

# The Influence of the Principal's Leadership Style on Teacher Work Motivation in Public High Schools in Gunung Talang District, Solok Regency

Febby Wahyu Arizka<sup>1\*</sup>, Syahril<sup>2</sup>

<sup>12</sup> Department of Educational Administration, Padang State University, Padang, Indonesia

## ARTICLE INFO

### Article history:

Received February 04, 2025

Revised February 20, 2025

Accepted March 20, 2025

Available online March 30, 2025

### Keywords:

Principal Leadership Style, Teacher Work Motivation



This is an open access article under the [CC BY](https://creativecommons.org/licenses/by/4.0/) license.

Copyright © 2022 by Author. Published by Laboratory of Educational Administration Departemen Universitas Negeri Padang

## ABSTRACT

This research was motivated by the low work motivation of teachers. This research aims to obtain data and information about 1) Teacher work motivation, 2) Principal leadership style, and 3) The relationship between school principal leadership style and teacher work motivation in State High Schools in Gunung Talang District, Solok Regency. This type of research uses correlational research methods. The population is all 125 State High School teachers in Gunung Talang District, Solok Regency. The research sample consisted of 96 people using *proportional random sampling* technique. The research instrument used is a Likert scale which has been tested for validity and reliability. The results of data analysis show that 1) Teacher work motivation is in a very good interpretation with a score of 3.29, 2) The principal's leadership style is in a good interpretation with a score of 2.80, 3) There is a relationship between the two variables with a correlation coefficient of 2,3556. Based on the research results, it can be concluded that the principal's leadership style has a significant relationship with teacher work motivation in State High Schools in Gunung Talang District.

### Corresponding Author:

Febby Wahyu Arizka

Email: [febbywahyuarizka@gmail.com](mailto:febbywahyuarizka@gmail.com)

## 1. INTRODUCTION

According to Law Number 14 of 2005 concerning teachers and lecturers article 1 paragraph 1 states "teachers are professional educators with the main task of educating, teaching, guiding, directing, training, assessing and evaluating students in formal education, basic education and education. intermediate.

According to Mc Shane & Von Glinow in Wibowo (2013: 110) work motivation is a strength within a person that influences the direction, intensity and persistence of voluntary behavior at work. Motivation can be interpreted as an urge that arises from within an individual to move or carry out an activity or behavior to achieve a predetermined goal.

According to Amalda & Prasojo (2018:12), teachers who have high work motivation will do more than just their routine in teaching so that school productivity will increase. Leadership style has a significant influence on motivation

The success of a leader in moving other people to achieve a goal depends on how the leader creates motivation within each subordinate (Kartini, 2008).

Based on the results of observations made by the author at State High Schools in Gunung Talang District, the author saw several phenomena related to teacher work motivation, namely: 1) Teachers were less enthusiastic about teaching, 2) Some teachers worked under the supervision and order of the principal without any initiative from themselves. , 3) Lack of teacher discipline in

carrying out tasks, especially in the learning process, 4) Teachers often prioritize personal interests over school interests.

Based on this phenomenon, researchers are interested in conducting research with the title "The Influence of Principal Leadership Style on Teacher Work Motivation in Public High Schools in Gunung Talang District." The purpose of this research is to obtain data and information about 1) Teacher performance motivation, 2) Principal leadership style, and 3) The relationship between principal teacher leadership style and teacher performance motivation in public high schools in the Gunung Talang sub-district.

## 2. METHOD, DATA, ANALYSIS

This research is quantitative research. The research design used is correlational. Correlational research is research that looks at the relationship or correlation between one variable and another variable. There are 2 variables in this research, namely the independent variable (X) is the school principal's leadership style and the dependent variable (Y) is work motivation.

The population in this study were all State High School teachers in Gunung Talang District, Solok Regency, totaling 125 people. The research sample consisted of 96 people using proportional random sampling techniques.

The type of data used is quantitative, namely that obtained by administering a questionnaire to respondents. The research instrument is a questionnaire with a 4-point Likert scale which has previously been tested for validity and reliability. According to Sugiyono (2016:244), data analysis techniques use average scores (Mean).

## 3. RESULT AND DISCUSSION

Table 1. Average score of work motivation indicators

Variable	Indicator	Number of items	Ideal total score	Average score	Score achievement level	Category
	Responsibility	8	32	28,71	3,59	Very good
	Achievements achieved	6	24	18,94	3,16	Good
	Self development	8	32	25,75	3,22	Good
	Independence in action	5	20	15,88	3,18	Good
<b>Total average score</b>		<b>27</b>	<b>108</b>	<b>89,28</b>	<b>3,29</b>	<b>Very good</b>

From the table above it can be concluded that the responsibility indicator is in the very good category with an achievement level of 3.59, the achievement indicator achieved is in the good category with an achievement level of 3.16, the self-development indicator is in the good category with an achievement level of 3.22 and the indicator of independence in acting is in the not good category with an achievement level of 3.18. When viewed based on sub-indicators, all indicators are in the very good category.

Table 2. Average score of school principal leadership style indicators

Variable	Indicator	Number of items	Ideal total score	Average score	Score achievement level	Category
	Do not accept suggestions, criticism and opinions	2	8	5,78	2,89	Good
	Often uses a coercive approach	2	8	5,25	2,63	Good

	Act as ruler	2	8	4,80	2,40	Not Good
	Division of tasks	3	12	10,38	3,46	Very good
	Joint decision	3	12	10,08	3,36	Very good
	Provide guidance	2	8	6,45	3,22	Good
	Leader participation	2	8	4,04	2,02	Not Good
	Gives freedom	2	8	4,96	2,48	Not Good
	Conduct evaluation	2	8	5,43	2,71	Good
	<b>Total average score</b>	<b>20</b>	<b>80</b>	<b>57,17</b>	<b>2,80</b>	<b>Good</b>

From the table above it can be concluded that the indicator of not accepting suggestions, criticism and opinions is in the good category with a score of 2.89, the indicator of frequently using a coercive approach is in the good category with a score of 2.63, the indicator of acting as a ruler is in the not good category with a score of 2.40, the task division indicator is in the very good category with a score of 3.46, the joint decision indicator is in the very good category with a score of 3.36, the indicator of providing guidance is in the good category with a score 3.22, The indicator of leader participation is in the not good category with a score of 2.02, the indicator of giving freedom is in the not good category with a score of 2.48 and the indicator of carrying out evaluations is in the good category with a score of 2.71. When viewed based on sub-indicators, all sub-indicators are in the good category.

After carrying out the T test, it can be concluded that there is a relationship between the leadership style of school principals and the work motivation of teachers in State High Schools in Gunung Talang District, Solok Regency. Thus, in this research it is proven that there is a relationship between leadership style and teacher work motivation in State High Schools in Gunung Talang District, Solok Regency.

#### 4. CONCLUSION

Based on the results of this research, it can be concluded that 1) Teacher work motivation is in a very good interpretation with a score of 3.29, 2) The principal's leadership style is in a good interpretation with a score of 2.80, 3) There is a relationship between the two variables with a correlation coefficient of 2.3556. Based on the research results, it can be concluded that the leadership style of the school principal has a significant relationship with the work motivation of teachers at State High Schools in Gunung Talang District.

#### 5. ACKNOWLEDGE

A big thank you to Mr. Prof. Drs. Syahril, M.Pd., Ph.D. who has guided me in the process of preparing my thesis from start to finish. Then to the State High School Teachers in Gunung Talang District, Solok Regency who were willing to be respondents in my research. Don't forget the examining lecturers who have provided suggestions and input for my thesis as well as all parties who have helped in completing this thesis.

#### 6. REFERENCES

- Abdullah, M. (2015). *Metode Penelitian Kuantitatif*. Yogyakarta: Aswaja Pressindo.
- Ardiana, T. E. (2017). *Pengaruh Motivasi Kerja Guru terhadap Kinerja Guru Akuntansi SMK di Kota Madiun. Jurnal akuntansi dan pajak*, 17(02).
- Aslan, Said. 2021. *Gaya Kepemimpinan Kepala Sekolah (Tinjauan Teoritik dan Permasalahannya)*. Makassar: Yayasan Barcode.
- Azis, Aissah Qomaria, and Suwatno Suwatno. (2019). *Pengaruh Gaya Kepemimpinan Kepala Sekolah Terhadap Kinerja Guru di SMK Negeri 11 Bandung. Jurnal Pendidikan Manajemen Perkantoran* 4(2), 246- 253.
- Djunaedi, R. N., & Gunawan, L. (2018). *Pengaruh Gaya Kepemimpinan Demokratis terhadap Kinerja Karyawan. Jurnal Performa: Jurnal Manajemen dan Start-up Bisnis*, 3(3), 400-408.
- Diwiyani, D., & Sarino, A. (2018). *Gaya Kepemimpinan Situasional Kepala Sekolah dan Motivasi Kerja Guru sebagai Determinan Kinerja Guru. Jurnal Manajerial*, 17(1), 83-94.
- Hamidi, H. (2020). *Pengaruh Gaya Kepemimpinan dan Motivasi Kerja terhadap Kinerja Karyawan*.

- Jurnal Dimensi*, 9(1), 1-16.
- Hardono, H., Haryono, H., & Yusuf, A. (2017). *Kepemimpinan Kepala Sekolah, Supervisi Akademik, dan Motivasi Kerja dalam Meningkatkan Kinerja Guru*. *Educational Management*, 6(1), 26-33.
- Hartanti, A. S., & Yuniarsih, T. (2018). *Pengaruh Kompetensi Profesional Guru dan Motivasi Kerja terhadap Kinerja Guru di Sekolah Menengah Kejuruan*. *Jurnal Pendidikan Manajemen Perkantoran*, 3(1), 167.
- Herianto, D., & Mirsa, S. (2018). *Faktor-faktor yang Mempengaruhi Motivasi Kerja Pegawai Dinas Bina Marga Provinsi Sulawesi Selatan*. *Jurnal Politik Profetik*, 6(1), 91-105.
- Irdyanti, I. (2021). *Kepemimpinan Demokratis (Studi pada Kepemimpinan Kepala Dinas Pendidikan Kota Makassar*. *Doctoral Dissertation*. Universitas Negeri Makassar).
- Mulyasa, H. E. (2022). *Manajemen dan Kepemimpinan Kepala Sekolah*. Padang: Bumi Aksara.
- Pianda, D. (2018). *Kinerja Guru: Kompetensi Guru, Motivasi Kerja dan Kepemimpinan Kepala Sekolah*. CV Jejak (Jejak Publisher).
- Rizqi, D., Swasto, B., & Susilo, H. (2016). *Pengaruh Gaya Kepemimpinan terhadap Motivasi Kerja dan Kinerja Karyawan (Studi Pada Karyawan Pabrik Gula Kebon Agung Malang)*. *Jurnal Administrasi Bisnis (JAB)*, 36(1).
- Romadhon, Muhamad, and M. S. Zulela. (2021). *Pengaruh Kepemimpinan Kepala Sekolah terhadap Kinerja Guru Sekolah Dasar*. *Jurnal Basicedu* 5.2, 479-489.
- Setiyati, S. (2014). *Pengaruh Kepemimpinan Kepala Sekolah, Motivasi Kerja, dan Budaya Sekolah terhadap Kinerja Guru*. *Jurnal Pendidikan Teknologi dan Kejuruan*, 22(2), 200-206.
- Simarmata, R. H. (2020). *Upaya Peningkatan Motivasi Kerja Guru Sekolah Dasar*. *Jurnal Bahana Manajemen Pendidikan*, 2(1), 654-660.
- Siregar, Y. (2018). *Pengaruh Gaya Kepemimpinan Kepala Sekolah terhadap Kinerja Guru Bimbingan dan Konseling di SMA Negeri Jakarta Timur*. *Jurnal Bimbingan dan Konseling*, 1(3), 232-238.
- Soleha, D. B. (2020). *Pengaruh Gaya Kepemimpinan terhadap Motivasi Kerja Pegawai di Kementerian Agama Kabupaten Lampung Utara*. *Doctoral Dissertation*. UIN Raden Intan Lampung).
- Sumardianti, S. (2016). *Pengaruh Gaya Kepemimpinan terhadap Motivasi Kerja Pegawai pada Kantor PT. PLN (Persero) Rayon Sungguminas*. *Doctoral Dissertation*. FE.
- Syaiyid, E., Utami, H. N., & Riza, M. F. (2013). *Pengaruh Gaya Kepemimpinan terhadap Motivasi Kerja*. *Jurnal Administrasi Bisnis (JAB)*, 1(1).
- Tarigan, I. B., & Panggabean, I. R. (2022). *Pengaruh Motivasi Kerja terhadap Kinerja Guru-Guru di SMK Negeri 7 Medan*. *Jurnal Global Manajemen*, 11(1), 199-211.
- Unaradjan, D. D. (2019). *Metode Penelitian Kuantitatif*. Penerbit Unika Atma Jaya Jakarta.
- Wahid, N., Panting, S., & Tahir, N. (2019). *Pengaruh Gaya Kepemimpinan terhadap Motivasi Kerja Pegawai di Kantor Dinas Pekerjaan Umum Kabupaten Enrekang*.
- Wahyudi, A., & Suryono, J. (2006). *Analisis Pengaruh Gaya Kepemimpinan, Motivasi dan Lingkungan Kerja Terhadap Kinerja Pegawai*. *Jurnal Manajemen Sumber Daya Manusia*, 1(1), 1-14.
- Wahyuni, S., Sukatin, S., Fadilah, I. N., & Astri, W. (2022). *Gaya Kepemimpinan Otoriter (Otokratis) dalam Manajemen Pendidikan*. *Educational Leadership: Jurnal Manajemen Pendidikan*, 1(2), 123-130.
- Yestiani, D. K., & Zahwa, N. (2020). *Peran Guru dalam Pembelajaran pada Siswa Sekolah Dasar*. *Fondatia*, 4(1), 41-47.