal of Contemporary Research and Review, 2018. 8(8): p. 20986-20996.
- [3]. Suri, S., *Influence of Leadership Style on Employee Motivation and Performance*. International Journal of Research in Management, 2016. 5(6): p. 65-71.
- [4]. Abdul Razak, S.S., Ramlan Ramlan, *Effect of Leadership Style, Motivation, and Work Discipline on Employee Performance in PT. ABC Makassar*. International Review of Management and Marketing, 2018. 8(6): p. 67-71.
- [5]. Bahriansyah, M.N., Budiandriani, and Ibrahim Dani, *The Influence of Leadership, Motivation, and Competence on Job Satisfaction and Performance on Madrasah Tsanawiyah Negeri Teachers in Makassar*. Journal of Research in Business and Management, 2018. 6(3): p. 31-35.
- [6]. Arman, S.B.T., and Darman Manda, *The Effect of School Supervisors Competence and School Principals Competence on Work Motivation and Performance of Junior High School Teachers in*

- Maros Regency, Indonesia. International Journal of Environmental and Science Education, 2016. 11(15): p. 7309-7317.
- [7]. Dialson Paulus Samosir, M.H.A., and Markum, *The Effect of Work Spirit and Competence on Work Motivation and its Implementation on Employee Productivity of Factory PT. Sinar Metrindo Perkasa*. International Journal of Innovative Science and Research Technology, 2019. 4(5): p. 1066-1076.
- [8]. Fikri Adam, a.J.K., *The Effect of Competence and Motivation to Satisfaction and Performance*. International Journal of Scientific and Technology Research 2019. 8(3): p. 132-140.
- [9]. Haryono, Siswoyo, *Intisari Teori Kepemimpinan*. 2015, Bekasi: Intermedia Personalia Utam
- [10]. Yukl, G., *Leadership In Organizations*. 2013: Pearson.
- [11]. Wibowo, *Manajemen Kinerja*. 2010, Jakarta: Rajawali Press.
- [12]. Mathis, R.L.d.J.H.J., *Manajemen Sumber Daya Manusia*, ed. E. Pertama. 2012, Jakarta: Salemba Empat.
- [13]. Hardwicke, W., *The Influence of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behavior, and Employees' Performance (Study of Outstanding Cooperatives in East Java Province, Indonesia)*. Journal of Economics and Behavioral Studies, 2013. 5(12): p. 876-885.
- [14]. Dessler, G., *Human Resource Management*. 11. 2014: New Jersey.
- [15]. Wang, J.H., Tsai, K. C., Lei, L. J. R., Chio, I. F., & Lai, S. K., *Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: Evidence from the Gambling Industry in Macau*. Business and Management Studies, 2016. 2(1): p. 104–110.
- [16]. Singh, N.A.M.S.K., *Competing Through Employee Engagement: A Proposed Framework*. International Journal of Productivity and Performance Management, 2016. 65(6).
- [17]. Al, L.e., *Pengaruh Motivasi Intrinsik, Motivasi Ekstrinsik dan Pengalaman Kerja Terhadap Kinerja Karyawan (Studi pada BTPN Syariah Semarang)*. Jurnal of Manajemen 2016. 2(2).
- [18]. Haryono, Siswoyo, Effects of Organizational Culture and Work Motivation on Job Performance Among the Private Universities' Full-time Faculties in South Sumatera, Journal International Information Institute, 20 (8A), 2017, URL: <http://repository.umy.ac.id/bitstream/handle/123456789/12644/Artikel%20Jurnal%20Information.pdf?sequence=1>