



Analysis of the role of school leaders in motivating teacher performance (case study at SDN Warungbambu I Karawang)

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ABSTRACT

The purpose of this study was to determine the role of leaders in motivating teachers to have high performance. This study uses qualitative methods with data triangulation techniques, technical triangulation and source triangulation. Based on the results of the study, it was found that the principal as a leader has provided optimal motivation to teachers. Leaders have done planning, monitoring and evaluation so that motivation is increasingly encouraged. Innovation and creativity from teachers can also be done because the leader as a manager role has been applied at SDN Warungbambu I. The involvement of leaders as part of the organization is very high in supporting the performance of teachers and school staff.

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1. INTRODUCTION

Education is essentially one of the basic human needs in order to improve the quality of human resources in order to achieve an increasingly advanced and prosperous level of life. Law Number 20 of 2003 article 1 paragraph 1 concerning the National Education System mandates that education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character and skills possessed by himself, society, nation and state.

Basically there are various factors that influence the success of education, including teachers, students, facilities and infrastructure, educational environment, curriculum. Of these several factors, the teacher in the learning process activities at school occupies a very important position and without ignoring other supporting factors, the teacher as the subject of education greatly determines the success of education itself. It must be admitted that the teacher is the main factor in the educational process. Even though the educational facilities are complete and sophisticated, if they are not supported by the presence of qualified teachers, it is impossible to create a maximum learning and learning process.

Teachers are figures who have certain characteristics who work in the field of education and teaching, so they have a great responsibility for achieving the level of development and maturity of students (Nawawi in Khusnul Wardan, 2020:5). As educators, teachers are a determining factor in improving education in schools, therefore teachers must be able to improve their performance and carry out their duties and responsibilities.

The concept, definition and style of leadership can differ from one person, or situation to another. Leadership in the organization is the ability of leaders to carry out management functions, so they must be able to plan, organize and mobilize all organizational resources to achieve goals. Maximum leadership. One of the important resources in the organization is human resources (HR), because HR has the ability to do learning and innovation in carrying out their duties within the organization, therefore HR performance will be an important thing that is a concern for the organization.

Research on the influence of leadership on performance shows that leadership has a positive effect on teacher performance, the principal's participatory leadership style has an effect on teacher performance. Leadership is an important variable that needs high attention to improve teacher performance. Even specifically, transformational leadership is a leadership style that affects performance, as well as democratic leadership style has a positive impact on employee performance. Based on the findings of previous studies indicate that leaders play a role in directing the behavior of organizational members, the goal is to achieve individual performance that will support the achievement of organizational goals. Leaders can choose a leadership style that suits the characteristics of the organization and the maturity of the organization's members. According to (Handayani, T. and Rasyid, A. A. (2015).

The principal's role as the leader of educational institutions is how the principal is able to optimally manage all existing resources to achieve educational goals, including managing teachers. Teacher work motivation is important because the teacher is a person who is directly related to students, the achievement of learning outcomes will be largely determined by how the teacher's work motivation. Leaders must be able to increase employee motivation in order to achieve proper performance. High work motivation will be related to performance achievement. Principal leadership is able to improve teacher performance, but leadership can also reduce teacher performance. Therefore, leadership is an important variable that needs high attention to improve teacher performance. Leadership is an effort to influence many people to achieve organizational goals (Widyawatinigrum, 2015).

Various leadership styles are strategies that can be chosen in order to increase the motivation of followers to achieve the expected performance. stated that transformational leadership positively affects organizational performance through organizational learning and innovation, Likewise research that transformational leadership is related to performance. Transformational leadership will help followers to achieve organizational goals and missions by working with them (Tajasom et al., 2015).

In educational institutions, teacher performance is needed to encourage them to be better. Teachers with high work motivation will have high performance because they have an awareness of the importance of achieving success at work. The results of the study stated that work motivation, leadership and organizational culture will affect teacher performance. Organizational leaders have a big role in increasing the work motivation of their employees. Studies have shown that leadership affects motivation according to (Wahyuni, Christiananta and Eliyana, 2014)

Teachers with high work motivation will do their best for the progress of an organization. An increase in work motivation will lead to an increase in employee performance, by providing appropriate compensation according to (Widodo, 2017).

Although previous studies have examined the influence of leadership on performance, there are still conflicting results from the research, Sihombing et al. (2016) stated that servant leadership has no effect on performance, as well as Darto et al. (2015) stated that neither transformational leadership nor job satisfaction affect performance. Further research is needed on the role of leadership on performance, in this case this research will be developed by examining the relationship between principals' leadership and teacher performance, and testing the role of motivation as a mediation. The purpose of the study was to analyze the principal's leadership role on teacher performance, and the role of teacher motivation as a mediator of the principal's leadership role on teacher performance.

2. METHOD

Types of research

This type of research uses qualitative methods, in the form of descriptive method triangulation techniques, reference triangulation techniques and data source triangulation techniques.

Research Time and Place

The time of the research was carried out from December 2021 to May 2022. The place of research is at SDN Warungbambu I Karawang, the address is Jl. Surotokunto, Kp Krajan I RT / RW 1/1 Warungbambu Village, Kec. East Karawang. The number of samples taken were all teachers in the SDN, which amounted to 19. The method used was observation and interviews with teachers at SDN Warungbambu I Karawang.

Data Validity Test

Test the validity of the data using the source triangulation test, namely taking information sources from teachers and school staff, the triangulation results then produce information from perceptions, meetings, and documentation that discuss coordinated information (Sugiyono: 2014).

3. RESEARCH RESULTS AND DISCUSSION

3.1 Research result

SDN Warungbambu I is an elementary education unit located on Jl. Surotokunto, Kp Krajan I, Warungbambu Village, Kec. East Karawang, Kab. Karawang, West Java, zip code 41351. The school at SDN Warungbambu I Karawang is led by Mrs. Karyati, S.Pd. as principal, in March 2022 -until now

This SDN Warungbambu I Karawang school is under the auspices of the Ministry of Education and Culture. The establishment of this school was in 1951, and was initially issued by DISDIK (Department of Education Karawang) in 1951. SK. School establishment: 10, SK date. School Establishment 1951-02-01, SK. Operational Permit: 421.2/Kep.422-Huk/2010, Accreditation A. There are 510 students in this school.

The vision of the SDN Warungbambu I Karawang school is "Creating Students, Educators and Education Personnel with Noble Morals, Competence, Quality, Achievements in Academic and Non-Academic Fields". SDN Warungbambu I Karawang continues to be committed to carrying out education that aims to "lay the foundation of intelligence, knowledge, personality, noble character, and skills to live independently and attend further education".

a. The Principal's Role in Motivating Teacher Performance at SDN Warungbambu I Karawang

Based on the results of the research at SDN Warungbambu I Karawang using interview techniques with several informants, and documentation at SDN Warungbambu I Karawang, the following research results were obtained: In carrying out his role, the principal tries to carry out all his obligations and always gives the rights of every teacher and employee at SDN Warungbambu I Karawang. As the principal of the school, Mrs. Karyati, S.Pd. He also carries out his seven main duties as school principals as required by the government. Here are some of the interviews:

a) Role as a Manager

"...as a head I always try to carry out my main tasks in managerial terms, for example, I always plan all learning activities at school with the Deputy Head of Curriculum, then the Deputy Head of Curriculum will convey the lesson plans to all teachers, and then I supervise and conduct an annual evaluation..."

As a manager, the principal always does lesson planning, then coordinates with all teachers, supervises work, and conducts evaluations at the end of the learning year.

b) Principal as a professional person

"...Every Monday there is always a ceremony agenda with the principal, teacher staff, students. Besides the ceremony we are also given direction and guidance on how to teach properly and correctly, Mrs. Karyati, S.Pd. also always reminded to always comply with the academic regulations of SDN Warungbambu I Karawang"

The principal at SDN Warungbambu I Karawang in carrying out his role as an educator is to provide work guidance for the head of all educators and education staff by providing work directions that must be done and completed, especially for educators who have dual duties as homeroom teachers or staff.

c) Principal as Administrator

"...I leave all the school administration to Mrs. Debby Nurul Fadhillah, S.Pd. as the Head of TU, I started recording students, teachers and others, I still supervise and I guide, I also ask for a report every month..."

In carrying out his role as administrator of the Principal at SDN Warungbambu I Karawang, he carried out administrative arrangements in the field of correspondence, structuring school documentation, to structuring student administration. The principal always tries to make the administration at SDN Warungbambu I Karawang run systematically and regularly, making it easier to provide reports needed by the government.

d) principal as supervisor

"...Every routine recitation I always remind the teachers to show me the results of the preparation of the RPP before teaching the children, from the RPP I see the media that will be used by the teacher..."

As a supervisor, the principal must lead the teacher to always improve teaching, select teaching materials and teaching methods by the teacher, and evaluate the learning process. Likewise, the principal at SDN Warungbambu I Karawang in carrying out his role as a supervisor improves the learning process, selects teaching materials and monitors and evaluates the learning methods delivered by the teacher.

e) Principal as a Leader

"...Mrs. Karyati, S.P.d is a good leader to all teachers, considers them not as employees but as family, if there is a teacher who is sick or her child is sick Ibu Karyati, S.Pd. will visit soon to inform. Mrs. Karyati, S.Pd. also a leader who can be used as an example because of his discipline and attitude..."

As a leader, the principal at SDN Warungbambu I Karawang often holds meetings with teachers and employees to create good togetherness and cooperation. He as a leader shows a loyal and caring attitude to his subordinates so that all teachers and employees respect him very much. He is also a leader who has a social spirit who always cares about his subordinates. A leader is expected to be a good example to all teachers, employees, and all students. The principal of SDN Warungbambu I Karawang is a leader who can be a good role model in terms of attitude, morals, intellect, and discipline in worship.

f) Principal as Innovator

"...I believe that in order to foster teacher creativity, there must be a new, pleasant atmosphere for the teachers. In other words, teachers need refreshment, for that I hold a school RENSTRA RAKER every year in recreational areas, like yesterday I took a tour of the hot springs in the Ciater area. - earring..."

The principal at SDN Warungbambu I Karawang as a leader always tries to come up with new ideas to improve the performance of all teachers and employees. Principals seek new innovations to foster teacher creativity in creating a pleasant learning atmosphere with varied methods. As an encouragement for teachers and principal employees, each year the RAKER RENSTRA (Work Plan and Strategic Plan) agenda for schools in a place that can be used as tourism and entertainment by teachers and employees other than for school work purposes.

g) Principal as Motivator

"... The motivation grown by the principal at SDN Warungbambu I Karawang is through a comfortable work atmosphere, providing encouragement and enforcing discipline in obeying school rules. In motivating the performance of teachers and employees at SDN Warungbambu I Karawang, the principal carries out his role as an educator, manager, administrator, supervisor, leader, innovator, and motivator in

accordance with government regulations that the principal is responsible for organizing educational activities, school administration, staff development education and maintenance of facilities and infrastructure."

b. Principal's Efforts in Motivating Teacher Performance at SDN Warungbambu I Karawang

The following are some of the results of interviews and several documents obtained by the author in collecting information about what efforts were made by the principal in motivating the performance of teachers at SDN Warungbambu I Karawang

a) Comfortable Work Atmosphere

"So that all teachers and employees carry out their jobs well, I try to provide a comfortable workplace for them as well as my way of motivating them to work."

The principal at SDN Warungbambu I Karawang in his efforts to motivate teacher performance, he provides a comfortable working atmosphere for teachers and employees, by complementing the existing facilities and infrastructure and providing a comfortable work space, with a large enough room, work desk, teacher locker, and other supporting facilities such as LCD projectors, active speakers, fans, bathrooms. By providing all of these, the principal hopes to make teachers comfortable in completing their tasks.

b) Rule Enforcement

To make teachers disciplined in their work so as to produce good performance, the Principal at SDN Warungbambu I Karawang makes several rules that must be obeyed by all teachers which consist of several articles, article 1 contains general obligations, article 2 contains provisions for attendance, article 3 contains assessment provisions, article 4 contains mid-semester assessments, article 5 contains end-semester assessments, article 6 contains rights that will be obtained as employees and educators, and article 7 contains sanctions. All the contents of the article will be attached below

c) Salary

"... for the salary every month I always try to give according to the workload I give, it's not big, but I also give salary according to other standards..."

One of the ways that the head of the school at SDN Warungbambu I motivates the performance of teachers is to provide a salary according to the workload given to them, the salary is also given according to the last education.

Every new academic year, every teacher is required to fill out a statement of ability to carry out all workloads given the salary that has been regulated.

d) Rewards and Punishments

"... there is a reward, there must be punishment, this is what I apply in this SDN, all teachers who work well, I will not hesitate to give rewards, as well as if there are teachers who do not do their work well or violate the articles stipulated in the law. I make them will also get punishment..."

In addition to providing a basic salary, the Principal at SDN Warungbambu I also provides rewards for teachers who excel and provides punishment for teachers who violate the rules that have been set. Rewards and punishments given by the principal with the following details:

Rewards will be given to exemplary teachers every year according to the indicators given by the principal. This reward is in the form of a direct gift from the principal which is given every year at the graduation ceremony for class IX SDN.

"...exemplary teachers are usually given to teachers who come on time, always complete their assignments properly and appropriately, have high loyalty to the school, and can always be used as role models by other teachers in obeying the rules..."

e) Recreation or Vacation

"...the principal here always encourages us teachers after hard work on credit are always invited for recreation, trivial things like that for me can motivate me to be enthusiastic about doing assignments..."

To motivate the performance of teachers at SDN Warungbambu I, the principal will invite all teachers and educators to a recreation area after they have completed a big task such as completing the accreditation of SDN Warungbambu I. a joint recreation was held to refresh their brains after days of hard work. The recreation is carried out to foster the spirit of working employees and the spirit of teaching educators.

f) School Activities

School activities are always held by the principal every year such as comparative study activities with other schools, holding teacher training such as workshops, as well as compiling work plans and strategic plans for SDN (RAKER RENSTRA) with the aim of fostering the morale of educators and employees and providing solutions to problems. problems faced by teachers when teaching and when carrying out their duties.

3.2 Discussion

a. The Principal's Role in Motivating Teacher Performance at SDN Warungbambu I Karawang

The principal is expected to be able to influence all educators and education staff to always make creative innovations as an effort to motivate teacher performance. In carrying out her role as school principal, Mrs. Karyati, S.Pd.. strives to fulfill the basic competencies that must be possessed by school principals and carry out the seven main tasks of school principals that have been regulated by the government⁴⁰ with the aim that educators and education staff can be motivated in their performance . That is, with him being:

a) Principal as Educator

".... Every Monday there is always an agenda for the Koran with Gus, besides the Koran we are also given direction and guidance on how to teach properly and correctly, Mrs. Karyati, S.Pd. also always remind to always obey the regulations of SDN Warungbambu I"

The principal at SDN Warungbambu I in carrying out his role as an educator is to provide work guidance to all educators and education staff by providing work directions that must be done and completed, especially to educators who have dual duties as homeroom teachers or staff.

In carrying out his role as an educator, the principal always provides encouragement to all educators and education staff at SDN Warungbambu I to always obey the rules in the school. This encouragement is always conveyed by the principal in regular meetings with all teachers and employees every Monday.

b) Principal as Manager

".... Every year there is always a meeting agenda with a special committee, usually I, Idah Rosidah, S.Pd and other teachers are invited by Mrs. Karyati, S.Pd to discuss the work plans that SDN must achieve over the next year, as well as evaluate the results of last year's work, Usually there is also the formation of a new organizational structure where it is felt that there are teachers who are not suitable in this field..."

The principal has the duty as a manager in the school. As a principal manager at SDN Warungbambu I, he makes work plans and evaluates the work of all teachers and employees every week during meetings. As a principal manager at SDN Warungbambu I, he created a well-structured organization, and always supervised every teacher who carried out their duties. The principal every year always plans lessons, implements learning, organizes all teachers, supervises work, and conducts evaluations.

c) Principal as Administrator

".... For school administration, I leave everything to Mrs. Debby Nurul Fadhillah, S.Pd. as the head of TU starting from student records, teacher data and others, I still supervise and guide me, I also ask for a report every month..."

In carrying out his role as a principal administrator at SDN Warungbambu I, he carries out administrative arrangements in the field of correspondence, structuring school documentation, to structuring student administration. The principal always tries to make the administration at SDN Warungbambu I run in a systematic and orderly manner, making it easier to provide reports needed by the government.

d) Principal as Supervisor

"Every routine recitation I always remind the teachers to show the results of the preparation of the RPP to me first before teaching it to the children, from the RPP I will see the media that will be used by the teacher..."

As a supervisor, the principal must lead the teacher to always improve teaching, select teaching materials and teaching methods by the teacher, and evaluate the learning process. Likewise, the principal at SDN Warungbambu I in carrying out his role as a supervisor improves the learning process, selects teaching materials and monitors and evaluates the learning methods delivered by the teacher.

e) Principal as a Leader

"...Mrs. Karyati, S.Pd. that includes being a good leader to all teachers, considering them not as employees but as family, if a teacher is sick or their child is sick Ibu Karyati, S.Pd. will visit soon to inform. Mrs. Karyati, S.Pd is also a leader who can be used as an example because of her discipline and attitude..."

As a leader, the principal at SDN Warungbambu I often holds meetings with teachers and employees to create good togetherness and cooperation. He as a leader shows a loyal and caring attitude to his subordinates so that all teachers and employees respect him very much. He is also a leader who has a social spirit who always cares about his subordinates. A leader is expected to be a good example to all teachers, employees, and all students. The principal of SDN Warungbambu I is a leader who can be a good role model in terms of attitude, morals, intellectuality, and discipline in worship.

f) Principal as Innovator

"...I believe that in order to foster teacher creativity, there must be a new, pleasant atmosphere for the teachers, the term is that teachers need refreshment, for that I hold a school RENSTRA RAKER every year in recreational areas, like yesterday I took a tour of the hot springs in the Ciater area. - earring.."

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g) Principal as Motivator

The motivation grown by the principal at SDN Warungbambu I is through a comfortable work atmosphere, providing encouragement and enforcing discipline in obeying school rules. In motivating the performance of teachers and employees at SDN Warungbambu I, the principal has carried out his role as an educator, manager, administrator, supervisor, leader, innovator, and motivator in accordance with government regulations that school principals are responsible for organizing educational activities, school administration, staff development education and maintenance of facilities and infrastructure.

b. Principal's Efforts in Motivating Teacher Performance at SDN Warungbambu I Karawang

In motivating teachers in schools there are things that must be done by the principal such as arranging the physical environment, regulating the work atmosphere, disciplining, giving encouragement, and giving awards to teachers and employees. Likewise, the efforts made

by the principal at SDN Warungbambu I in motivating the performance of teachers at SDN Warungbambu I by doing the following:

- a. Environment settings
- b. physical Setting of work atmosphere
- c. Discipline with rules
- d. Give encouragement
- e. Rewards and Punishments

In addition to rewards, the principal will also provide punishment to educators or education staff who violate the SDN rules set by the principal. The principal will give sanctions in the form of fines to teachers who are late to school or go home early. However, if the punishment does not deter the teacher, then the teacher concerned will be cut off his teaching hours until the teacher is deterred.

"... there is a reward, there must be punishment, this is what I apply in this SDN, all teachers who work well, I will not hesitate to give rewards, as well as if there are teachers who do not do their work well or violate the articles stipulated in the law. I make them will also get punishment..."

In addition to providing a basic salary, the Principal at SDN Warungbambu I also provides rewards for teachers who excel and provides punishment for teachers who violate the rules that have been set. Rewards and punishments given by the principal with the following details:

- a) Rewards will be given to exemplary teachers every year according to the indicators given by the principal. This reward is in the form of a direct gift from the principal which is given every year at the SDN Warung Bamboo I release event
 "...exemplary teachers are usually given to teachers who come on time, always complete their assignments properly and appropriately, have high loyalty to the school, and can always be used as role models by other teachers in obeying the rules..."
- b) Monthly rewards are also given by the principal to teachers and employees who within one month achieve a work target determined by the principal or get an achievement. For example, the teacher gets the achievement of guiding children to the competition and wins the championship, then the teacher will get a reward for that month.
- c) Fines
 In accordance with applicable school regulations, teachers who arrive late or leave earlier than the specified time, do not wear uniforms according to the provisions, and do not enter for no apparent reason will receive a fine in the form of monthly salary deductions. Everything was done by the principal solely to control the work of all teachers and employees at SDN Warungbambu I Karawang.

4. CONCLUSION

The results of the analysis conducted by the author regarding the role of the principal in motivating the performance of teachers at SDN Warungbambu I Karawang in the 2021/2022 academic year can be concluded that: The principal of SDN Warungbambu I Karawang has carried out his role well by being an educator who always provides guidance to all teachers and employees through meetings with teachers and employees, becomes a manager by planning learning, monitoring and evaluating the performance of teachers and employees. As an administrator, the principal of SDN Warungbambu I organizes all administration in the school neatly and systematically, as a supervisor, the principal supervises teaching, teaching materials, and learning media used by teachers. As a leader, the principal encourages teachers and employees to always obey school rules, the principal is a good example for all teachers, employees, and students in terms of discipline, intellectuality, attitude, and in terms of worship. The principal always tries to innovate to increase the creativity of teachers and employees at work. As a motivator, the principal always provides motivation through a safe and comfortable work atmosphere as well as encouragement delivered every meeting held every week.

The efforts made by the principal at SDN Warungbambu I in motivating the performance of teachers at SDN Warungbambu I are (1). Creating a comfortable work environment for all teachers and employees by fulfilling the facilities and infrastructure needed by teachers both in the teacher's workspace and in the classroom. (2). Creating a good atmosphere between teachers and employees by establishing cohesiveness and a sense of caring for each other by establishing closeness, inviting them to carry out scientific activities as well as by study tours organized by the principal. (3) discipline teachers and employees with the rules made by the principal which are outlined in several articles containing general obligations and special obligations, containing rights and penalties that will be accepted by teachers and employees. (4) provide encouragement to all teachers and employees that work is worship and teaching today is to educate the nation. (5). Give awards to all teachers and employees who can complete their work properly and on time, and the principal will give punishment to all teachers and employees who violate the articles that have been made.

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