

Influence of Leadership Style and Motivation to Teachers' Performance in BPI 1 Bandung Senior High School

Sedarmayanti Sedarmayanti^{1,2}

¹ UNITOMO University Surabaya, ² School of Public Administration Bandung

¹ Surabaya, ² Bandung, Indonesia
sedarmayanti@gmail.com

Sabar Gunawan

School of Public Administration, STIA LAN Bandung
Bandung, Indonesia
gunaw911@yahoo.com

Dea Putri Perceka

Maranatha Christian University Bandung
Bandung, Indonesia
dputriperceka@gmail.com

Abstract—Education must adapt to change by improving the performance of its human resources. Especially schools, which have an important role in improving the resources of students are teachers as educators and principals as leaders. In this regard, researchers try to identify variables that mostly affect their performance. The variables used in this research are leadership style, motivation and performance. It aims to find the influence of leadership style and motivation on teachers' performance in BPI 1 Senior High School, Bandung, either simultaneously or partially. The method used is primary data, in other word a set of research instrument of questionnaires which distributed to 50 teachers and employees of BPI 1 Bandung using probability sampling technique. This instrument has been validated by using the validity of Spearman and Cronchbach alpha reliability test. The descriptive method and verificative method are used, while, multiple regression analysis is used for data analysis. The results of calculation and descriptive analysis indicate that leadership style and motivation of teachers and employees of SMA BPI 1 Bandung are in the high category. Similarly, their performance aspect is also in the high category. The research and hypothesis testing show that leadership style and motivation have a positive influence, or in simultaneous direction toward teacher performance in BPI 1 Bandung, that is 15,8%. While 84.2% was influenced by other factors outside the scope of this research. Partially, the leadership style did not affect the performance of teachers and employees of BPI 1 Bandung. On the other hand, provision of motivation turned out to show a positive influence and inline to the performance of teachers and employees in BPI 1 Bandung by 14,37%.

Keywords—*leadership style; motivation; performance*

I. INTRODUCTION

Education is a place where learning process takes place. It is a part of the components of human resources as an organization's driving force. Furthermore, the task of the

educational institution is how to create superior human resources, where the graduates of the school will be expected to help the national development. Along with the current development of the era, the world of education will follow the current development of the era. The way to anticipate it is by preparing as good as possible human resources in order to encourage the organization to achieve goals that have been set.

Currently teachers are required to be professionals in education. Teacher is a profession or a position that require special skills. This type of work can not be done by anyone outside the field of education. The teacher profession includes educating, teaching, and training. Educating means to continue and to develop the value of life, teaching means to continue and to develop the values of life, and training means to develop skills to students [1].

Competition in the education today is very tight. Currently the task of an organization for how to be superior and known to many people. One of them is by improving the performance. The way to survive and compete by teachers and employees of BPI 1 Bandung is by educating students more optimally, developing students based on their talent and interests, also the highly competitive vision and mission owned by SMA BPI 1 Bandung. Moreover, the task of teachers and employees of SMA BPI 1 Bandung is that they should work harder in order to have a national teacher standard that excels in their field.

The success of a leader with the owned leadership style will support the formation of an effective leadership style. Any decision taken by a leader will affect the continuity of the activities and development of an organization or company. Each leader has a different way of leading an organization, the behavior is called leadership style.

Based on the results of the review and direct interviews there are phenomena which inhibit the performance of teachers. Fig. 1 illustrates one of the interview results.

The performance of teachers and employees in SMA BPI 1 has a variety of performance. Among them are some teachers who have a performance of good, moderate, and low.

Fig. 1. Interview Results of Some Teachers at SMA BPI 1 Bandung.

Table 1, furthermore, shows the result of pre-survey which describes the presumption of low performance of teachers and employees in SMA BPI 1 Bandung.

TABLE I. PERFORMANCE OF TEACHERS AND EMPLOYEES

No.	Performance Indicator	Expected Results	Survey Results
1.	Quality of work	100 %	86,66%
2.	Quantity of work	100 %	83,3%
3.	Punctuality	100 %	73,3%
4.	Cost Effectiveness	100 %	83,3%
5.	Need for Supervision	100 %	76,67%
6.	Interpersonal Impact	100 %	93%

Source: Results of pre-survey performance of teachers and employees of SMA BPI 1 Bandung.

From the results of pre-survey shows that there is a problem in the not optimal performance. This can be seen in the presumption of low accuracy of teachers and employees in completing tasks that have been targeted or predetermined and independence in completing the tasks that have been given, as well as the target number of jobs that are not achieved.

Furthermore, table 2 below shows pre-survey results on the presumption of leadership style and motivation issues.

TABLE II. STYLES OF LEADERSHIP AND MOTIVATION

No.	Statement	Answer	
		Yes	No
1.	I can work with other colleagues.	28	2
2.	I feel support in solving problems.	30	0
3.	I can influence people in my work environment.	20	10
4.	I feel that my boss often listens to the complaints of his employees.	25	5
5.	My leadership coordinates and supervises me tightly.	27	3

Source: Results of pre-survey performance of teachers and employees of SMA BPI 1 Bandung.

II. LITERATURE REVIEW

Managing human resources (HR) becomes very important in this century, as stated by Schuler and Jackson in Sinambela [2]. Human resources in each organization both public and business, is the most important resource beside other resources. That's because human resources become the main actors that will move various resources.

Basically every leader has different behaviors in leading his employees. The behavior of leaders is called leadership style. Leadership is one of the functions of management. Miftah

Toha suggests that leadership style is the norm of behavior used by a person when the person is trying to influence the behavior of others or subordinates [3].

According to Vroom in Siagian, motivation is the outcome of a result which is wanted to be achieved by a person and concerned that his actions will lead to the desired outcome [4]. This theory is developed by David C. McClelland that focuses on three needs.

Dimensions of performance according to Bernadin and Russell in Sutrisno, can be measured based on six criteria, namely [5,6]:

- Quality.
- Quantity.
- Timeliness.
- Cost effectiveness.
- Need for supervision.
- Interpersonal impact.

III. METHODS

A. Research Framework

In order to clarify the effect of leadership styles and motivations on performance, it will be seen in the framework scheme described as follows:

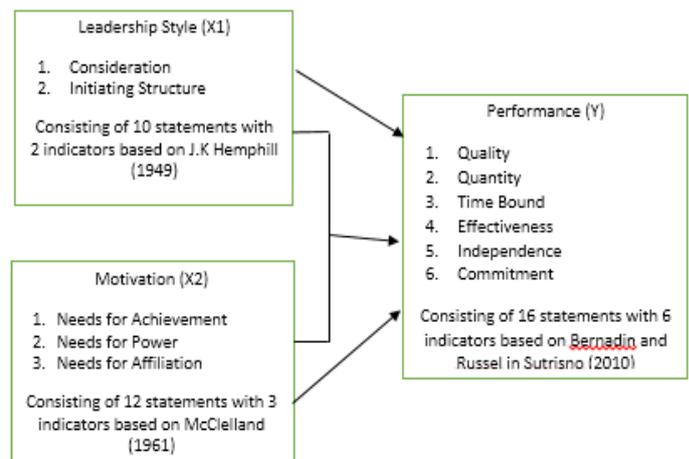


Fig. 2. Iresearch framework.

B. Research Hypotheses

Based on the framework above, the research hypotheses that can be used as the rationale in this research are:

- H1: Leadership style and motivation positively influence to teachers' performance in SMA BPI 1 Bandung.
- H2: Leadership style positively influence to teachers' performance in SMA BPI 1 Bandung.
- H3: Motivation positively influence to teachers' performance in SMA BPI 1 Bandung.

C. Research Method

This research is descriptive, which describes the state of phenomena and the characteristics of variables; in this case it describes the influence of leadership style, motivation and performance of teachers in SMA BPI 1 Bandung. The data used are primary data obtained directly from the respondents.

For data analysis used in this research is with quantitative data analysis. The analysis used in data processing is based on respondent attitude criteria on each variable.

D. Respondents

In this research, the sample used is 50 teachers and employees of SMA BPI 1 Bandung. Data collecting was done in this research is by using questionnaire which is a method of collecting data by giving or spreading questions to respondent.

IV. RESEARCH RESULTS

The results of processing using Pearson correlation with the help of statistic 24 IBM SPSS software, then compare it with the critical point, then obtained the results of validity for leadership style variables. The results of processing using Pearson correlation with the help of statistic 24 IBM SPSS software, then compare it with the critical point, then obtained the results of validity for the variable motivation.

The next step is category for the leadership style variable itself. This calculation is obtained by finding the average value of each sub variable. Here's the average total value of leadership style variables.

TABLE III. TOTAL AVERAGE VARIABLES OF LEADERSHIP STYLE

No.	Dimension	Average	Category
1	Consideration	3.97	Good
2	Initiating Structure	3.99	Good
Leadership style		3.98	Good

Sources: Questionnaires, analyzed data, 2017.

The results shown that the leadership style variables have an average total value of 3.98 thus the dimension of leadership style owned by SMA BPI 1 Bandung is in good category. When viewed from the comparison of values in each sub variable, that the sub variable of the consideration dimension has good category, it shows that the leader's attention is oriented to the tasks assigned to the teacher and other employees. Ideally, in addition to the leader's focus on tasks, a leader should also share his attention to teachers and employees.

The next step is category for the motivation variable itself. This calculation is obtained by finding the average value of each sub. Here's the average total value of the motivation style variable.

TABLE IV. TOTAL MEAN VARIABLE MOTIVATION

No.	Dimension	Average	Category
1	Needs for Achievement	3.43	Good
2	Needs for Power	3.39	Fair
3	Needs for Affiliation	4.04	Good
Motivation		3.62	Good

Sources: Questionnaires, analyzed data, 2017.

The results are shown in the table above that the motivation style variables have an average total value of 3.62 thus the dimensions of motivation possessed by teachers and employees of SMA BPI 1 Bandung are in a high category. When compared with the previous table results, the need for affiliation has the highest value with an average value of 4.04, followed by the need for achievement with an average value of 3.43 and the need for power of 3.36.

The next step is category for the performance variable itself. This calculation is obtained by finding the average value of each sub variable p. Here's the average total value of performance variables.

TABLE V. AVERAGE TOTAL PERFORMANCE VARIABLES

No.	Dimension	Average	Category
1	Quality	3.83	Good
2	Quantity	3.69	Good
3	Time-Bound	3.82	Good
4	Efectiveness	3.77	Good
5	Independence	3.23	Fair
6	Commitment	4.07	Good
Performance		3.74	Good

Sources: Questionnaires, analyzed data, 2017.

Results show that the performance variable has a total average value of 3.74 thus the dimensions of performance owned by teachers and employees of SMA BPI 1 Bandung is in good category. When compared to other sub variables, which has the highest value is a sub-variable of commitment with a total average value of 4.07.

In multiple linear regression test will be tested the influence of leadership style (X1), motivation (X2) on the teachers performance (Y) in SMA BPI 1 Bandung, using multiple linear regression test method.

TABLE VI. MULTIPLE LINEAR REGRESSION TEST RESULTS

Model		Coefficient ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	13.410	3.473		3.862	0.000
	Leadership style	0.171	0.492	0.056	0.348	0.729
	Motivation	0.622	0.276	0.364	2.258	0.029

Source: SPSS V 24.

The coefficient of determination is used to measure how far the ability of the model in explaining the dependent variable. The value of coefficient of determination is at the value of 0 and 1. At the time coefficient value close to 1 then the ability

of independent variables shows almost all the information needed to predict the dependent variable. In this research, data used is R square, because the value can rise up if one independent variable added in the model.

TABLE VII. COEFFICIENT OF DETERMINATION

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.398 ^a	0.158	0.122	156.176

^a. Predictors: (Constant), Motivation, Leadership Style.

Source: SPSS V.24.

Determination Coefficient = R Square x 100%.
 Determination Coefficient = 0,158 x 100%.
 Determination Coefficient = 15,8%.

Based on table 7, can be known that the coefficient of determination value is 15.8%. Means, there is influence of leadership style and motivation on teacher performance in SMA BPI 1 Bandung amounted to 15.8% while the rest amounted to 84.2% influenced by other variables besides leadership style and motivation

Based on the results of SPSS V.24 program processing in table 8, obtained the result that the influence of motivation on teacher performance in SMA BPI 1 Bandung amounted to 14.37%.

TABLE VIII. MOTIVATION PARTIAL TEST RESULTS MOTIVATION ON PERFORMANCE

Model		Coefficients ^a										
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	13.410	3.473		3.862	0.000						
	Leadership style (X1)	0.171	0.492	0.056	0.348	0.729	0.259	0.051	0.047	0.690	1.450	
	Motivation (X2)	0.622	0.276	0.364	2.254	0.029	0.395	0.313	0.302	0.690	1.450	

^aDependent Variable: Performance (Y).

The results of the calculation as follows:

$$\text{Motivation} = (\text{standardized coefficients beta} \times \text{correlation zero order}) \times 100$$

$$\text{Motivation} = (0.364 \times 0.395) \times 100$$

$$\text{Motivation} = 14.37\%$$

V. CONCLUSIONS

A. Conclusion

Based on the results of research that has been done that to see the influence between leadership style and motivation on the performance of teachers and employees in SMA BPI 1 Bandung, it can be drawn conclusion as follows:

- Leadership style owned SMA BPI 1 Bandung is in the good category with a score of 3.98. This can be seen from the average score obtained from all sub-variables of leadership style that is leadership style consideration dimension with score 3.97 and leadership style initiating structure with score 3.99.
- Motivation of teachers and employees of SMA BPI 1 Bandung is also in the high category with a score of 3.62. This can be seen from the average score obtained from all sub-variables of motivation that is the need for achievement, the need for power, and the need for affiliation. In this category, the need for affiliation has the highest value of 4.04, while the lowest is in the need for power with a score of 3.39.
- Performance of teachers and employees of SMA BPI 1 Bandung is in the good category with a score of 3.74. This can be seen from the average score obtained from all performance sub-variables, it is quality, quantity, timeliness, effectiveness, independence, and commitment. In the performance variable that has the

highest value is a commitment with a score of 4.07 and the lowest is the sub variable independence with a score of 3.23.

- In testing the hypothesis is stated that leadership style and motivation simultaneously have a positive or unidirectional influence on teacher performance in SMA BPI 1 Bandung. It can be seen that based on calculation $F_{count} > F_{Fig.}$, that is $4,419 > 3,191$.

Results on partial hypothesis testing, that:

- That leadership style has no effect or have a positive or unidirectional influence on teacher performance in SMA BPI 1 Bandung. It can be seen that from the calculation that $t_{hitung} < t_{tabel}$ is $0348 < 2.012$.
- Motivation or have a positive or unidirectional results on teacher performance in SMA BPI 1 Bandung. From the calculation results obtained that $t_{count} > t_{table.}$, that is $2.258 > 2.012$ based on the results, the performance that influences between the motivation to the performance is equal to 14.37%.

B. Suggestions

Based on the results of research and observations which has been done in SMA BPI 1 Bandung, there are some suggestions that can be taken into consideration to manage human resources development in the future. The suggestions are:

- On the existing leadership style, it should be maintained, either by increasing attention to the task and attention to subordinates. Because ideally, a good leader is to pay attention to both, between attention to task and attention to subordinates and to place a style of leadership based on the circumstances of the environment.
- In the variable of motivation, motivation given by teachers and employees of SMA BPI 1 Bandung, is in the high category. This does not mean that if it is in the high category no changes are given. The best is to maintain the motivation that has been owned. But there are some aspects that need to be improved such as motivation with the need for achievement. By increasing the need for achievement, it will naturally encourage personal figures to have a strong desire to take responsibility, to set goals when faced with difficult conditions, and also have a great sense of desire to get an assessment of their performance.
- Employee performance is very important in an organization, performance generated by teachers and employees in SMA BPI 1 Bandung has been included in the category of good but there are some aspects that need to be fixed and improved in order to increase employee performance more improved, namely the sub variable of independence. How to improve it can be a way to give praise or give feedback on what has been done to develop a sense of confidence in doing the tasks that have been given. In the sub-variable of independence that has the smallest value is a statement item stating that it still requires someone else to complete the task. Another way for a sub-variable of self-reliance to increase is to instill confidence in yourself that what is done and what is produced is the best result based on each individual's effort.

All the limitations in this research that can cause bias or inaccuracy in the results of this research, among others, in this study only use descriptive method with case study approach through questionnaires distributed to 50 teachers and employees in SMA BPI 1 Bandung, so the conclusion taken only on the basis of data collected through written instruments. For further research, it is necessary to do further research on performance in SMA BPI 1 Bandung using other independent variables such as job satisfaction, competence, work discipline and compensation.

Thus the headmaster SMA BPI 1 Bandung can try other leadership styles in applying leadership style in SMA BPI 1 Bandung. Later, it is expected that other leadership styles can have a positive impact or effect on performance. Possible leadership styles can be applied are transformational leadership styles or democratic leadership styles. As for other leadership styles by combining leadership styles based on appropriate conditions and situations.

REFERENCES

- [1] H. Usman, *Manajemen: Teori, Praktik, dan Riset Pendidikan*. Edisi Ketiga. Jakarta: Penerbit PT. Bumi Aksara. 2009.
- [2] L. P. Sinambela, *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara. 2016.
- [3] M. Thoha, *Kepemimpinan Dalam Manajemen*, Jakarta: Rajawali Pers. 2010.
- [4] S. P. Siagian, *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara. 2016.
- [5] T. V. Russel and B. Bernandin, *Penilaian Prestasi Kerja, Teori dan Praktek*. Seri Manajemen Nomor 9. Pustaka Binaman Pressindo, 1995.
- [6] E. Sutrisno, *Manajemen Sumber Daya Manusia*. Edisi pertama. Cetakan Kedua. Kencana Prenada Media Group. Jakarta, 2010.