

## Literature Review the Effect of Headmaster Leadership on Teacher Performance, Loyalty and Motivation

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**Abstract:** The Literature Review article on the Effect of Headmaster Leadership on Teacher Performance, Loyalty and Motivation is a scientific article that aims to build a research hypothesis on the influence between variables that will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this literature article are: 1) Teacher performance is influenced by the Headmaster Leadership; 2) Loyalty is influenced by the Headmaster Leadership; and 3) Motivation is influenced by the Headmaster Leadership. In addition to these factors, there are other factors that are influenced by the Headmaster Leadership, namely: Salary, Workload, Work Culture and Work Environment.

**Keywords:** Teacher Performance, Loyalty, Motivation, Headmaster Leadership

### INTRODUCTION

The headmaster is someone who leads the agency at the elementary, junior high and high school levels. A school principal must be able to overcome every problem that occurs in the school environment. The headmaster has the duty and authority with the aim of making the institution he leads superior and able to compete with other institutions in academic terms. For this reason, the role of the Headmaster's Leadership is very necessary and needs to be implemented for his agency in order to achieve the school's vision and mission. With good Headmaster Leadership, it will have a major impact on teacher performance, school performance and also the resulting student achievement. Based on this problem, it is very important to know the influence of the Headmaster's Leadership.

Based on the background of the problem above, the researcher determines the formulation of the problem as follows:

1. Is Teacher Performance influenced by Headmaster Leadership ?
2. Is Loyalty influenced by Headmaster Leadership ?.

3. Is Motivation influenced by the Headmaster Leadership ?.

**LITERATURE REVIEW**

**Headmaster Leadership**

The principal is someone who leads an educational institution, whose role is so complex. In addition to playing a role in regulating and managing schools to be efficient and effective, school principals are also required to improve the performance of their employees. The principal becomes someone authorized to make and determine policies within the organization or agency to achieve its goals. (Gaol & Siburian, 2018)

The principal also plays a role in motivating employees to improve employee performance, especially in learning, if the principal succeeds in motivating employees, good employee performance will be achieved. On the other hand, without the principal's role, especially in motivating employees, there will be no optimal performance of employees because they think they are not valued as employees. (Gaol & Siburian, 2018)

Principal's leadership has been studied by previous researchers, namely: (Gaol & Siburian, 2018), (Farida & Mujianto, 2021), (Purwoko, 2018).

**Teacher Performance**

According to Darmadi (2018:34) teacher performance is the ability shown by the teacher in carrying out his duties or obligations. A performance can be said to be good if it can achieve the expected goals correctly. (Prabu & Puspitasari, 2015)

Teacher Performance Indicators according to Hasibuan in Physical (2013: 160) are: Mental Attitude (Work Motivation, Work Discipline and Work Ethics), skills, income level, social security and infrastructure.

Teacher performance has been studied by previous researchers, namely: (Prabu & Puspitasari, 2015), (Hasanah & Kristiawan, 2019), (Suciningrum, Rhamanda, & Handayani, 2021).

**Loyalty**

Loyalty is loyalty to do the maximum to maintain the good name of the organization where he works. Loyalty is meant not only to carry out his duties and obligations as a teacher according to his job description, but to do as optimally as possible – accompanied by high enthusiasm – to produce the best for the organization he occupies. (Kusniawati & Rafiudin, 2020)

Loyalty indicators according to Flippo are: Job satisfaction, compensation, effective communication, motivation given, work environment, career development, training procurement, work participation.

Loyalty has been studied by previous researchers, namely: (Andini, 2010), (Alurmei, 2019), (Kusniawati & Rafiudin, 2020).

**Motivation**

Motivation is a measure of how long a person can maintain their efforts. Motivated individuals will carry out tasks long enough to achieve their goals. Motivated individuals are critical to supplying organizations with new initiatives that are vital in a competitive world. (Hidayah & Santoso, 2020)

Motivation indicators according to P. Siagian are: Pride, needs, desire, job satisfaction, personal hope.

Motivation has been studied by previous researchers, namely: (Ufaira & Hendriani, 2019), (Hidayah & Santoso, 2020), (Suciningrum et al., 2021).

**Table 1. Relevant Previous Research**

No	Author (year)	Previous Research Results	Similarity with this article	Difference with this article
1	(Purwoko, 2018)	The Influence of Principal Leadership, Teacher Commitment, Teacher Work Discipline and School Culture on Vocational Teacher Performance	Discussing the Principal's Role and Performance	Discussing Teacher Commitment and School Culture for Vocational Teachers
2	(Gaol & Siburian, 2018)	The Principal's Role in Improving Teacher Performance	Discussing the Role of the Principal	Discuss about improving teacher performance
3	(Suciningrum et al., 2021)	The Influence of Work Motivation and Work Discipline on Teacher Performance	Discussing Teacher Performance	Discussing Work Motivation and Discipline
4	(Putro & Rinawati, 2013)	The Influence of Teacher Performance on Student Learning Motivation	Discussing Teacher Performance	Discussing Student Learning Motivation
5	(Samsirin, 2015)	The Concept of Supervision Management in Islamic Education	Discussing Supervision Management	Discussing Supervision in Islamic Education
6	(Saifullah, 2020)	Determination of Teacher Motivation and Performance on Principal Leadership and Teacher Professional Competence (Case Study at Sman 1 Kota Bima) Literature Review of Human Resource Management	Discussing the Principal's Leadership on Teacher Motivation and Performance	Discussing Professional Competence with research locus at SMA Negeri 1 Kota Bima

## RESEARCH METHODS

In writing this scientific article, the researcher uses qualitative methods and literature studies or library research. By reviewing theory and reviewing previous articles that are relevant to this research, especially in the scope of Marketing Management. In addition, the researchers collected data sourced from the Google Scholar application and used Mendeley as a bibliography reference.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. And one of the reasons for conducting qualitative research is that this research is exploratory. (Limakrisna & Ali, 2016)

## DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article in the concentration of Human Resource Management is:

### 1. The Influence of Teacher Performance on Headmaster Leadership

Teacher performance is an indicator in seeing the success of a teacher in carrying out their duties in accordance with the workload given in accordance with the work standards that have been set within a certain period in order to achieve educational goals.

For this reason, the Principal's Leadership greatly determines the performance of teachers in order to provide the best teaching for students in schools in order to produce students who are superior and able to compete with other schools. By facilitating teachers in teaching and learning activities, giving awards to teachers with the best performance and also being able to accommodate the aspirations needed by teachers.

If a leader, in this case the principal, is not able to implement his role, the teacher's performance will not be optimal and create a culture of ignorance or indifference in the school environment. In addition, the lack of sympathy for the principal carried out by the teacher is due to the inability of the principal to lead.

Teacher performance has an effect on Principal Leadership, in line with research conducted by: (Nugraha, Rahmi, & Balsa, 2017), (Prabu & Puspitasari, 2015), (F. Saputra, 2022).

## **2. The Influence of Loyalty on Headmaster Leadership**

The style of a leader in directing an organization (institution) greatly influences the level of personnel loyalty to the organization he represents. According to Welly in research conducted by Windy Sitorus said that to ensure the success of an organization requires superiors who understand the importance of employee motivation.

Work loyalty can arise because it is influenced by several factors including rational factors concerning things that can be explained logically, such as compensation, bonuses, career paths, and facilities provided; emotional factors related to feelings or self-expression, such as the work environment, the style of a leader, work culture, and appreciation at work; and personality factors related to work motivation, such as motivation, enthusiasm, physical and psychological conditions.

Loyalty has an effect on Principal Leadership, in line with research conducted by: (Supriyadi et al., 2019), (Corsini & Nugraha, 2021), (F. Saputra & Mahaputra, 2022), (Ali, Sastrodiharjo, & Saputra, 2022)

## **3. The Influence of Motivation on Headmaster Leadership**

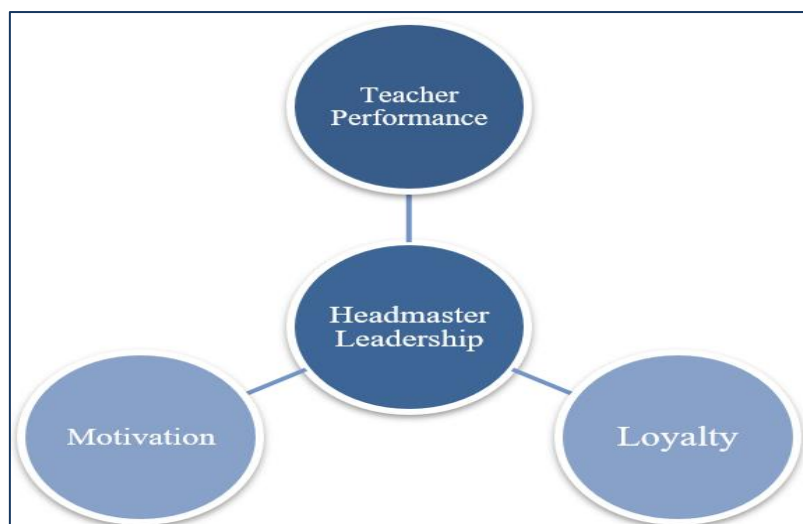
Leadership style shows the social relationship between an individual and other individuals and between people who are controlled and those who control in an organization. Work motivation that arises from a person is also one of the factors that will affect work morale which will later lead to teacher work loyalty in an institution. Work motivation is a psychological process that generates and directs behavior towards achieving goals or good-directed behavior at work.

Motivation is a measure of how long a person can maintain their efforts. Motivated individuals will carry out tasks long enough to achieve their goals. Motivated individuals are critical to supplying organizations with new initiatives that are vital in a competitive world.

Motivation affects the Principal's Leadership, in line with research conducted by: (Muzzamil, Fatimah, & Hasanah, 2021), (F. Saputra, 2021), (F. Saputra & Ali, 2022),

## **Conceptual Framework**

Based on the formulation of the problem, theoretical studies and previous research as well as discussion of the influence between variables, the conceptual framework is obtained as follows:



**Figure 1. Conceptual Framework**

Based on the conceptual framework above, then: Teacher Performance, Loyalty and Motivation are influenced by the Principal's Leadership.

Apart from the variables of Teacher Performance, Loyalty and Motivation which are influenced by the Principal's Leadership. There are other factors that are influenced by the Principal's Leadership, namely:

- 1) Work Culture: (Zahra, 2018), (Erviani, Suciati, & Pohan, 2019), (Sinthya, Dwinarko, & Pohan, n.d.), (Ala, 2017), (Haryudi Anas, 2019), (Kurniawan, D., Putra, C. I. W., & Sianipar, 2021), (A. Zen, 2019b), (Sumarno Manrejo & Ariandyen, 2022), (Dhianty, 2021b).
- 2) Organizational Culture: (Sinaga, Madonna, & Novrian, 2020), (H Anas, 2020), (Riyani, Sitanggang, & Novrian, 2008), (Imaddudin, Sitanggang, Bachtiar, & Priyadi, 2022), (Irfana, T. B., Adam, H., & Mirza, 2018), (A Zen, 2019a), (Sumarno, 2015a), (Dhianty, 2021a), (Yurnal & Ihsan, 2019), (Soetoto, 2018), (Atmoko & Noviriska, 2022).
- 3) Organizational Policy: (Puspita, Polimpung, Irfansyah, Arifianto, & Prasojo, 2022), (Zulfah, Putri, & Pohan, 2020), (Ala, Prawira, Prabowo, & Gemael, 2021), (D. Kurniawan, 2020), (P. B. Sianipar, 2019), (Kurniawan, S., & Zen, 2021), (Sumarno, 2014), (R. Saputra & Dhianty, 2022b), (R. Saputra & Dhianty, 2022a), (Yurnal, 2016), (Kainde, Saimima, & Yurnal, 2021).
- 4) Job Satisfaction: (Widiantoro, Nursyamsi, & Imaddudin, 2021), (Zahra, 2022), (Arifianto, 2017), (Zahra, 2020), (Andrian et al., 2021), (Pangkey, Irfana, & Irsan, 2019), (Lantu & Irfana, 2019), (Sumarno Manrejo & Sebayang, 2021), (Dhianty, 2018), (Noviriska, 2019).
- 5) Communication: (Mujab, Sukreni, Muzzamil, & Nainggolan, 2021), (Sumarno, 2015b), (Sulistyanto, Dwinarko, Sjafrizal, & Mujab, 2020), (Sjafrizal, Dwinarko, & Madonna, 2020), (Dwinarko, 2019), (R. Kurniawan & Ala, 2021), (Putra, Lawanis, Ala, & Bahtra, 2022), (S Manrejo & Fitaningsih, 2021), (Sumarno Manrejo, 2019), (Dhianty, 2022).
- 6) Discipline: (Ummah, A. H., Djuanda, G., Ahmad, D., Afriza, E. S. D., Athalarik, F. M., Moekahar, F., ... & Kairupan, 2021), (Athalarik & Susanto, 2020), (Imaddudin, 2020), (Athalarik & Zahra, 2021), (Kurniawan, D., Putra, C. I. W., & Sianipar, 2021), (P. B. H. Sianipar, 2022), (Agustian Zen, Sukaesih, & Malik, 2022), (Husadha, C., Zen, A., & Panjaitan, 2014), (Sumarno Manrejo, Moeljadi, Surachman, & Sudjatno, 2020),.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the formulation of the problem, theoretical study and discussion above, the researcher concludes for further research, namely:

1. Teacher Performance is influenced by Headmaster Leadership
2. Loyalty is influenced by Headmaster Leadership
3. Motivations influenced by the Headmaster Leadership

### Recommendation

Based on the conclusions above, in addition to the factors of Teacher Performance, Loyalty and Motivation which are influenced by the Headmaster Leadership. There are other factors that need to be researched in further research, namely: Work Culture, Organizational Culture, Communication, Discipline, Job Satisfaction and Organizational Policy.

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