

The Influence of School Leadership Style and Work Climate on Primary School Teacher Performance

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Abstract—This research is based on the influence of school principal's leadership style and work ethics towards elementary school teacher's performance are important element in order to gain school quality improvement. The purpose of the study is to analyze how much the influence of school principal's leadership style and works ethics towards the elementary school teachers' performance in Mamasa sub-district Mamasa district. This research is Quantitative research. The populations of this research are all of the elementary school's teachers in sub-district Mamasa that were 255 people and the sample of this research are 116 people which are taken by using sample proportioning technique. The data collection technique is using the sampling technique. From the research it can be concluded that; (1) There is a significant effort between both the school principal's leadership style and works ethics toward teacher's performance. (2) There is a significant effort between the school principal's leadership styles toward the teacher's performance. (3) There is a significant effort between works ethics towards the elementary school teacher's performance. Its means that the better school principal's leadership styles and works ethics are affected towards the school teachers' performance improvement. The good leadership, harmonious cooperation and also a good atmosphere guaranteed the teachers to be happy to do their works as good as possible. With the conductive works ethics, the teachers will feel comfortable to work and encourage to work better, because the teachers needed of fell safety, comfortable and peace without any treatment or pressure from the other side are in a good fulfill.

Keywords—*leadership styles, works ethics, teacher's performance*

I. INTRODUCTION

The good education according to Mulyasa is the terms to create a good, modern and prosperous nation life [1]. Education is one of the most important things in the developing of human resources that's why teachers and educational workers have a big responsibility in order to work with it. The teachers become one of the resources that very determined the successful of the education at school, because the teachers are human resources that close to the students in daily education at

school. To create a good quality of professional teachers, need a support from the school principal role that is competent as a leader and manager [2]. On the other hand, the school principal role as a leader that have clear future vision that can be realize and be able to support transparency in school. Besides that, school principal also have a role as a manager, who have effective and efficient strategies to implement all of the policy and decisions that have been made. According to Thoha [3], describe the leadership styles as a behavioral norm that used by someone at the time he/she tried to affected someone behavior in the way he/she look at. Its means that leadership style is the way which used by the leader to affect his/her workers. According to Taufik [4], Describe there are two important factor that affects teachers' performance in school which are teachers' standard qualifications and the relevancy between teachers' ability and his/her teach job. Besides the School principal's leadership styles, works ethics also affected towards teachers' performance. Agustini says that "Works ethics ais defined as a psychological situation that affected organization member's habits, forming from the result of organization act and the interaction between the organization members [5]. Works ethics is one of the important elements in order to gain the improvement of good school quality. The conductive works ethics will be in good developing if the terms of safety feeling, comfortable, support and backup each school elements. So that the teacher's performance becomes good and maximal.

Based on the result of the observation and direct interview with the school principal and teachers at the elementary school in sub-district Mamasa, district Mamasa there are some resistance, which are: (1) There are some teacher that teach based on his/her past experience time after time so he/she feels that he/she has mastering the subject and doesn't want to change towards the new things including learning method, media usage, grading system that wasn't really understood and give lecture by memorization or without preparation before; 2) Some habits that have been done by school principal while they doing monitoring which just only walking around the class without trying to make sure that class condition. There are also some school principal which not react fast to the problems that

the teachers or students are in about, so it seems that the school principal in not wise enough in the decision taking; 3) Training and education which are not yet done in the same way, not all of the teachers can get the opportunity to join the seminar, scientific training or upgrading. Even though almost all of the schools very need that opportunity to be better and have a good achievement.

Based on the background of the study above, so it can be stated the problems of this study are: Is there an influence of the school principal’s leadership styles towards elementary school teachers’ performance in sub-district Mamasa, district Mamasa?, is there an influence of the works ethics towards elementary school teachers’ performance in sub-district Mamasa, district Mamasa?, is there an influence of the school principal’s leadership styles and works ethics in a stimulant ways towards elementary school teachers’ performance in sub-district Mamasa, district Mamasa?.

Based on the formulation of the problem above, the purpose of this study are: to analyze the effect of the school principal’s leadership towards elementary school teachers’ performance in sub-district Mamasa, district Mamasa, to analyze the effect of the works ethics towards elementary school teachers’ performance in sub-district Mamasa, district Mamasa, to analyze the effect of the school principal’s leadership and works ethics in a stimulant ways towards elementary school teachers’ performance in sub-district Mamasa, district Mamasa.

II. METHODS

Research methodology that has been used in this research is descriptive research, which is research that have aim to describe or give information about something according to the reality. This research want to analyze the influence between variable of school principal’s leadership styles, variable of

works ethics towards the variable of elementary school teachers’ performance in sub-district Mamasa, district Mamasa. The methodology that has been used in this research is methodology that based on quantitative. In this research, the populations are elementary school teachers in sub-district Mamasa, district Mamasa which are 255 teachers with the respondent 21 Public and Private Elementary School. Meanwhile the criteria to decide who the sample is the teachers that have been certificated. So the samples of this research are 116 teachers in Public and Private Elementary School. The data collected by the writer by using anklet method. Instrument points are measured by using Likert scale model. In order to give data instrument its need to have validity and reliability test so it can proved that in the instrument there are something valid and reliable to use in collecting data.

Hypothesis testing in this research is using t test to know the own donation of each variable of school principal’s leadership styles (X1) towards variable of teachers’ performance (Y) and variable of works ethics (X2) towards variable of teachers’ performance (Y). The purpose is to analyze is there a correlation between each variables. Double regression analysis and F test are used to know the donation of two free variables which are school principal’s leadership styles (X1) and works ethics (X2) towards teachers’ performance (Y) altogether.

III. RESULTS AND DISCUSSION

A. Partial Test (t Test)

The t test in this research is used to know the influence of free variable (X) in individually way towards attached variable (Y). If the sig. point >0,05, so the independent variable has an impact towards the dependent variable. The result of the statistic test can be looked at the table 1.

TABLE I. T TEST

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,311	6,638		-0,499	0,619
	SCHOOL PRINCIPAL’S LEADERSHIP STYLES	0,444	0,080	0,471	5,549	0,000
	WORKS ETHICS	0,324	0,098	0,281	3,313	0,001

^a Dependent Variable: TEACHERS’ PERFORMANCE

Source: Primer data 2020

Based on the table 1 above by observing row, column t and sig. it can be describe that:

- The influence of the school principal’s leadership style variable (X1) towards the variable of teachers’ performance. The variable of school principal’s

leadership style (X1) has a significant influence towards the teachers’ performance (Y) at the elementary school in sub-district Mamasa, district Mamasa. It can be seen from the significant point of the school principal’s leadership style (X1) $0,000 < 0,05$. And the point of $t_{table} = t(\alpha/2; n-k-1) = t(0,05/2; 116-2-1) = (0,025; 113) =$

1.98118. It means the point of t_{count} larger than t_{table} ($5,549 > 1.98118$), so H_0 is rejected and H_1 is accepted. Mean that the hypothesis which says that there is an influence between school principal's leadership styles toward the teachers' performance at the Elementary School in sub-district Mamasa, district Mamasa partially can be accepted.

- The influence of the works ethics variable (X_2) towards the variable of teachers' performance (Y). Works ethics variable (X_2) has a significant influence towards the teachers' performance (Y) at the Elementary School in

sub-district Mamasa, district Mamasa. This matter can be seen from the significant work ethics (X_2) $0,000 < 0,05$. And the point of $t_{table} = t(\alpha/2; n-k-1) = t(0,05/2; 116-2-1) = (0,025; 113) = 1.98118$. Mean that the point of t_{count} larger than t_{table} ($3,313 > 1.98118$), so H_0 is rejected and H_1 is accepted. So the hypothesis which says that there is an influence between works ethics towards the elementary school teachers' performance partially can be accepted.

B. Double Linear Analysis and F Test

TABLE II. DOUBLE LINEAR ANALYSIS

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3,311	6,638		-0,499	0,619
	SCHOOL PRINCIPAL'S LEADERSHIP STYLES	0,444	0,080	0,471	5,549	0,000
	WORKS ETHICS	0,324	0,098	0,281	3,313	0,001

a. Dependent Variable: TEACHERS' PERFORMANCE

Source: Primer data 2020

Based on the analysis table 2 above, it can be getting the regression equality as below:

$$Y = -3,311 + 0,444X_1 + 0,324X_2 + e$$

Regression equality above shown the relationship between independent variable with the dependent variable in a partial way, from that equality it can be conclude that:

- Constantan point is -3,311, it mean that if there is no change in school principal's leadership style variable and works ethics (The point of X_1 and X_2 is 0) then the teachers' performance is -3,311.

- Coefficient regression point of the school principal's leadership style is 0,444, it mean if the school principal's leadership style variable increase 1% with the assuming works ethics variable (X_2) and constantan 0, then the teachers' performance increasing 44,4%.
- Coefficient regression point of the works ethics is 0,324 mean that if the works ethics variable increase 1%, with the assumption school principal's variable constantan is 0 then the teacher's performance increasing 32,4%.

TABLE III. F TEST

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1555,011	2	777,505	46,654	,000b
	Residual	1883,196	113	16,665		
	Total	3438,207	115			

a. Dependent Variable: TEACHERS' PERFORMANCE

b. Predictors: (Constant), WORKS ETHICS, SCHOOL PRINCIPAL'S LEADERSHIP STYLE

Source: Primer data 2020

This F test is done by using significance comparison $F_{count} > F_{table}$, so the model that has been decided is correct. It can be counted with the formula of $F_{table} = f(k; n-k)$, $F = (2; 116-2)$, $F = (2; 114) = 3.08$ with the significance degree 5%.

Based on the result of statistic testing on the table 3 above it can be seen on the point of F_{count} is 46,654 with the point of

F_{table} is 3,08 That's why point F count is larger than F table or ($46,654 > 3,08$, and the significance level $0,000 < 0,05$ so H_0 is rejected, and H_1 is accepted. It can be concluded that school principal's and works ethics variable have significant influence towards teachers' performance.

TABLE IV. COEFFICIENT DETERMINATION TEST

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,673a	0,452	0,443	4,082	1,919

^a. Predictors: (Constant), WORKS ETHICS, SCHOOL PRINCIPAL'S LEADERSHIP STYLE

^b. Dependent Variable: TEACHERS' PERFORMANCE

Source: Primer data 2020

Based on the table 4 above, can be seen that coefficient determination is in the point Adjusted *R Square* which is 0,443. It means that the ability of the free variable to explain the depended variable is 44,3% and the rest of 55,7% is explained by other variables that was not stated in this research.

- The influence of leadership styles (X1) towards teachers' performance (Y). Based on the result of hypothesis test that has been done before, it can be stated that school principal's leadership styles variable (X1) has a significant influence towards teachers' performance variable (Y). This can be seen from the significant point of school principal's leadership styles (X1) $0,000 < 0,05$. And the point of $t_{table} = t(\alpha/2; n-k-1) = t(0,05/2; 116-2-1) = (0,025; 113) = 1.98118$. It means that the point of t_{count} larger than the point of t_{table} ($5,549 > 1.98118$), that's why H_0 is rejected and H_1 is accepted. One of the school principal job is as an educational leader, which is to lead his/her employee school principal will do the maximal effort to guide a harmonic cooperation with his/her employee in the school, so it can be increase their works spirit, to motivated his/her employee and to create a conducive work situation. Good leadership, harmonic cooperation and also conducive work situation guarantee staff happiness to do their works as good as possible. This hypothesis result also match with the research result that has be done by Putra dan Yunita [6], which stated that with double linear regression analysis shown the result that school principal's leadership styles give a positive influence towards elementary school teachers' performance in sub-district Mamasa.
- The influence of works ethics (X2) towards teachers' performance (Y). Based on the result of hypothesis test that has been done before, it can be stated that works ethics variable (X2) has a significant influence towards teachers' performance variable (Y). This can be seen from the significant point of works ethics (X2) $0,000 < 0,05$. And the point of $t_{table} = t(\alpha/2; n-k-1) = t(0,05/2; 116-2-1) = (0,025; 113) = 1.98118$. It means that the point of t_{count} larger than the point of t_{table} ($3,313 > 1.98118$), that's why H_0 is rejected and H_1 is accepted. With the conducive works ethics, the teachers will feel comfortable to work and will be challenged to work better, because the teachers need of safety feeling, comfortable and peace without any treatment or pressure from the other side is in good fulfill.

- Leadership styles (X1) and works ethics (X2) towards teachers' performance (Y). Based on the result of hypothesis test that has been done before, it can be stated that leadership styles (X1) and works ethics (X2) variables in a stimulant and significant way have some influence towards teachers' performance (Y) variable. It can be seen in the point of F count which is 46,654 with F table in 3,08 so F count is larger than F table ($46,654 > 3,08$, and the significant level $0,000 < 0,05$ that's why H_0 is rejected, and H_1 is accepted. It means the better school principal's leadership styles and works ethics give an impact to the improvement of the teachers' performance. School principal as a leader has an important role in affected the success or failure of education quality in the school. School principal as a backbone of the school should act as spiritual leader, pusher, opener and stabilize the implement of quality education management.

With the relationship and cooperation between the teachers and the school principal that supports by the conducive works ethics, so it will be a good relationship that increases the teachers' performance.

IV. CONCLUSION

The conclusions from this research are: 1) There is a significant influence between the school principal's leadership styles towards elementary school teachers' performance in sub-district Mamasa, district Mamasa. 2) There is a significant influence between the works ethics towards elementary school teachers' performance in sub-district Mamasa, district Mamasa. 3) There is a significant influence in a stimulant way, between school principal's leadership style and the work ethics towards elementary school teachers' performance in sub-district Mamasa, district Mamasa.

Based on this research, so the writer will give some suggestions as below:

- 1) To the school principal as a supreme leader at the school, the writer hope that the school principal can guide a harmonic cooperation with the entire school stake holder such as the teachers, committee, so it can raise the work spirit, work motivation to all the staff below and create the conducive situation.
- 2) The writer hope that this research can be some guideline for the next researchers as a measuring matter.

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