

The Influence of Principal's Leadership Style and Teacher's Work Motivation on The Performance of State High School Teachers in Muara Kuang District

Zulyadi¹, Bukman Lian¹, Muhammad Juliansyah Putra¹

¹Universitas PGRI Palembang, South Sumatra, Indonesia

Corresponding author e-mail: Zulyadismanda@gmail.com

Abstract: This study aims to describe how the principal's leadership style and teacher's work motivation influence the performance of public high school teachers in Muara Kuang District. The research was conducted at a public high school in Muara Kuang District. This research uses quantitative methods. The population of this research is State Senior High School teachers in Muara Kuang Sub-District, the sampling technique is used totaling sampling, namely the sample based on the total population of 41 respondents. Data collection is done by questionnaire, and documentation. Data were analyzed descriptively using the program SPSS 26 for windows. From the research results it can be concluded that. The results showed that there was a positive and significant influence of the principal's leadership style, work motivation on the performance of public high school teachers in the Muara Kuang sub-district, which was shown from F-count of 4,894. These independent variables contributed 20.5% to the performance of public high school teachers in the Muara Kuang sub-district, while the remaining 79.5% was influenced by other variables not disclosed in this study.

Keywords: Leadership Style, Motivation, Teacher's Performance

Introduction

According to Gunawan, (2017) Statistics is the science that studies how to collect, process, present, analyze data and draw conclusions. In the implementation of Education must be organized in a proper, orderly, orderly manner systematically in order to accelerate the process national development based on the principle of realizing the general welfare and educational life of our country. Different from non-parametric statistics which are called distribution-free statistics or also called small sample statistics, parametric statistics are derived from normal distribution models or distributions of certain population scores (Azwar, 2000). Talent Quality can be achieved through processes and institutions of excellent school (Rahmadoni, 2018; Asvio et al, 2019).

The principal plays an important role as the highest leader in the school. The principal must have authority, and depending on the circumstances and conditions at the time, the principal's leadership style facilitates the achievement of the school's vision and mission. Leadership style is the basis for categorizing the leadership abilities of everyone in the organization they lead. It is also possible for people to become more assertive and trusting themselves once they occupy a leadership position thereby demonstrating that this trait is more a result than a cause of leadership ability (Lian, 2017). The principal as a leader is responsible for improving teacher performance. Teachers perform best when combined with school components, principals, and students (Alhusaini et al., 2020). According to Juliansyah, (2018) the success of improving the performance of teachers as subordinates they lead is largely determined by the style of the school principal. The principal in carrying out and fulfilling all the material resources in the school, according to one's wishes and needs, meaning Leading the school principal is one of the elements that can achieve the school's vision, mission, goals and objectives through a program that is implemented in a planned, step by step manner.

The principal's efforts to improve teacher performance must be done by choosing something to do and being motivated to do what, while the form of motivation is often in the form of monetary and immaterial incentives, praise, flattery, and appreciation for what has been achieved by a teacher. Because motivation is a factor that greatly influences human behavior, then a teacher with strong motivation in work will certainly be motivated to do duties and functions of an educator to achieve the goals that have been set (Arikunto, 2010). Every person has a level of motivation that various; some have motivation high, low and medium; all will affect each other's performance (Crandall, 2000). According to Samsuni, (2017) Human resource management is the planning of organizing, implementing and controlling the human resources within the organization to achieve the objectives effectively and efficiently. According to Novaria et al., (2023) individual happiness is the hope that humans want to achieve during life in the world. Many factors influence the value of happiness, including self-control and feeling useful for others. But in reality, does not reflect things as expected, as evidenced by the lack of teachers who have a deep understanding of the material given the new curriculum revision. The teacher's age factor and teaching experience have not been able to adapt to the times. The ability of teachers to develop learning solutions that are more creative and innovative needs to be improved. Some teacher training is inappropriate by field of work. Some teachers are not comfortable using more and different methods, media and learning strategies. Statistical reasoning is the ability to explain why and how conclusions are obtained. Statistical reasoning is very necessary in everyday life, as well as in basic statistics and research statistics (Kusumawati & Rizki, 2014).

Some school principals only handle administrative matters, monitor teacher attendance, or make reports to supervisors. The principal of the school does not pay attention to the characteristics of the teachers. This is due to the limited time for the principal who works alone without being assisted by representatives or staff so that the time to understand the characteristics of subordinates becomes less. Based on the description above, the researcher is interested to know to what extent "The Influence of Principal's Leadership Style and Teacher's Work Motivation on the Performance of State High School Teachers in Muara Kuang District".

A. Methods

Research on the Effect of Principal's Leadership Style and Teacher's Work Motivation on the Performance of Public High School Teachers in Muara Kuang District. As for the execution time planned for June - December 2022 with a population of 2 schools and a sample of 41 teachers. Data collection techniques, namely questionnaires and documentation.

Instrument Testing

Testing the validity and reliability of the tool was carried out on members who were not included in the sample selected for validity testing using total adjustment items and SPSS matching. Instrument grids differ from identified instrument projects, which are carried out to obtain valid and reliable instruments. The trial results were then used as a guideline for researchers to obtain research data. In addition, the validity and reliability of the questionnaire will be tested.

Validity Testing

Arikunto, (2010) states that "validity is an indicator of the level of validity of an instrument." The validity of a tool is tested using the product moment correlation technique from Karl Pearson.

$$r_{xy} = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{\{N\sum X^2 - (\sum X)^2\}\{N\sum Y^2 - (\sum Y)^2\}}}$$

Information

r_{xy} : The coefficient between variable X and variable Y

$\sum X$: Sum of item scores

$\sum Y$: Total number of items

N : Number of respondents

Then the price of r_{xy} is compared with the $r_{table} \alpha 0.05$. If the price $r_{xy} > r_{table} \alpha 0.05$ then the questionnaire items are valid, if $r_{xy} \leq r_{table} \alpha 0,05$ then the questionnaire items are not valid. In this test, Researches using statistical analysis helping by

program SPSS. The research instrument testing was carried out at SMA Negeri 15 OKU with a sample of 20 teachers. Based on the results of the questionnaire instrument trial on each variable, it is known that the results of the validity test are as follows:

The Results of Testing the Validity of the Principal's Leadership Style Questionnaire Instrument

Based on the results of testing the validity of the principal's leadership style questionnaire instrument, the results of the SPSS Application Program Analysis version 26 were obtained, means it can be included in further research.

Testing the Validity of the Teacher Work Motivation Questionnaire Instrument

Based on the results of testing the validity of the teacher's work motivation questionnaire instrument, the results of the SPSS Application Program Analysis version 26 obtained that the results of testing the 25 item statements based on the teacher's work motivation questionnaire obtained all valid results, r-count value > 0.444, and a significance level of 5%, so that it can be included in further research.

Testing the Validity of the Teacher Performance Questionnaire Instrument

Based on the results of testing the validity of the teacher's performance questionnaire instrument, the results were obtained as can the SPSS Application Program Analysis version 26 that the results of testing the 25 statement items based on the teacher's performance questionnaire obtained all valid results, r-table value > r-count 0.444, and a significance level of 5%, so can be included in further research

Reliability Calculation

Reliability testing shows how well an instrument provides consistent measurement results when repeated measurements are made. The reliability measure uses the Alpha Cronbach formula, and more alternative answers are available.

$$r_i = \left[\frac{k}{k-1} \right] \times \left[1 - \frac{\sum S_t}{S_t} \right]$$

Information:

r_i : Reliability Value

k : Number of items

$\sum S_t$: Total Variance

S_t : Total Variant

The questionnaire trial was conducted on 20 respondents, namely 20 teachers at SMAN 15 OKU. In this test, the author uses the help of Microsoft Office Excel 2013. Analysis of the SPSS Application Program version 26 that the results of the reliability calculation in Table 3.9 above show that the results of the principal's leadership reliability calculation obtained a value of $0.957 > 0.6$. The results of the calculation of the reliability of the teacher's work motivation get a value of $0.947 > 0.6$, 0.6 . Thus, it can be said that the Cronbach's Alpha coefficient for all variables is > 0.6 so that it can be said that all the measurement concepts for each variable in the questionnaire tested are reliable, meaning that the distribution and use of the questionnaire has been there is a questionnaire in this study, and further research steps can be carried out (reliability test results data are shown in this attachment).

Data analysis technique

The stages in conducting data analysis are carried out by testing the prerequisites to determine the appropriate formula in order to test the hypothesis. In the prerequisite tests tested were normality, homogeneity, data heteroscedasticity, linearity and multicollinearity. If the results of these two components are obtained, then proceed with testing the hypothesis. Prerequisite test was done using 1) Normality Test; 2) Homogeneity Test; 3) Heteroscedasticity Test; 4) Linearity Test; 4) Multicollinearity Test. Criteria for submitting a hypothesis in this study was tentative. Sugiyono, (2017) states that means, "a hypothesis is a temporary answer to a research question that has been stated in the form of a question". This hypothesis is tentative, so the results are tested empirically. and the steps to test the significance of multiple regression analysis can be done through: Specifies the parameters to be tested, Determine the formulation of the hypothesis H_0 and H_1 , Determine alternative hypotheses.

B. Results and Discussion

As stated in the previous chapter, that the questionnaire data collection technique is the main technique for obtaining research results. The results of distributing the questionnaire are described as follows.

An Overview of the Principal's Leadership Style Questionnaire Data

Based on the results obtained through the distribution of the principal's leadership style questionnaire which was distributed to 41 sample teachers, presented in a descriptive manner as shown in the following table.

Table 1. Recapitulation of the Principal's Leadership Style Questionnaire Score Shows Above 90%

No	Statement Items	Total Score	%
1	P.1	188	91.71
2	P.2	187	91,22
3	P.3	189	92,20
4	P.4	185	90,24
5	P.5	176	85.85
6	P.6	192	93.66
7	P.7	184	89.76
8	P.8	179	87.32
9	P.9	166	80.98
10	P.10	181	88,29
11	P.11	186	90.73
12	P.12	183	89,27
13	P.13	184	89.76
14	P.14	182	88.78
15	P.15	183	89,27
16	P.16	180	87,80
17	P.17	182	88.78
18	P.18	179	87.32
19	P.19	185	90,24
20	P.20	176	85.85
21	P.21	174	84,88
22	P.22	177	86.34
23	P.23	179	87.32
24	P.24	177	86.34
25	P.25	182	88.78

Referring to table 1, it is known that the item with the highest score in item 6 is related to the school principal supervising the teaching staff. While the item with the lowest score on item 9 is related to the school principal supervising the teaching staff.

Questionnaire data description of Teacher Work Motivation Variables

Based on the results obtained through the distribution of the school principal's leadership style questionnaire which was distributed to 41 sample teachers, presented in a descriptive manner as shown in the following table

Table 2. Recapitulation of Teachers' Work Motivation Questionnaire Scores

No	Statement Items	Total Score	%
1	P.1	174	84,88
2	P.2	170	82,93
3	P.3	175	85,37
4	P.4	174	84,88
5	P.5	175	85,37
6	P.6	177	86,34
7	P.7	179	87,32
8	P.8	173	84,39
9	P.9	173	84,39
10	P.10	176	85,85
11	P.11	176	85,85
12	P.12	187	91,22
13	P.13	178	86,83
14	P.14	177	86,34
15	P.15	179	87,32
16	P.16	177	86,34
17	P.17	178	86,83
18	P.18	163	79,51
19	P.19	180	87,80
20	P.20	173	84,39
21	P.21	171	83,41
22	P.22	177	86,34
23	P.23	179	87,32
24	P.24	179	87,32
25	P.25	175	85,37

Referring to table 2, it is known that the item with the highest score in item 12 is related to the salary given in accordance with job responsibilities. While the item with the lowest score on item 18 is related to the school giving awards to employees who have the best performance.

Description of Teacher Performance Variable Item Score Results

Based on the results obtained through the distribution of the principal's leadership style questionnaire which was distributed to 41 sample teachers, presented in a descriptive manner as shown in the following table.

Table 3. Recapitulation of Teacher Performance Variable Questionnaire Scores

No	Statement items	Total score	%
1	P.1	179	87.32
2	P.2	183	89,27
3	P.3	182	88.78
4	P.4	177	86.34
5	P.5	177	86.34
6	P.6	183	89,27
7	P.7	182	88.78
8	P.8	179	87.32
9	P.9	183	89,27
10	P.10	183	89,27
11	P.11	181	88,29
12	P.12	183	89,27
13	P.13	183	89,27
14	P.14	183	89,27
15	P.15	171	83,41
16	P.16	183	89,27
17	P.17	182	88.78
18	P.18	191	93,17
19	P.19	183	89,27
20	P.20	180	87,80
21	P.21	179	87.32
22	P.22	180	87,80
23	P.23	188	91.71
24	P.24	181	88,29
25	P.25	194	94.63

Referring to table 3, it is known that the item with the highest score is item 25, namely the teacher understands the teaching material in the school curriculum. While the item with the lowest score on item 15 is related to the teacher carrying out scientific publications of research results or scientific ideas in the field of formal education.

Testing Data Analysis Requirements

Based on the hypotheses proposed in this study, namely: 1) There is influence principal's leadership style on the performance of public high school teachers in Muara Kuang District; 2) There is a significant influence of teacher work motivation on the performance of public high school teachers in Muara Kuang District; 3) There is a significant influence of the principal's leadership style and teacher's work motivation together on the performance of public high school teachers in Muara Kuang District.

Based on the results of data analysis through the distribution of questionnaire instruments, namely: 1) The principal's leadership style questionnaire instrument

with a total of 25 statement items; 2) Work motivation questionnaire instrument with a total of 25 statement items, and: 3) Teacher performance questionnaire instrument with a total of 25 statement items, obtained from the answers of the teacher who chose each statement: 1) Strongly Agree (SS); 2) Agree (S); 3) Disagree (KS); 4) Disagree (TS) and 5) Strongly Disagree (STS).

Normality Test

Based on the normality test, the results show that the influence of the principal's leadership style on the performance of State Middle School teachers in Muara Kuang District is normally distributed. The Asymp value proves this point. sign. (2 tails) $0.076 > 0.05$. The influence of teacher work motivation on the performance of public high school teachers in Muara Kuang Regency is normally distributed. The Asymp value proves this point. sign. (2 tails) The value obtained is $0.200 > 0.05$ using the SPSS version 26 software application. Similarly, the combined effect of the principal's leadership style and teacher's work motivation on teacher performance in public high schools in Muara Kuang Regency is also stated to be normally distributed and meets the requirements normality test, obtained a value of $0.090 > 0.05$.

Homogeneity Test

Based on the results of distributing the questionnaire the influence of the principal's leadership style and teacher's work motivation on the performance of public high school teachers in Muara Kuang District, the result of distributing the questionnaire influences the principal's leadership style and teacher's work motivation on the performance of public high school teachers in Muara Kuang District, a value of $0.792 > 0$ is obtained. $.05$. Thus, it can be said to be homogeneous.

Heteroscedasticity Test

The scatterplot shows that the points spread randomly and are spread both above and below the number 0 on the Y axis, meaning that the regression model has escaped the two basic points of decision making above. It can be said that there is no heteroscedasticity in the regression model, which means that there is a similarity of the residual basic variance from one observation to another, or in other words this model has homoscedasticity, which means that the model is good for use in this study.

Multicollinearity Test

This test is designed to test whether there is a correlation between the independent variables studied in the regression model. A good regression model should have no correlation between independent variables. You can detect a correlation between these

variables by looking at the variance inflation factor (VIF) values. If the VIF value < 10 means there are no independent variables in this regression and vice versa.

Linearity Test

As stated in the previous chapter, the analysis requirements test in this study includes a linearity test to determine the effect between variables whether they are linear to one another (X_1 to Y , X_2 to Y or X_1 and X_2 to Y). Criteria To find out the effect between variables in this study if the calculated F_{value} is listed in the deviation from linearity $> F_{\text{table}}$, if the linearity test results are like the criteria. that $F_{\text{count}} > F_{\text{table}}$ means that the deviation from linearity value is $1.317 > 0.05$. Thus, it can be said that it meets the linearity requirements test.

Hypothesis Test

Based on the explanation of the hypothesis test above, the hypotheses tested in this study are three hypotheses, namely as follows:

First Hypothesis (Partial Hypothesis Variable X_1 Against Y)

Based on the first hypothesis proposed in this study, namely that there is an influence of the principal's leadership style on the performance of public high school teachers in Muara Kuang District with reference to the following analysis steps.

Analysis of the Coefficient of Determination

Based on the findings of simple linear regression analysis, the output value of the Summary Model obtained R value of 0.319, which means that the influence of the two variables X_1 on Y shows a weaker influence category. Due to the correlation value in the interpretation table, the correlation coefficient is between 0.200 - 0.399. Therefore, the principal's leadership style has little effect on the performance of public high school teachers in Muara Kuang District.

Partial Linear Regression Analysis (t-test)

Based on the results of partial linear regression analysis (t-test) the effect of the principal's leadership style on the variable (X_1) on the performance of public high school teachers in Muara Kuang District on the variable (Y) using the SPSS Software application software version 26 is shown by the constant coefficient value (Constant) = 76.558, and the coefficient $X_1 = 0.321$, then the simple linear regression equation is $Y = 76.558 + 0.321 X$ or the partial regression equation X_1 variable on Y is = $76.558 + 0.321 X$. Then use the equation to explain the effect of the principal's leadership style (X_1) on the performance of teachers in public high schools in Muara Kuang District

(Y) t-count 2.105, that means the results of the analysis of the coefficient t-count standard hypothesis test are accepted if $t\text{-count} > t\text{-table}$, rejected if $t\text{-count} < t\text{-table}$ and checked by looking at $\alpha = 5\% : 2 = 2.5\%$ (2 sided test), degrees of freedom (df) = nk or $df = 41-2 = 39$ (n is the number of samples and k is the number of independent variables). With a two-tailed test (significance = 0.025), the table yields 2.105. Based on the explanation above, namely $t\text{-count} = 2.105$, $t\text{-table} = 2.021$, then $t\text{-count} > t\text{-table}$, reject H_0 and accept H_a . Therefore, it can be said that the principal's leadership style has a partially significant effect on the performance of public high school teachers in Muara Kuang Regency.

Second Hypothesis (Partial Hypothesis of Variable X_2 Against Y)

Based on the submission of the second hypothesis of the study, it is assumed that there is a significant influence of teacher work motivation on the quality of education in Public Senior High Schools in Muara Kuang District, with reference to the following analysis steps:

Analysis of the Coefficient of Determination

Based on the results of multiple linear regression analysis through the SPSS For Windows version 26 software application program, the following results are obtained. strong enough. Because the explanatory value of the correlation coefficient is between 0.200 -0.399, it can be said that the teacher's work motivation has less strong influence on the performance of public high school teachers in Muara Kuang District.

Standard Error of Estimated means measuring the variation from the predicted value. In this study, the standard deviation was 5.737, the smaller the standard deviation, the better the model. Through analysis to find out the coefficient of determination the percentage contribution of the independent variable to the dependent variable is shown in Table 4.13 that R Square (R^2) is 0.114 which means that teacher work motivation (X_2) can affect teacher performance in public high schools in Muara Kuang District, performance has an influence, and an impact contribution rate of 11.4%.

Partial Linear Regression Analysis (t-test)

Based on the results of partial linear regression analysis (t-test) the effect of teacher work motivation (X_2) on the performance of public high school teachers in Muara Kuang District (Y) using the SPSS For Windows version 26 software application program, the constant coefficient value (Constant) = 81.372 and the coefficient $X_2 = 0.283$ so that a simple linear regression equation is obtained $\hat{Y} = 81.372 + 0.283 X_2$ or a partial regression equation between variables X_2 to Y is $= 81.372 + 0.283$. Furthermore,

this equation is used to explain the effect of teacher work motivation (X_2) on the performance of public high school teachers in Muara Kuang District (Y).

The results of the coefficient analysis obtained 2,235 criteria for testing the hypothesis t-count If t-count > t-table then H_a is accepted and if t-count < t-table then H_a is rejected and t-table is determined t-table Look for $\alpha = 5\%: 2 = 2.5\%$ (2 sided test), Degrees of freedom (df) = nk or df = 41-2 = (n is the number of samples, k is the number of independent variables). With a two-tailed test (significance 0.025) the result is 2.021. Based on the explanation above, namely t-count = 2.235, t-table = 2.021, then t-count > t-table, H_0 is rejected and H_a is accepted. Therefore, it can be said that the work motivation of some teachers has a significant effect on the performance of public high school teachers in Muara Kuang District.

The Third Hypothesis (Simultaneous Hypothesis of Variables X_1 and X_2 Against Y)

Based on the submission of the third hypothesis in this study, it is assumed that there is an influence of the principal's leadership style and teacher's work motivation together on the performance of public high school teachers in Muara Kuang District (X_1 and X_2 to Y), with reference to the following analysis steps.

Multiple Linear Regression Coefficient Analysis

Kesumawati et al., (2017) explains that the coefficient of the multiple linear regression equation is formulated as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + \dots + b_n X_n$$

Y = projected dependent variable subject

X = independent variable that has a certain value to be predicted

a = Constant value

b = The value of the direction as a determinant of the forecast (prediction) which shows the value of increasing (+) or decreasing value (-) of variable Y

If the value of b is positive, the variable Y will increase. Conversely, if the b value is negative, the Y variable will decrease. And the results of multiple linear regression analysis through the SPSS For Windows software application program version 26 obtained the constant coefficient number (Constant) = 48.854 and the coefficient number $X_1 = 0.304$ and the coefficient number $X_2 = 0.270$ so that the multiple linear regression equation $Y = 48.854 + 0.304 X_1 + 0.270 X_2$, then this equation is used to explain the influence of the principal's leadership style (X_1) and teacher work motivation (X_2) on the performance of public high school teachers in Muara Kuang District (Y).

The coefficient value of the variable X_1 obtained a value of 0.304 and the coefficient value of the variable X_2 obtained a value of 0.270 which is positive, so the value of the variable Y always increases, meaning that the higher the level of influence of the principal's leadership style (X_1) and the influence of teacher work motivation (X_2) the higher the level of influence on the performance of public high school teachers in Muara Kuang District (Y).

Analysis of the Coefficient of Determination

Based on the results of multiple linear regression analysis through the SPSS For Windows version 26 software application program, the results of multiple linear regression analysis based on the output of the Summary Model obtained an R number of 0.453 meaning the influence between variables X_1 and X_2 (independent) on Y (dependent) which is the category of influence which is quite strong, because the correlation coefficient explains the value of the correlation coefficient between 0.400 - 0.599. From this it can be said that the principal's leadership style and teacher motivation have a considerable influence on the performance of teachers in public secondary schools in Muara Kuang District.

Analysis of the coefficient of determination is used to determine the presentation of the contribution of the independent variable to the dependent variable. Based on table 4.16, it can be explained that the figure obtained by the coefficient of determination R Square (R^2) is 0.205, which means that the influence of the principal's leadership style and teacher's work motivation is able to contribute to the performance of public high school teachers in Muara Kuang District by 20.5% while the rest 79.5% influenced by other factors not mentioned in this study.

Simultaneous Multiple Linear Regression Analysis (f-test)

Simultaneous multiple linear regression analysis using the f-test, is used to determine whether the regression coefficient has a significant relationship or not simultaneously (together) between the independent variables (X_1 and X_2) and the dependent variable (Y). If $\text{sig} > \alpha$ (0.05), then the regression coefficient is not significant. If $\text{Sig} < \alpha$ (0.05), then the regression coefficient is significant. Multiple linear regression analysis is often referred to as simultaneous hypothesis testing or f-test which is shown in the table below the results of calculations using the SPSS For Windows version 26 Software application program.

Based on the F_{count} in table 4.16 above, it is known that the value obtained is 4.894. Criteria for testing the hypothesis if $F_{\text{count}} \geq F_{\text{table}}$ then H_a is accepted, and if otherwise $F_{\text{count}} < F_{\text{table}}$ then H_a is rejected. Based on the F_{table} at the real level α (0.05) with the numerator db 2 (determined from the number of independent variables and the

denominator db 41 (determined from the number of samples minus the independent variable minus one) or can be determined through the Excel program application in an empty cell, type the formula = FINV (0.05, 4.894) obtained a number of 4.894. Based on the explanation above it is known that $F_{\text{count}} = 4.894$ and $F_{\text{table}} 2.021$ where $F_{\text{count}} \geq F_{\text{table}}$ which means H_a is accepted or it can be said that there is a significant influence the principal's leadership style and teacher's work motivation together significantly affect the performance of public high school teachers in Muara Kuang District.

Based on the results of the linear regression analysis of the t-test and f-test above, it can be shown through the theoretical pattern of the research framework the percentage contribution of each variable, namely X_1 to Y , variable X_2 to Y and variables X_1 and X_2 together to Y , as can be seen in the figure below

The Influence of the Principal's Leadership Style on the Performance of Public High School Teachers in Muara Kuang District

The results of hypothesis testing show that there is an influence of the principal's leadership style on the performance of public high school teachers in Muara Kuang District. The principal's leadership style is able to contribute influence the performance of State Vocational High School teachers in Banyuasin II District by 10.2%.

These results are in accordance with the results of Damayanti (2020), postgraduate student at PGRI Palembang University, with a study entitled "The Influence of Principal Leadership and Work Motivation on the Performance of State Middle School Teachers in Sungai Lilin District". This study uses a quantitative approach with associative methods. The results showed that: 1) Principal leadership in the very good category was 3 or 2.91%, the good category was 48 or 46.60%, the moderate category was 29 or 28.15%, the poor category was 17 or 16.50 %, and very less category of 6 or 5.83%. The results of this analysis indicate that the principal's leadership is included in the good category. 2) Work motivation in the very good category is 10 or 8.70%, the good category is 41 or 39.80%, the good enough category is 29 or 28.15%, the poor category is 17 or 38.8%, and the very poor category of 6 or 5.82%. The results of this analysis show that the work motivation of teachers in state junior high schools in Sungai Lilin sub-district is in the good category 3) Teacher performance in the very good category is 1 or 0.9%, the good category is 49 or 47.57%, the good enough category is 25 or 24.27 %, the less category is 15 or 14.56%, and the very lacking category is 13 or 12.62%. The results of the analysis indicate that the teacher's performance is in the good category.

The Influence of Teacher Work Motivation on the Performance of Public High School Teachers in Muara Kuang District

The results of hypothesis testing show that there is an influence of teacher work motivation on the performance of public high school teachers in Muara Kuang District. Teacher Work Motivation (X_2) is able to contribute influence on the performance of public high school teachers in Muara Kuang District by 11.4%.

This research was corroborated by the research of Herlinawati et al., (2022), a postgraduate student at PGRI Palembang University, with a study entitled "The Influence of Principal Leadership and Work Motivation on the Performance of PGRI High School Teachers in Palembang City". This study uses a quantitative approach to the results of the study: 1) There is a significant influence of the principal's leadership on teacher performance with a t-count of 2,222 and a t-table of 1,998. 2) There is a significant influence of work motivation on teacher performance with a t-count of 4,441 and a t-table of 1,998. 3) There is a significant influence of the principal's leadership and work motivation on teacher performance with an f-count of 9,709 and a f-table of 3,150. The conclusion is that there is a significant influence of principal leadership and work motivation on teacher performance at SMA PGRI Palembang.

The Influence of the Principal's Leadership Style and Teacher's Work Motivation on the Performance of Public High School Teachers in Muara Kuang District.

The results of testing the hypothesis indicate that there is an influence of the principal's leadership style and teacher's work motivation together on the performance of public high school teachers in Muara Kuang District. The Principal's Leadership Style (X_1) and Teacher Work Motivation (X_2) are able to contribute a joint influence on the Performance of Public High School Teachers in Muara Kuang District by 20.5%, while the remaining 79.5% is influenced by factors others not mentioned in this study.

This research is corroborated by research Zulfiter et al., (2020) with the results of the study showing that there is a positive and significant influence on the leadership style of school principals, work motivation on the performance of public junior high school teachers in Sungai Rotan sub-district, Muara Enim district, which is shown from Fcountof 46.960 with a significance of 0.000 <0.05. These independent variables contributed 34.3% to the performance of state junior high school teachers in Sungai Rotan District, Muara Enim Regency, while the remaining 65.7% was influenced by other variables not disclosed in this study.

D. Conclusion

Referring to the hypothesis, after analyzing it, it can be concluded that there is a significant influence of the principal's leadership style on the performance of public high school teachers in Muara Kuang District. The contribution of the influence of the principal's leadership style on the performance of public high school teachers in the Muara Kuang District contributed 10.2%. Referring to the hypothesis, after analyzing it, it can be concluded that there is a significant influence of teacher work motivation on the performance of public high school teachers in Muara Kuang District. The amount of contribution to the influence of teacher work motivation on the performance of public high school teachers in Muara Kuang District contributed 11.4%. Referring to the hypothesis, after analyzing it, it can be concluded that there is a significant influence of the principal's leadership style and teacher's work motivation on the performance of public high school teachers in Muara Kuang District. The amount of the influence of the principal's leadership style and teacher's work motivation on the performance of public high school teachers in Muara Kuang District contributed 20.5%.

E. Acknowledgments

Acknowledgments to the Chancellor of PGRI Palembang University, Head of Education Management Study Program, and friends in the Master of Education at PGRI Palembang University.

References

- Alhusaini, A., Kristiawan, M., & Eddy, S. (2020). The Influence of Work Motivation and Work Discipline on Teacher Performance. *Jurnal Pendidikan Tambusai*, 4(3), 2166-2172.
- Arikunto, S. (2010). *Research methods*. Jakarta: Rineka Cipta.
- Asvio, N., Yamin, M., & Risnita. (2019). Influence of Leadership Style, Emotional Intelligence and Job Satisfaction toward Organizational Commitment (Survey at SMA Muhammadiyah South Sumatera). *International Journal of Scientific & Technology Research*, 8(8).
- Azwar, S. (2000). Assumptions in Statistical Inference. *Buletin Psikologi*, 9(1).
- Crandall, J. J. (2000). Language teacher education. *Annual Review of Applied Linguistics*, 20, 34-55
- Damayani, T., Arafat, Y., & Eddy, S. (2020). The Influence of Principal Leadership and Work Motivation on Performance. *Journal of Innovation in Teaching and Instructional Media*, 1(1), 46-57.
- Gunawan, I. (2017). *Introduction to Inferential Statistics*. Jakarta: Rajawali Pers

- Herlinawati, H., Lian, B., & Wardiah, D. (2022). The Influence of Teacher Professionalism and Principal Leadership on Teacher Performance at PGRI 2 Palembang High School. *Wahana Didaktika: Jurnal Ilmu Kependidikan*, 20(1), 171-179.
- Juliansyah, M. (2018). The Leadership Role of the Principal in Realizing the Vision at the Surya Buana Educational Institution, Malang City (Doctoral dissertation, Universitas Muhammadiyah Malang).
- Kesumawati, N., Retta, A. M., & Sari, N. (2017). *Introduction to Research Statistics*. Depok: Rajawali Pers.
- Kusumawati, E., & Rizki, N. D. (2014). Mathematics Learning Through React Strategy to Improve Vocational School Students' Mathematical Problem Solving Abilities. *EDU-MAT: Jurnal Pendidikan Matematika*, 2(2).
- Lian, B. (2017). *Leadership and Quality of Employee Performance*. Palembang: Amanah.
- Novaria, E., Lisdiana, L., Asteriniah, F., Santy, M., & Syafarman, S. (2023). The Influence of Feeling Dimensions and Meaning of Life Dimensions on Individual Teachers' Happiness in Palembang City. *Jurnal Lentera Pendidikan Pusat Penelitian LPPM UM Metro*, 8(1), 7-13
- Rahmadoni, J. (2018). Global Issues in Educational Financing Management at Indonesian Elementary School Creative School Pekanbaru. *JMKSP (Jurnal Manajemen, Kepemimpinan dan Supervisi Pendidikan)*, 3(2).
- Samsuni, S. (2017). Human Resource Management. *Al-Falah: Jurnal Ilmiah Keislaman dan Kemasyarakatan*, 17(1), 113-124
- Zulfiter, Z., Fitria, H., & Nurkhalis, N. (2020). The Influence of Principal Leadership Style and Work Motivation on Teacher Performance. *ISEJ: Indonesian Science Education Journal*, 1(3), 269-277