

Leadership and Performance of Teachers and Employees of SMK Sunan Drajat Lamongan

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Abstract: *This study aims to determine the effect of leadership style on the work performance of teachers and employees at SMK Sunan Drajat Lamongan. Quantitative research method involving 98 respondents using the validity test, reliability test and multiple regression analysis. The results of research at SMK Sunan Drajat Lamongan showed the magnitude of the positive influence between the influence of leadership style on the work performance of teachers and employees at SMK Sunan Drajat Lamongan. The correlation coefficient value of 0.876 indicates a positive relationship between leadership style and employee performance at SMK Sunan Drajat Lamongan. While the coefficient of determination (R²) is 76.7% indicating the magnitude of the contribution of leadership style to work performance*

Keywords : *Employee performance, Leadership Style, Educational Staff, Teacher, School*

Introduction

The development of education today must be aligned with technological developments. The millennial era or the 4.0 era is a part that cannot be dammed today, even some have headed to the 5.0 era in both industry, commerce and services. The development of education in the improvement of quality and quantity also needs support from all stakeholder. Education stakeholders which include teachers, employees, parents, society and government. Parents' role is a mandatory factor in supporting the quality of students when they are in the home environment. Parents should take part in motivating their children to stay in the spirit of studying.

The role of a teacher in shaping the quality of students in an effort to improve academic skills is strongly supported by the facilities and motivation of the school principal in the educational environment. Facilities in supporting the teaching and learning activities become a part that should not be reduced because it is a means to support the process of transferring science to students. With supporting facilities in the learning process can facilitate students to acquire knowledge. The role of the principal is to ensure that the learning activities in the school have run according to the educational planning program.

A school principal must be able to accommodate all the potential of the school in the form of equipment, environment, technology access, teachers and employees. The requirements of being educators differ once with the employees in a company. A teacher should be able to display a situation that can be a role model for all students in the ward where they study.

A teacher is not only transferring science but must be able to display a attitude that can be imitated for the life of her students. A teacher must also be able to become a parent in the place of study. A teacher must be an inspiration for the development of the student's life in the future. A teacher must be able to make a positive impact on student life development. Therefore, related to the development of technology and various problems faced in the educational environment of a school principal should be able to solve problems related to activities in the school environment with the efficient and As effective as. The principal is an education manager. The success of a manager is success in managing the resources that are owned by the education. The school is a business unit in service, a field of service to someone who cannot be enjoyed in a moment's time. The success of education quality can be seen when alumni have been accepted in society.

One of the determinants of the company's success is human resources. Good human resources will contribute to the success of organizational units when compared to other factors such as capital, raw materials or machinery. The leadership factor plays a very important role in the overall effort to improve organizational unit performance. It is said that because performance does not only highlight the angle of executing personnel who are generally technical but also from working and managerial groups.(Tampubolon, 2007)

Hersey said several factors related to leadership: leadership style, follower maturity, follower expectations, and the task at hand. Some situational leadership models include four leadership styles namely democratic, autocratic, participating (encouraging and social) and delegating (laissez fairez style) (Hersey, P., & Blanchard, 1988). Leadership in an organization wants the success of its business, the human resources must be constructed, coordinated and directed according to the objectives of the company to be achieved and the satisfaction of self-employee. Human resources are not production factors such as machinery and raw materials but rather are "partners" of work for the organization. The power available to the company not all of them can be directly productive workforce. The manpower within the company must be selected, placed, trained, assessed for its achievement and given cons adequate performance, so that the work achievement can be continuously improved and the company can achieve the desired objectives.

A poorly managed organization with a charismatic leader can become famous today and will be paralyzed for the time afterwards. The challenge for modern organizations requires a manager who has a good vision and commitment from an objective perspective of his leadership (Bolman, L. & Deal,

1991). Organisations need to be aware of the importance of improving employee performance, and will always pay attention to what factors can affect employee work achievement. The expertise of a leader in moving others to achievers will create a sense of delight in employees and will influence someone to improve work performance. Differences in social situations, education, knowledge and skills can lead to dissatisfaction and motivation in accordance with the achievement of each employee can improve achievement. The Better school climate can enhance staff performance, improve student achievement and promote higher morale (Freiberg, 1998). The school environment is one of the most important elements of a learning program. Not creating a harmonious and functioning school environment, it is impossible to achieve good academic performance (Heck, 2000). This field research illustrates a problem between leadership style and employee performance in an educational institution. The purpose of the research at SMK Sunan Drajat Lamongan aims: 1. To determine how the relationship between leadership style and employee performance at SMK Sunan Drajat Lamongan. 2. To determine the magnitude of the influence of leadership style on employee performance at Sunan Drajat Lamongan Vocational School.

Leadership in the educational institution will be effective if the human resources in the institution have a high working motivation, so that the motivation can improve cooperation to encourage all Employees work vigorous and accomplished. Employee achievement is measure that can be used to determine the results of implementation of tasks and responsibilities given in a certain period (Dewi Sandy Trang, 2013). Leadership plays an important role that will move and direct the organization in achieving goals and a school principal must have the ability to influence them, motivate all teachers and employees, who will have an impact on Improved performance (I Nyoman Jaka Alit Wiratama, 2013).

Through leadership will create employee performance that matches what is expected. A leader is the creator of passion and working passion for all of his employees. Leaders must also be able to explain the vision and mission of the organization well and direct pegawai-pegawainya to clear objectives. Leadership is part of the ability to influence others to achieve goals with enthusiasm. Leadership is the process of influencing and giving examples to its employees through the process of communication in an effort to achieve organizational objectives. Leadership is the process of influencing an other to achieve a common goal (Kreitner, 2008).

Leadership is the ability to influence the group to achieving goals. Leadership is the process of influencing group activities set to achieve a common goal (Jacob and Jacques, 2008). Leadership is a process of giving meaning to cooperation and resulting in a willingness to lead in achieving goals. Leadership is the use of influence in the device or organizational situation, which results in something meaningful and directly impacted to challenging objectives. The interaction between educators with

learners will make the success of an education (Ivancevich Robert Konopaske and Michael T. Matteson., 2008) .

Leadership is a the leaders ' behavior in directing and controlling subordinates to achieve a set goal (Ester Manik, 2011). It is simple to say that leadership is a way for a leader to influence its subordinates, educators and educational personnel. How to influence educators and education personnel will create the culture of the institutions it has to lead. Teachers as highly decisive educators in the learning process in the classroom. The leadership role will be reflected by how teachers perform their roles and duties, which means that the teacher's performance is a decisive factor for the quality of education that will have implications on the quality of graduates (Engkay Karweti, 2010).

Teachers are the most decisive component in the overall education system, which should get the main attention (Ester Manik, 2011). Teachers are public figures that will always be a strategic highlight when talking about educational problems, including in the education system. Teachers have to played a major role in educational development, especially those held formally in schools. Teachers also determine the success of students, especially in the teaching and learning process, while education is essentially a process for someone to acquire knowledge that can later be utilized For the future (Miftachul Ulum, 2018)

The low performance of teachers will have an effect on the execution of tasks that in turn will also affect the achievement of educational objectives. Thus the managerial skills that the headmaster had in establishing and maintaining the teacher's performance were needed. The managerial ability of the principal is a set of technical skills in carrying out the task as a school leader to power all potential resources available in achieving the objectives of the school or educational institution. The headmaster as a functional power teacher who is a burden of duty to lead a school where the teaching process is held, or a place where interaction between teachers who give lessons and students who receive Lessons. In applying his leadership, a school principal is required to apply his own leadership style (Wahjosumidjo, 2003). Leadership styles are behaviours and strategies, as a result of a combination of skills, traits, attitudes, philosophy which a leader often applies when he tries to influence his employee performance. (Tampubolon, 2007).

Leadership style is the norm of behaviour used by someone when the person tries to influence other people's. The leadership style is suitable when the company's objectives are communicated and subordinate has accepted it. A leader must adopt a leadership style to manage his subordinates, as a leader will greatly influence the organizational success in achieving his goals. Leadership has the most important role in creating organizational reality and shaping organizational culture. Productivity is the teacher's performance can be realized if it is supported by a strong organizational culture and a conducive organizational climate. This illustrate that the leadership style adopted by the principal the formation

of culture and organizational climate in the school. The function of leadership is to guide, guide, guide, develop giving or waking up work motivations, driving the organization, establishing a good communication network, providing supervision, efficient supervision and bringing followers to the intended target in accordance with the provisions and planning. A manager's leadership can be systematically developed and improved (Kreitner dan Kinichi, 1998). A leader in dealing with situations is required to understand his leadership style, be able to diagnose the situation at hand and be able to apply the leadership style in accordance with the situation at hand.

Ahmad Fadli in research entitle “ The Effect of Leadership style on Employee Performance at PT. Medan Industrial Esatate “. Proves that empirical the leadership style has a positive signifivant influence on employee performance. This influence establish that there is a direct influence between leadership style and employee performance, which means that a good leadership style will increase high employee performance. While this significant influence shows that leadership sytle significant influences employee performance. Job performance is the work achievement of employees during a certain period compared to the possibilities that have been achieved (John Soeprihanto, 2007). Job performance is the the quality achieved by worker in carrying out their duties in accordance with their responsibilities. Job performance needs to be done an assessment to find out the achievements achieved by an employee (Mangkunegara, 2000).

Methodology

This quantitative study involved all components of the population, totaling 98 people. The data collection method in this study used a questionnaire as a data collection instrument. Statement indicators are tested through validity and reliability tests. Validity test is used to determine the level of validity of the instrument data. . The reliability test is used to test the level of confidence in the test equipment. The value of an instrument can have a high level of confidence if the test results of the instrument show consistent results. Reliability test can be shown by using Cronbach's Alpha number. Data analysis using multiple regression. Data processing using the Statistical Packages for Social Sciences application (Miftachul Ulum, 2020)

Results and Discussion

The results of the study involving all components of the population, totaling 98 people, obtained an overview of the population as shown in table 1. From table 1 obtained information about study respondents, 63 respondents are male (66.3%), and 33 respondents are female (33.7%). The education level qualification of Postgraduate respondents was 15.3%, Undergraduate 66.3% and High School 18.4%. Based on the age of respondents in the age range of 20-30 years is 23.5%, aged 31-40 years 40.8% and above 41 years 35.7%

Table 1. Demographic Profile of Respondents

		Respondent (n)	Percentage (%)
Gender	Male	65	66,3
	Female	33	33,7
Qualifications	Master's degree	15	15,3
	Bachelor's degree	65	66,3
	Senior High School	18	18,4
Age	20-30	23	23,5
	31-40	40	40,8
	41 above	35	35,7
Years of Experience	1-10 years	18	18,4
	11-20 years	40	40,8
	21 years above	40	40,8

Statement indicators are tested through validity and reliability testing. Validity test is used to determine the level of validity of data instruments. Validity test can be demonstrated by the correlation value between the score of each statement with the total score of a statement. Said to be valid if the statement score has strong support for the total score with the provisions if $r_{count} > r_{table}$. Reliability test is used to test the level of confidence in the test equipment.

The value of an instrument can have a high level of confidence if the instrument test results show a fixed result. The reliability test can be demonstrated using Cronbach's Alpha numbers. It is said to be reliable if the Cronbach's Alpha value > 0.60 . The results of the validity test of the score of each leadership style statement and the score of the employee's performance statement are as in table 2

Table 2. Validity Test Results

	Indicators	R_{count}	R_{table}	Decision
Leadership Style	1. The principal is able to give wise decisions	.915**	.256	Valid
	2. The principal is able to provide motivation in increasing the creativity of teachers and employees	.846**	.256	Valid
	3. The principal is able to communicate with teachers and staff without any obstacles	.815**	.256	Valid
	4. The principal is always responsible for any decisions that have been determined	.305**	.256	Valid
	5. The principal is able to give sympathy to teachers and employees so that at work they do not feel ordered	.771**	.256	Valid
	6. The principal is able to control emotions in front of the teacher and staff in any situation	.933**	.256	Valid

	7. Principals in religious life can be role models of teachers and employees	.301**	.256	Valid
Employee Performance	1. Implementation of work results in accordance with established standards	.890**	.256	Valid
	2. Implementation of the work in accordance with the specified quantity	.388**	.256	Valid
	3. Implementation of the work in accordance with the specified time	.284**	.256	Valid
	4. Implementation of the work in accordance with available resources	.380**	.256	Valid
	5. Implementation of work results can be accounted for according to applicable regulations	.859**	.256	Valid
	6. Implementation of work results refers to the agreed work contract	.327**	.256	Valid
	7. Creativity and development of quality work are valued	.253*	.195	Valid

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed)

The reliability test results of the scores of each leadership style statement and the employee performance statement scores are as in table 3.

Table 3. Reliability Statistic

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Decision
Leadership Style	0.781	0.884	All items are acceptable
Employee Performance	0.713	0.740	All items are acceptable

The reliability test analysis showed that the reliability coefficient of Cronbach's Alpha leadership style variable was 0.781 and the reliability coefficient of Cronbach's Alpha employee performance variable was 0.713. Based on the results of this analysis can be accepted because both of them have reached the level of reliability of Cronbach's Alpha above 0.60.

Data collected through the distribution of questionnaires arranged in the distribution of data are then processed using the Statistical Packages for Social Science application (Miftachul Ulum, 2013).

Disseminating data on the score of each study variable is grouped into 3 levels including high, medium and low as in table 4

Table. 4: Score Distribution

	Score	Category	Frequency	Percentage
Leadership Style	32 – 35	High	42	42,8
	28 – 31	Medium	13	13,2
	16 – 27	Low	43	44
Employee Performance	32 – 35	High	1	1
	28 – 31	Medium	53	54,1
	16 – 27	Low	44	44,9

The level of leadership satisfaction score low 44%, the level of leadership satisfaction score is medium 13.2% and the level of leadership satisfaction score is high 42.8% of the total number of respondents. The level of employee performance satisfaction score low 44.9%, the level of employee performance satisfaction score 54.1% and the level of employee performance satisfaction score high 1% of all respondents.

The results of data processing in the study variable score with SPSS obtained a description of research data summarized in the research data description as in table 5.

Table 5 . Descriptive Statistic

	N	Min	Max	Sum	Mean	Std Devition
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Employee Performance	98	22	33	2732	27.88	.245 2.421
Leadership style	98	25	34	2897	29.56	.324 3.211
Valid N (listwise)	98					

Based on 98 respondents data the minimum score for employee performance variables 22 and the maximum score is 33 while the minimum score for leadership style variables is 25 and the maximum score is 34. The total number of employee performance variables is 2732 and the total score for leadership style variables is 2897.

Relationship Between Employee Leadership And Employee Performance In SMK Sunan Drajat Lamongan

Table 6 shows the value of the product moment correlation coefficient between the value of the leadership style score and the value of the performance score of employees at SMK Sunan Drajat Lamongan.

Table 6. Correlations

		Performance	Leadership Style
Achievement	Pearson Correlation	1	.876**
	Sig. (2-tailed)		.000
	N	98	98
Leadership Style	Pearson Correlation	.876**	1
	Sig. (2-tailed)	.000	
	N	98	98

** . Correlation is significant at the 0.01 level (2-tailed).

The required correlation coefficient value range - $1 \leq r \leq 1$ where the correlation between leadership style and employee performance is 0.876 which means that the relationship between leadership style and employee performance is strong and positive. Testing of the presence or absence of a relationship can be seen from the magnitude of the r probability value. The magnitude of the probability r value of 0.000 indicates that the value of r probability < 0.01 which means there is a significant correlation between leadership style and employee performance at SMK Sunan Drajat Lamongan

Influence Between Leadership Styles And Employee Performance In SMK Sunan Drajat Lamongan

Table 7 shows the results of the linear regression equation between leadership style and employee performance at SMK Sunan Drajat Lamongan.

Table 7. Regresi linier

	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
Constant	8.262	1.108		7.456	.000
Leadership Style	.663	.037	.876	17.794	.000

a. Dependent Variable : Employee Performance

The results of data processing obtained a constant value of 8.262 which means that if there is no leadership style, the consistency value of employee performance is 8.262 and the regression coefficient is 0.663, which means that every change in leadership style will cause a positive change in employee performance of 0.663. So the regression equation $Y = 8.262 + 0.663X$. Testing the presence or absence of the influence of leadership style on employee performance we do t-test where if $t_{count} > t_{table}$ then there is an influence of leadership style with employee performance. Based on the test results obtained $t_{count} 17.794 > 1.98498$, it can be concluded that there is a significant influence between leadership style and employee performance at SMK Sunan Drajat Lamongan

Table 8 shows the magnitude of the influence between the leadership style and employee performance at SMK Sunan Drajat Lamongan.

Table 8. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.876 ^a	.767	.765	1.179

a. Predictors : (Constant), Leadership Style

b. Dependent Variable : Performance

Based on R Square value of 0.767 which means that the leadership style contributes an effect of 76.7% to employee performance and 23.3% of employee performance is influenced by other factors. The results of this study when compared with the research conducted by Ahmad Fadli have the agreement that empirically leadership style has a significant influence on employee performance. This study also corresponds to the research conducted by Bryan Johannes Tampi with the title "The Effect of Leadership Style and Motivation on Employee Performance at PT. Bank Negara Indonesia (Regional Sales Manado)". The results of his research mention the value of R Square 0.637, which means the influence of leadership and motivation as much as 63.7% on employee performance while 36.3% is influenced by other variables including work environment, employee placement and employee education(Bryan Johannes Tampi, 2014).

Conclusion

Moment product correlation analysis shows significant influence between leadership style on employee performance at SMK Sunan Drajat Lamongan. The correlation coefficient of 0.876 shows the magnitude of the relationship between leadership style and the performance of employee at SMK Sunan Drajat Lamongan is very high. The coefficient of diteminan (R^2) is 0.767 which means that leadership

style variable had contributed on employee performance variable 76.6 % and 23,7 % is influenced by other factors

The amount of other factors that employee performance in the form of motivation, work environment, salary and work facilities. An appropriate, peaceful, cool and peaceful work environment will greatly contribute to employee performance. Based on the results of the analysis, it can be identified that the leadership style is very influential on employee performance So the higher the leadership factor felt by employees, the higher the employee's performance. Conversely the lower the leadership the lower the level of employee performance.

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