



# The Impact of the Principal's Leadership Style and the Organizational Culture of the School on Teacher Performance in SMAN 1 Cicalengka in Bandung City, West Java

Yusuf Iskandar<sup>1</sup>(✉), Andri Ardhiyansyah<sup>1</sup>, Heliani<sup>2</sup>, and Ujang Badru Jaman<sup>3</sup>

<sup>1</sup> Department of Management, Nusa Putra University, Sukabumi, Indonesia  
{yusuf.iskandar, andri.ardhiyansyah}@nusaputra.ac.id

<sup>2</sup> Department of Accounting, Nusa Putra University, Sukabumi, Indonesia  
Heliani@nusaputra.ac.id

<sup>3</sup> Department of Law, Nusa Putra University, Sukabumi, Indonesia  
Ujang.badru@nusaputra.ac.id

**Abstract.** Organizational culture, which has the potential to have an important role in the success or failure of a business, has an impact on the long-term teacher performance of the organization. Organizational culture can improve performance and productivity, even when change is difficult. This essay uses quantitative research methods. The principal's leadership style and school organizational culture are the main topics of this research. The SMAN 1 Cicalengka facility in Bandung, West Java, became the location of the investigation. According to the debate, corporate culture and leadership style have a positive and significant impact on teacher performance. For SMAN 1 Cicalengka in Bandung, West Java, suggestions and recommendations to related parties are expected to improve organizational culture and leadership practices in order to improve teacher performance.

**Keywords:** Leadership Style · Organizational Culture · Performance

## 1 Introduction

Teachers help students in realizing their potential as human beings completely, including helping them develop a sense of divinity in the Almighty, morals noble values, knowledge, skills, and creativity, as well as the ability to become citizens democratic and responsible. The purpose of mass education is to develop the skills that shape a nation's culture. According to Decree No. 19 of 2005 on National Education Standards, there are eight prerequisites that must be met in order to receive an education. "The eight standards are: Standard Content, Process Standards, Graduate Competency Standards, Educator Competency Standards, Facilities and Infrastructure Standards, Management Standards, Funding Standards, and Program Evaluation Standards Education."

Academic Qualifications and Teacher Competencies. Every teacher must meet the qualification standards nationally applicable academic and teacher competencies".

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Teachers need to have four skills: pedagogic, personality, professional, and social. How well teachers perform educational activities according to performance standards can be used to measure their effectiveness in achieving educational goals. Pursuing teacher performance that ideally requires the use of evaluation tools. A number of variables, including corporate culture and leadership style, influence teacher performance. A factor that influences a leader's ability to lead and influence subordinates is the style of presenting leadership, essentially as a manifestation of the leader's actions. All staff members and students should feel empowered and take responsibility for their assignments finish thanks to the leadership style. Behavior of a leader as a leader greatly influenced by his attitude towards others. Particular attention should be paid to interaction between the expectations of the leader and the work of his subordinates. The influence of organizational culture, or organizational culture, is an invisible social force that influences how employees behave in the workplace. Organizational culture can improve performance, increase organizational productivity, even when change is difficult.

Based on the title below, we explain some of theatrical framework as we mention in our research, there are:

### **1.1 Leadership Style**

According to [1], "a person's leadership style is the standard of behavior used when trying to change the behavior of others." According to [2], leadership style is the ability to mobilize people to make their full and voluntary contributions to meeting or exceeding organizational goals. On basically there are several ways to look at leadership style. According to [3], when looking at leadership behavior, there is a continuum from authoritarian to democratic. He argues that the difference between the use of power by leaders and the use of follower freedom affects the character of this extreme.

### **1.2 Leadership Style Indicator**

The following are indicators of style according to [4]: 1) Decision-making ability; 2) Motivational ability; 3) Communication skill; 4) Ability to control subordinates. 5) Accountability. 6) Ability to control emotions.

### **1.3 Organizational Culture**

Corporate culture according to [5] is a "framework that regulate day-to-day behavior, make decisions for employees, and direct actions employees to achieve organizational goals". A set of accepted values and beliefs, imitated, and upheld by the entire organization is known as organizational culture. By Therefore, the pattern has its own importance and forms the basis of the code of ethics. Culture organizations are used to control and guide how individuals act and think in an organization. Organizational culture is expected to be useful for people who shape the organization in achieving the vision, intent, and purpose of the business. Organizational culture, or culture related to how we live here, defined by [6] as the formation of views, attitudes, and values that are usually held in organization.

## 1.4 Organizational Culture Indicator

According to [7], there are seven main characters of organizational culture, namely: 1) Innovation and Courage to Take Risks; 2) Attention; 3) Result Orientation; 4) People Orientation; 5) Team Orientation; 6) Aggression; 7) Stability.

## 1.5 Performance

[8] states that "Performance appraisal is the process of evaluating an individual workforce or employee to support their performance and be used as a consideration in determining the correct course of action". Action in place work to give employees the opportunity they deserve for their career goals in terms of strengths and weaknesses, employee performance needs to be assessed. This will allow businesses to decide on compensation, offer promotions, and observe employee behavior. This technique referred to as performance appraisal or performance appraisal. Accomplishment is the result of a person successfully completing a task over a period of time, such as meeting a standard predetermined work, targets, or target criteria [9].

## 1.6 Performance Indicator

The following are employee performance indicators by Mangkunegara (2015): 1) quality of work, how well employees do what they are supposed to do; 2) the amount of work, an employee tells how long he works in a day; The amount of this work can be seen in the work rate of each employee. 3) performance of tasks, the extent to which employees are able to perform their work correctly or not at all; 4) A sense of responsibility for not doing the job correctly or accurately if you make a mistake.

## 2 Method

This article uses a quantitative research methodology. This study focuses on how school organizational culture and principal leadership styles influence teacher performance. This research was conducted at SMAN 1 Cicalengka in Bandung, West Java.

## 3 Result

### 3.1 Multiple Regression Test

The following is the regression equation in this study (Table 1).

$$Y = b_0 + b_1X_1 + b_2X_2 + e$$

$$Y' = 2.541 + 2.036X_1 + 2.352X_2 + 0.754$$

Information:

Y = Teacher Performance

**Table 1.** Multiple Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	2.541	.754		-.012	.990
	Leadership_style_X1	2.036	.065	.625	3.487	.002
	Organization_Culture_X2	2.352	.054	.236	2.554	.006

a. Dependent Variable = Teacher Performance. Y

b0 = constant/reciprocal value

X1 = Leadership Style

X2 = Organizational Culture

b1,2 = Regression coefficient, and

e = Standard error

The following is an explanation of the regression equation: 1) The constant 2.541 implies that if Leadership Style (X1) and Culture Organizations (X2) are both 0, then the UMKM Performance number (Y) is 2,541; 2) If the value of the other independent variables continues to decrease in units, then the coefficient of Force Leadership (X1 regression) of 2.036 predicts that Teacher Performance (Y) will also decrease by 2,036. Teacher performance has a beneficial impact, according to the positive coefficient value; 3) Organizational culture variable (X2) has a regression coefficient of 2.352 which means teacher performance (Y) will decrease by 2.352 if the values of the other independent variables continues to decline. Teacher performance has a beneficial impact, according to positive coefficient value; 4) The standard error value is used to reduce the error, making the value e in this case 0,754.:

### 3.2 T-Test

The results of the t-test (partial) statistical test revealed the following

- 1) The value of t count is greater than  $3.487 > 1.66039$  in the t table and the significance value (Sig.) of the first leadership style variable (X1) of 0.002 in the coefficient table is 0.05. This indicates that a leader's leadership style has a significant positive impact on teacher performance.
- 2) The tissue culture variable (X2) has a significant value (Sig.) of 0.006 in the coefficient table, the value is 0.05, and the t-count value is greater than the t-table (that is,  $2.554 > 1.66039$ ). It shows that company culture has a significant impact on teacher effectiveness.

### 3.3 F-Test

(See Table 2).

**Table 2.** F Test Result

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1526.125	3	584.165	21.451	.000 <sup>b</sup>
	Residual	2550.741	185	56.851		
	Total	5210.541	189			

a. Dependent Variable: Performance\_Teacher\_Y

b. Predictors: (Constant), Organization\_Culture\_X2, Leadership\_Style\_X1

## 4 Discussion

### 4.1 The Influence of Leadership Style on Teacher Performance

Based on the results of the survey, the leadership style variable (X1) has a significance value (Sig.) of 0.002 in the coefficient table with a value (significance level) of 0.05, indicating  $0.002 < 0 > 1.66039$ . This indicates that teacher performance is positively and significantly influenced by leader's leadership style.

Ability to motivate others to take full responsibility for efforts meeting or exceeding company goals is a key component of leadership effective. Basically, there are several ways to look at leadership style. Teacher performance increases with their level of leadership.

Performance is the process of evaluating the quality of personality, work behavior, and work results a worker or employee, who is considered to support their performance and is used as a factors in decisions about actions to be taken in the workplace. To give employees deserve opportunities for their career goals in terms of strengths and weaknesses, employee performance needs to be assessed. This will allow the business to decide on compensation, offer promotions, and observe employee behavior.

### 4.2 The Influence of Organizational Culture on Teacher Performance

Based on the results of the study, the tissue culture variable (X2) has a significance value of (Sig.) 0.006 in the coefficient table with a value (significance level) of 0.05, meaning  $0.006 < 0 > 1.66039$ . This matter proves that corporate culture influences the performance of good teachers and significant.

A framework that directs employee behavior, makes decisions for them, and establish their routine behavior to achieve organizational goals is known as culture organization. The collection of values and beliefs accepted, imitated and upheld by all organizations is called organizational culture. Therefore, the pattern has its importance and form the basis of its code of ethics. To organize and direct how people behave and think in a company, organizational culture is used. As both organizational culture and leadership style grow, teacher performance improves. Teacher perform better when the company culture is stronger.

### 4.3 The Influence of Leadership Style and Organizational Culture on Teacher Performance

According to the research findings, the sig value of 0.000 and the F-count are both 21,451. This matter shows that the hypothesis can be accepted if  $F_{count} > F_{table}$  ( $21.451 > 2.42$ ) and sig 0.05 ( $0.000 < 0.05$ ). In this case, it can be said that the variables of leadership style and culture organizations impact teacher performance at the same time, making it possible to estimate or predict teacher performance using two independent variables.

Ability to motivate others to take full responsibility for Efforts to meet or exceed company goals are a key component of effective leadership. In general, leadership styles can be viewed from various angles and organizational culture are equally important in improving performance to set and directs how people behave and think in a company, culture organization is used. Teacher performance will increase when organizational culture and style their leadership grew. To give employees the opportunity they deserve to their career goals in terms of strengths and weaknesses, employee performance needs to be assessed. This will allows businesses to decide on compensation, offer promotions, and observe employee behavior.

## 5 Conclusion

Based on the discussion, leadership style and organizational culture have the same impact on teacher performance, both of which have a significant impact on SMAN 1 Cicalengka Bandung, West Java. Which is expected to improve leadership practices and organizational culture in order to improve teacher performance, suggestions and recommendations addressed to related parties.

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