

Application of Democratic Leadership Style in Improving Employee Work Discipline and Motivation

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Abstract. This study aims to determine whether a democratic leadership style can improve discipline and work motivation of the employees of the South OKU District education office. This study uses a qualitative approach, where the focus of this research is the education office employees of South OKU Regency with a population of 80 employees, both civil servants and honorary staff. The data analysis used in this research is analysis: 1) domain analysis; 2) taxonomic analysis; 3) comparative analysis, and 4) analysis of cultural themes. The conclusions can be drawn; 1) during his tenure the head of the South OKU District, education office has implemented a democratic leadership style, 2) this leadership style can be seen from the head of the department trying to appreciate the potential of each employee, decisions are always formulated together, leaders do not limit the creativity of subordinates and provide opportunities to subordinates to work and develop; 3) the head of the department always tries to encourage community participation in infrastructure development.

Keywords: Democratic Leadership Style, Discipline, Employee Work Motivation

INTRODUCTION

The problems that the nation has been facing lately, from the rise of hoax cases, the pros and cons of a decision, the issue of SARA that has begun to dare to be raised, inevitably disturb our peace as citizens. If this is not resolved immediately, the hope of creating a peace and tranquility is further away from reality. We can overcome these problems if all parties, especially the leaders from the highest elements, namely the leaders of the state to the lowest elements, namely the leaders of the organization, together try to eliminate their respective egos and realize the importance of peace. Human resources in organization is a very factor important for the effectiveness of activities inside organization (Kristiawan et al, 2017; Fitria et al, 2017; Fitria, 2018). For that, the organization is required to improve the quality of resources human beings so that there is an increase the performance of its employees and can deliver contribution to improving organizational performance (Irmayani et al, 2018). Quality human resources are more important than the wealth of natural resources, because the wealth of natural resources cannot guarantee the welfare and success of a nation (Asvio et al, 2019). Human resources quality will increase a quality country (Rahmadoni, 2018).

The emergence of a role model leader who dares to be just and wise is the type of leader who must be strived for, even if it is as difficult as finding a needle in a haystack. A person can be a good leader if he can act as an effective manager for the people he leads. Conversely, a leader who fails will cause an organization to fail to achieve goals. As stated by Hasibuan (2009) in his expression that a leader is someone who has the authority to direct his members or subordinates to carry out activities for the achievement of an agreed goal. A leader must be able to create and provide hope for his subordinates or the people he leads. The expectations referred to include the leader's

ability to understand the feelings of those under him, and a commitment to helping employees in need. As a determinant of direction, the leader must have the courage to act to determine which path to go to so as not to confuse his subordinates. A leader is someone who has the ability to influence, direct and manage its members or manage a group of people. A leader must have skills and strengths, especially skills and strengths in one area so that with their existence the leader is able to organize, influence and direct others to jointly carry out certain activities, in order to achieve one goal. As stated by Kristiawan (2017) that leadership is a quality that a leader must have in his activities to influence the behavior of many people, so that they are willing to work together in achieving something.

A leader has a very important role in advancing an organization. Therefore, it is not an exaggeration to say that leaders are a very important component in an organization. Leaders can determine the success and failure of an organization. A noble expression which says that the leader's role is the heart of an organization, because a leader has a great responsibility for the success in carrying out a job. This expression states that the position of leader in an organization is the most important position. Furthermore, there will not be one organization that can achieve organizational goals and various targets without considering the importance of leadership style with its environment, especially with parties who are part of the stakeholders for the organization concerned (Asvio et al, 2019).

If we liken a system of mechanism, the leader is the main driving force for the system. A system as good as it is, cannot run if the motor is not optimal. A brief description of the mechanical system is sufficient to illustrate that a leader is the main motor of an organizational system to achieve goals. To become a good and successful leader, a leader must have main competencies, namely personality competence in determining attitudes and behavior, managerial competence in managing and managing all activities, entrepreneurial competence, supervisory competence and social competence. Responsibilities and very heavy duties inevitably must be borne by a leader.

The leadership style is not same between one leader and the other. Every leader has own style to lead. This difference is due to various factors both of external and internal factors. The internal factors are more to the character and behavior of the leader itself, while the external factors are so many (Andriani et al, 2018).

Although the leader is a major factor in achieving goals, the success of an organization, business entity or agency in achieving goals will not be separated from the role of its members or employees. As stated by Fathoni(2006) that employees can become planners and implementers who play an active role in realizing the goals of the company organization and have thoughts, feelings and desires that can influence their attitudes towards work. In this case, employees are not only objects to achieve organizational goals, but also an element that is very important and prioritized. With a good leadership style and procedures for dealing with good members or employees in an agency or service, it will be able to maximize the role of employees.

Researchers are educators, for purposes and interests related to work, of course, researchers often come to the education office and see firsthand how the situation in that service is from year to year. Based on the researcher's monitoring, it was seen that there was a difference in the atmosphere in the South OKU district education office when it was led by several different leaders. It turns out that the style and type of leadership of a leader in an agency greatly affects the atmosphere and performance of its employees.

Based on the observations of researchers, the atmosphere in the South OKU District education office at this time has experienced a lot of changes. Several years before this, many complaints were heard. Several educators in OKU Selatan district complained that they often experience difficulties when managing administration related to personnel administration tasks. This is because there are some employees who are often late to the office, some employees come to the office at 08.30 and go home before the set time. So that educators whose location is far away of-

ten feel disappointed because it often happens that employees are not there during working hours for reasons of family matters and other unclear matters. So that the trip that took several hours and the time that was deliberately wasted was wasted. It is often found that some employees work not in accordance with their main duties and functions as well as their responsibilities in completing work, so that the work produced is not maximized and affects the quality and quantity of work. This fact has been going on for a long time and based on the results of researchers' observations this has happened for years.

However, there are differences that appear in the present. There have been lots of changes that are very beneficial for educators who will carry out administrative activities. The atmosphere in the South OKU Regency education office has experienced a lot of progress in terms of discipline and work spirit. Employees can be met starting at 07.30, employees have also shown their enthusiasm for work. The relationship between employee morale and employee discipline is very closely related. If they have high morale, then they will generally have discipline (Darmiati et al, 2020).

Therefore, the researcher is of the view that there are things that are factors that make it happen like that. Namely the role and style of leadership. The role of a head of service is important. The style of a leader in leading his employees has a very big influence. Work motivation is the result of a collection of internal and external forces that cause work to choose the right path of action and use certain behaviors (Astuti et al, 2020). Employees must have work motivation so that they are willing and willing to exert all their abilities in the form of expertise and skills in carrying out their duties and responsibilities (Kartini and Kristiawan, 2019).

Rivai and Sagala (2014) state that motivation is one of the factors that encourage someone to do certain activities, every activity carried out by someone must have a factor that encourages these activities. Likewise, Hariandja (2009) motivation is the factors that direct and encourage a person's behavior or desire to carry out an activity that is expressed in the form of hard or weak efforts. Wibowo (2010) argues that motivation is an impetus for a series of human behavior processes in achieving goals. While the elements contained in motivation include elements of arousing, directing, maintaining, showing intensity, being continuous and having a purpose.

Leadership is the ability to influence people that leads to the achievement of goals. The leaders are expected to be able to encourage and increase staff involvement and understanding. The leadership responsibilities are also emphasized by the relationship between school effectiveness and improvement and leadership quality (Agustina et al, 2021). According to Rivai (2013) leadership is an ability possessed by someone to be able to influence the behavior of other people or groups of people to achieve a certain goal in certain situations or conditions. Leadership is the ability possessed from within a person in overcoming social organizational problems in which there is interaction between the party that leads with the party that is led to achieve a common goal either by influencing it, persuading, giving support, motivating, and coordinating so that the goal can be achieved as desired. Another opinion was expressed by Wirawan (2014) who defines leadership as the process of leaders creating a vision and interacting with each other to realize their vision. According to the opinion of Chester Irving Barnard in Hasibuan (2011), that leadership is: Leadership is the personal ability to affirm decisions that provide quality and moral dimensions to the coordination of organizational activities and formulation of goals. The aspects of leadership are: a) excellence in the field of leadership, which stands out in physical quality, expertise, technology, intelligence, memory, and projection power, will lead to admiration and will be able to lead his subordinates. b) one's superiority in loyalty to goals, ability to face challenges and courage, feelings, and responsibilities

This leadership style has a very close relationship with motivation, and success cannot be separated from motivational factors. Increasing the motivation of employees to work will have a positive impact on success in achieving goals. However, this success cannot be separated from the

role of a leader. The success of a leader in moving others to achieve the goals that have been set depends on the attitude of the leader. A good leader will be able to create the impetus for progress that arises in himself and his employees or subordinates. There are many types and styles of a leader in leading his members or subordinates. One of them is a leader style with a democratic leadership style. Based on the information obtained, the researcher can conclude that the leadership style currently used by the Head of the South OKU District Education Office is the Democratic Leadership style. Therefore, the authors are interested in examining "How the Application of a Democratic Leadership Style Can Improve Discipline and Work Motivation of Employees of the South OKU District Education Office".

RESEARCH METHODS

This study uses a qualitative approach, where a research process and understanding are based on a methodology that investigates a social phenomenon and human problems. In this approach, the researcher creates a complex picture, examines words, reports in detail from the views of the respondent, and conducts studies on natural situations.

The focus of this research is the education office employees of the southern oku district with a population of 80 employees, both civil servants and honorary staff. According to Sugiono (2014) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that have been determined by researchers to study and draw conclusions. Data collection techniques in this study were to use observation, direct interviews, and documentation. Data collection techniques are carried out by giving a set of questions to other people who are the respondents. Sugiono (2014) which states that this data is obtained from the variables to be measured and then translated into variable indicators, then the indicators are used as a starting point in compiling instrument items that can be in the form of statements. The data analysis used in this research is analysis, namely: 1) domain analysis; 2) taxonomic analysis; 3) compositional analysis, and 4) analysis of cultural themes (Emzir, 2014).

RESULT AND DISCUSSION

As a leader, the head of the department has heavy duties and responsibilities. To carry out their duties as a leader, it is impossible for the head of the department to work alone. Because in an organization it consists of a leader and subordinates who work together to achieve a goal. To improve the quality of the organization, the head of the department as a leader must apply the right methods or techniques in carrying out their duties and responsibilities. Techniques and ways of carrying out a leadership is an understanding of leadership style. The backbone of organizational development is leadership, so that organizational success depends on the merits of the leadership style.

The head of the South OKU district education office has a heavy responsibility to make education in the OKU Selatan district advanced, high quality, and developing. This must be preceded by the development of spirit and harmonious cooperation, the same interest in educational development, providing a pleasant working atmosphere and developing the quality of employees in the agency. The head of the education office also has a big responsibility in organizing the people, tasks and programs in the South OKU district education office. In order to achieve educational goals effectively and efficiently. To achieve this success, it takes a head of an office who has a good leadership style, is wise, tolerant and is willing to cooperate with all its members, because a head of the education office is a key element of success in the field of education.

Therefore, it takes a leader with the right leadership style in managing an organization, especially in education. Democratic leadership style is a way or ability of a person to influence others to cooperate to achieve the goals that have been set together, by carrying out various activities that

will be carried out. Activities to be carried out must be based on an agreement that is mutually determined and approved by the leadership and subordinates. Leadership style affects employee performance (Maryati et al, 2020; Tobari et al, 2020). The style of a leader in this way is called a democratic leadership style. This democratic leadership style also has advantages, because it can regulate every task and authority of the management of the organization, so that it can produce a clear division of tasks from each manager. With the distribution of tasks that have been arranged, the results will be maximized, because one another does not interfere with each other or there will be no interference between the parts of the organization. All work can be carried out well and a goal will be easily achieved.

According to Wahjosumidjo (2005) democratic leadership of service heads is characterized as a protector, savior and behavior that tends to promote and develop organizations in the field of education. Democratic characteristics are shown in the nature and way of leading, making decisions. A democratic leader will decide something and everything will be done in a way that is open, transparent and always confirmed to all parties involved. The head of a democratic service will always be open, act as a protector, and always try to provide wide opportunities for group members or all employees to participate in every activity.

This participation is carried out in accordance with the position, position and position of each carried out by the principle of deliberation to reach consensus. Every decision is not based on coercion, but by mutual responsibility. The head of the service also provides a fair distribution of tasks according to their respective positions.

The impact that we can see from this division of tasks is very effective and efficient if applied in an organization because it can achieve common goals and interests. From the results of the research that the author conducted at the South OKU District Education Office under the leadership indicated by the Head of the South OKU Regency Education Office, Mr. Zulfakar Dani, S.Sos, is a democratic leadership style. This can be seen from the results of the author's interviews with several respondents, namely the head of SMP Reza Fahlevi, S.Pd MM, Head of Subdivision Firman SE, Head of PAUD and PNF Istawiyah S.Sos Development, Head of Curriculum for PAUD & PNF Development, ZainalAhyarudin. S.Pd, Head of Student Affairs for Sari Damayanti Junior High School, S.Pd, EkoPrayitno honorary staff and several junior high school principals, KoharMuzakir, M.Pd and Rozali, S.Pd.

Based on the results of these interviews, the following data were obtained from the interviews which were analyzed related to the leadership style of the head of the South OKU district education office; 1) the head of the department always accepts suggestions, opinions, and criticism from subordinates; 2) every employee who expresses an opinion, suggestion or criticism is always responded to wisely, if it is a constructive opinion, suggestion or criticism, the opinion of the employee will be accepted according to the service's ability or in accordance with the situation and condition of the service; 3) the head of the South OKU district education office is very open and quite responsive and very appreciative, in the sense that there is feedback when employees provide good feedback. According to the head of junior high school guidance, coordination is carried out regularly. For formal coordination, there is always coordination once a month, coordination is carried out at the third week of each month, and what is always coordinated is the matter of previous evaluations or programs that have not been implemented. For coordination problems, the evaluation is carried out at least once every 2 months, namely on the fourth week of each month. This coordination is carried out to monitor and evaluate previous activities as well as delivery of programs that have not been implemented. The head of the service in carrying out his duties is very according to the rules, all duties and responsibilities of employees are very much heeded.

The attitude and way of the head of the South OKU district education office in leading this includes a democratic leadership style because Rivai (2014) states that there are several characteristics possessed by a democratic leader including; 1) happy to receive suggestions and opinions

and even criticism from employees; 2) always trying to prioritize cooperation (teamwork) in an effort to achieve goals; 3) sincerely gives the widest possible freedom to employees to make mistakes which are then corrected so that the subordinates no longer make mistakes which are then corrected so that the employees do not make the same mistakes or try not to make other mistakes; 4) always trying to make employees more successful than their leaders, and trying to develop their capacity as leaders. Of the several characteristics and characteristics that have been mentioned, it is in the head of the South OKU district education office.

According to the Head of Subdivision of Personnel, Firman, SE, based on the results of interviews, in determining a decision if the head of the agency thinks the suggestion is good, it will be followed up, if it is not good, automatically has its own policy because the head of the service is a leader, the head of the service has considerations of criticism, suggestions and opinions received. However, sometimes there are opinions that are ignored, sometimes they are also responded to depending on the problem, and are adjusted between the opinion of the employee and the opinion of the head of the department, depending on conditions in the field, and suitability with financial conditions. Then in giving any assignment based on the organizational structure, everything works with the goals that have been set together. For decision making. If there is an accident, it is discussed and submitted at the official meeting forum in accordance with the authority of the head of service. In the division of tasks, the head of the department assigns tasks based on a jointly determined organizational structure, all of which work with mutually determined goals. how to move employees to carry out their duties through a personal approach. The head of the department always creates a culture of cooperation. This will form good cooperation between the head of the service as a leader and employees as subordinates.

One approach made by the head of the department is by observing what difficulties are experienced by employees, then coordinating tasks that are deemed difficult, then the head of the department resolves these difficulties by doing follow-up coordinating with peawai. In addition to breafing, there is also coordination that is carried out once a month, coordination is carried out if there are urgent matters related to employees. If there are problems that are individual or personal, then the employee will be called, but if there are general problems all will be called to discuss matters that need to be coordinated. Based on the results of interviews with the head of the PAUD & PNF development sector, Istawiyah S. Sos stated that the head of the service always prioritizes cooperation and teamwork because the head of the service always thinks that so that employees can carry out their work well, it can be seen from the ability of these employees, if in everyday The employee is incapable or is not maximal then the employee is not given a task that exceeds his / her ability.

Based on the results of interviews with the head of the PAUD guidance sector curriculum, the head of the South OKU district education office always approaches all elements, not only approaching teachers and employees, but the head of the office also approaches families, and students, both PAUD students, SD and SMP by attending activities and giving awards. The head of the department also maintains a good family relationship with the employee's family by holding family activities, forming a culture of good cooperation with the employee's family. In providing stimulation to subordinates to be productive, and to increase productivity, the head of the department provides stimulation by giving rewards to employees, the rewards are given in various forms such as employees sent to attend training, because these employees have high potential and loyalty towards the education office. In addition, there are rewards given from the service, namely making things easier, getting promoted.

It can be said that the intervention carried out by the head of the department is a form of evaluation and control of official activities. The head of the department controls and evaluates employees by looking at the programs that have been implemented, what are the shortcomings that occur during the activity, then the head of the service also controls the discipline of the staff. Talking about the character possessed by the head of the South OKU District education of-

fice. The head of service already has a character that supports his leadership character. Including the following; a) to distribute duties and responsibilities to employees fairly and wisely; b) accept criticism, suggestions and opinions democratically; c) have a high sense of humanity, which can be seen when there are obstacles in carrying out duties and obligations by employees; d) discipline, the head of the office applies discipline in accordance with government regulations, namely regarding employee discipline by implementing the habit of joint apples in the morning and returning on time; e) communicative, seen from the way the head of the office leads the meeting, the meeting is held casually without tension; f) care for the environment that can be seen from the office environment which looks neat and clean and creates a comfortable environment. The head of the office carries out his duties and responsibilities as a leader and is always open by listening to suggestions and criticisms of employees.

To find out the leadership style of the head of the South OKU Regency education office, the following is the results of the research conducted by the author starting on October 12, 2019. The research was conducted using data collection techniques by making direct observation and collecting documentation both data and documentation in the form of pictures. Researchers also conducted direct interviews with several respondents, both those in the South OKU District education office and school principals who were met at the South OKU District education office. The results obtained after conducting the research can be seen with the following changes: 1) democratic leadership has a high category. This can be seen from the attitude of the head of the education office who accepts every opinion, criticism and suggestion of employees. In every decision making, the head of the department still responds to the opinion of his subordinates even though he disagrees with him. A democratic leader is a leader who always includes all members of his group in making a decision. Democratic leadership style is a characteristic of open leadership, so a leader must carry out deliberation in making a decision. The head of a democratic service always distributes duties and responsibilities in accordance with their respective main duties and functions. In evaluating employee performance, the head of the department is responsible for existing problems and the head of the department is in charge of always directing the employees at the place. The head of the service must always coordinate and always coordinate and cooperate with employees in carrying out tasks for the achievement of mutually agreed goals. Increasing the discipline and motivation of employees to work is one of the important factors in improving the progress of education in South OKU District. With increased discipline and employee motivation, the goals of the organization will be easily achieved. Increased discipline and work motivation of employees is not solely due to employee awareness, but is also influenced by the leadership style of the leaders in the OKU Selatan education office. A democratic leadership style will be able to create an effective, pleasant work environment and will be better able to manage their work so that goals will be realized at a more optimal level. In increasing the motivation and work discipline of the employees of the South OKU District education office, the head of the office always provides opportunities for employees to develop their respective potential; 2) improvement of employee work discipline. The leadership style of the head of the South OKU district education office has a positive impact on the discipline of the work of the office employees. The majority of employees try to look good by improving the way they work. One way to increase discipline. The employees are trying to be present at the service before the morning apple starts (07.30). The employees only leave the place during recess, and these employees try to come back to the service after the break ends so that it makes it easier for teachers and school principals to complete their official affairs in the service. In addition, majority employees rarely go home before the work schedule ends. They will remain in the office until office hours are over so that employees can still serve teachers and school principals who come in the afternoon due to long distances, and 3) increased employee motivation to work high and very enthusiastic. It can be seen from their high morale and time discipline which is shown by almost 80% of the employees who were present at the morning rally and almost 75% of the employees who were still there at 16.30 or leaving in the afternoon. There have been many changes from previous times. Real changes that can be seen

immediately include. a) rarely seen, employees who leave working hours for a long time, even though the leader is not in the workplace; b) it can be seen that employees are busy doing their respective tasks, and there are no longer visible employees who delegate their work to honorary employees who have exceeded the limits; c) In plain view, employees who delegate tasks to other employees are rare. One of the triggers for the increased work motivation of employees at the South OKU District Education Office is that the leadership style used is very democratic. Where, the leader, in this case the head of the South OKU Education Office, treats all employees like family, not as superiors and subordinates. A tolerant attitude and high respect for all employees makes them feel valued. And this is a trigger for employees to improve the quality of their work. Employees are also free to express opinions in accordance with the principles of democracy. Even in giving assignments with the language of request, which certainly has a positive impact. In determining policies, the head of the Dinas, as the leader, is always fair and that is what motivates employees to work optimally. The leadership's authority is not absolute, the leadership's decision can be influenced by input from subordinates, not as a form of interference, in this case it is emphasized more from the principle of deliberation. In addition, leaders also often delegate some authority to subordinates. He also often gives confidence to employees to carry out important tasks, such as traveling outside the official service, representing the head of the office attending important events so that all work can run smoothly.

In determining decisions, it is carried out on the principle of deliberation. The decisions that are always taken are the result of deliberations between the leader and his subordinates. Between leaders and subordinates there is good communication, without any tolerance because the position causes fear or awkwardness. Leaders also do not supervise activities overly or over protective, so that there is no pressure on subordinates when carrying out their activities, so that subordinates uphold the trust given by the leadership. The leadership style that is needed to achieve an expected goal is a leadership style that can empower their members or employees. With a democratic leadership style applied by a leader, it will create a sense of comfort in carrying out a job. This comfort is really needed by everyone because with a sense of comfort everything will be carried out with sincerity and enthusiasm. This is what encourages someone to do a job optimally. The impulse that comes, be it the impulse that comes from outside the self or from the individual itself is called motivation. Leadership that can motivate employees is leadership that can foster self-confidence in employees in carrying out their duties.

Things like the above are all done in an effort to increase employee motivation. Motivation is one of the psychological factors that influence the teaching and learning process. There are so many "motives" to show why someone is doing something. The word "motive" is defined as the effort that drives someone to do something. Motives can be interpreted as an effort force person to perform certain activities in order to achieve the goal. Even the motif can be interpreted as an internal condition (Renata et al, 2018). Robbins (2009) state that wisdom and justice are the driving force that motivates one's morale. In addition, Mangkunegara (2005) statement motivates the condition or energy that moves employees who are directed or aimed at achieving organizational goals. It is the mental attitude of employees who are pro and positive towards work situations that strengthen their work motivation to achieve maximum performance. So, work motivation is an impulse that can cause someone to do activities or work to achieve goals (Salwa et al, 2019).

The findings obtained by researchers, that leaders in the South OKU district education office in carrying out their leadership apply a democratic leadership style. The leadership style adopted by the head of the district education office has succeeded in increasing the discipline and motivation of employees of the South OKU district education office. This can be seen from the performance of the employees of the South OKU District education office who are increasingly progressing towards improvement. Although not all of them, most of the employees of the South OKU District education office have made efforts and tried to improve their discipline and work

motivation. This proves that a democratic leadership style can increase discipline and work motivation of employees in the South OKU District education office.

CONCLUSION

Based on the results of research on the Application of Democratic Leadership Style as an Effort to Improve Discipline and Work Motivation of Employees of the South OKU District Education Office, the following conclusions can be drawn; 1) during his tenure the head of the South OKU District education office has implemented a democratic leadership style, this can be seen from his attitude of always maintaining good relations with fellow employees, approaching employees' families, trying to be in the middle when there are activities which is related to the education office of South OKU Regency. In addition, he always emphasized the principle of participation, the principle of organizational flexibility and good work procedures and creativity, the principle of cooperation, the principle of delegation and distribution of power and responsibility; 2) The leadership style of the head of the South OKU district education office is a democratic leadership style because the head of the service always tries to appreciate the potential of every employee, decisions are always formulated together, between leaders and subordinates who always play an active role in determining decisions and rules, leaders do not limit the creativity of their subordinates and provide opportunities for subordinates to work and develop; 3) the head of the South OKU District education office always strives to encourage community participation in infrastructure development, openness between leaders and subordinates, an agreement to always solve problems is by way of deliberation and consensus.

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