



The Influence of Principal Leadership and Communication on Educator Performance in Elementary Schools in the Catur Cluster Single

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Abstract. *This study aims to determine the effect of principal leadership and communication on the performance of educators in Public Elementary Schools in the Catur Tunggal Cluster. Educator performance is greatly influenced by various factors, including effective principal leadership and good communication. This study uses a quantitative approach with a survey method involving 50 educators in elementary schools that are members of the cluster. Data were collected through questionnaires distributed to respondents, which were then analyzed using multiple linear regression analysis. The results of the study indicate that there is a positive and significant influence between principal leadership and communication on educator performance. Principals who are able to demonstrate good leadership and establish effective communication with educators will improve their performance. This study is expected to contribute to the development of educational management at the elementary school level.*

Keywords: *Catur Tunggal Group, Communication, Educator Performance, Elementary School, Leadership*

1. INTRODUCTION

The quality of an educator's work is seen from his/her performance. The performance of an educator is one of the abilities in carrying out work in accordance with the objectives that have been set, including the entire teaching and learning process from preparation to assessment of learning outcomes. In terms of the entire learning process, it includes program planning and preparation, implementation of learning, optimal classroom management to implementation of learning evaluation. Many studies have revealed the performance of teachers in Indonesia. Based on the activities of Public Elementary Schools in Mesuji Makmur District through the KKKS (Principal Working Group) collection, the author often hears information on issues regarding the performance of educators who according to each Principal have done the right thing but there is still no improvement.

Where it is known that before we complain about the human resources under our control, as a principal must be able to prove to his members that he can be trusted. Because when the sense of trust from the members fades, the principal will no longer have charisma in front of the members and this will affect the sustainability of the organization. As with leadership in Education which is based on the principle of trust, because in the world of Education, it is through mutual trust that leaders will be obeyed and respected in the organization (Jannah et al., 2021).

It would be ideal if a principal had a life and character that could encourage others to emulate him. A good principal is one who is authoritative, has a correct way of life and is worthy of being emulated; not because he is powerful and has prestige, personality, or a certain position. On the contrary, much "leadership" in this world is nothing more than human engineering, relying on the threat of punishment and the lure of rewards. Leadership must try to encourage people by speaking from the heart, not with pressure or coercion from outside. For this reason, through this article the author provides direction and teaching that the role and duties of leadership in education are the most important things so that the education process can run effectively and also excel in the learning process. In addition, all components of the school or school community must also be involved in improving the quality of education. In providing guidance to an educational unit, a principal is needed who has a leadership spirit and has competent communication in order to be able to manage the educational unit in accordance with the vision and mission of the educational unit itself (Sinaga et al., 2022).

To achieve educational goals in accordance with what the school expects, the role of educational leadership must run optimally. Operationally, educational leadership must be effective for the progress of the school organization. In today's information era, the success and failure of a school organization is largely determined by the quality of leadership possessed by the people who are entrusted with the responsibility as principals in a school organization. For this reason, educational leadership needs to be empowered by improving its functional capabilities, so that it is able to play a role in accordance with its duties, authority, and objectives.

Leadership and education, two things that are not the same but cannot be separated, the basic reason is that basically in every educational institution will not be separated from the role of a leader. Leadership in education has complex rules, so it is very important to collaborate. It is undeniable that one of the drivers of progress is strong leadership and at the same time can serve the community and be able to communicate. A strong principal will be able to apply the principles, functions, and objectives of leadership itself, so that successfully implementing several aspects will produce influence, because in fact the essence of leadership is to influence (leadership is influence).

The principal as the center of power and dynamic for the organization must inevitably be able to communicate with all parties, both formally and informally. The communication process is the most important part of the social life of society that can guarantee the existence of individuals and groups of organizational communities. The leadership system of a community group/organization will affect the form of communication between individuals and

other individuals, as well as individuals and institutions. One of the problems often faced by an organization is the lack of communication between leaders and subordinates. Communication is important for an organization because communication is the main tool for members of the organization to be able to work together in carrying out management activities.

Effective leadership cannot be measured only by the extent to which the organizational unit of the leader has succeeded in completing its tasks in order to achieve its goals (Wikaningrum et al., 2018). Shaw (2005) in Wikaningrum et al., 2018 emphasized that to be an effective communicator, leaders must share and respond to information in a timely manner, be sensitive to the views of others, communicate clearly and concisely at all levels of the organization, and use whatever is available in communication channels and various communicative sources. Communication skills also play an important role in influencing the attitude and satisfaction of an employee (Wikaningrum et al., 2018).

Leadership communication refers to the skills and application of effective communication that can be utilized by an employee in a leadership position. A leader who demonstrates strong communication skills can not only motivate their team to do their jobs efficiently, but also foster a trusting work environment that helps their employees feel comfortable sharing their feelings and ideas. Leaders must continually improve their abilities, abilities in the form of interpersonal skills and intrapersonal skills. A leader's style of communication is part of interpersonal skills that must always be improved.

2. LITERATURE REVIEW

Performance measurement is one of the efforts to ensure that resources can be used effectively and can provide direction for strategic decision-making concerning the development of an organization in the future. Performance is the overall status of an organization compared to other similar organizations or against a mutually agreed standard, either internal or external standards.

There are two terms that emerge from two different streams regarding the concept of suitability in work. These terms are "Competent" (competence), which describes behavior, and "Competent" (capacity), which refers to the description of a task or work outcome (Kusumasari, 2016:5). Spencer, in Kusumasari (2016:6), states that performance refers to the foundational research on basic behaviors that describe motives, personal characteristics (specific traits), self-concept, values, knowledge, and skills that are under the control of an individual, leading to superior performance in the workplace..

According to Sedarmayanti (2017) that performance refers to the understanding as behavior is a set of behaviors that are relevant to the goals of the organization or organizational unit where people work. Performance is something that people actually do and can be observed. Factors that influence the high and low performance of an employee are certainly determined by factors that influence it either directly or indirectly. According to Keith Davis in Mangkunegara (2017) there are several factors that influence performance achievement, these factors come from ability and motivation factors.

Schermerhorn (2010:434) explains that leadership is the process of inspiring others to work hard to achieve important work. Leadership builds commitment and enthusiasm for people to carry out their talents to help achieve plans, supervision so as to ensure everything runs well. In its activities, leaders have the power to mobilize and influence their subordinates in relation to the tasks to be carried out. At the stage of giving tasks, leaders must provide clear direction and guidance, so that subordinates in carrying out their tasks can be easy and the results achieved are in accordance with the goals that have been set.

3. METHODS

Research methods are procedures or scientific ways to obtain data with a specific purpose, According to (Resseffendi 2010:33) descriptive research is research that uses observation, interviews or questionnaires regarding the current situation, regarding the subject we are studying. Through questionnaires and so on we collect data to test hypotheses or answer a question. Through this descriptive research, researchers will explain what actually happened regarding the current situation being studied. Sugiyono (2017:2) said that research methods are basically scientific characteristics to obtain data with certain purposes and uses. The method used in the quantitative approach For the approach in this study using a quantitative research approach, as stated (Sugiyono 2017:8) that the quantitative research method is interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of advancing the established hypothesis. This quantitative approach is used by researchers to measure the influence of Leadership and Communication on Performance.

4. RESULTS AND DISCUSSION

This study describes the results of research findings related to: a) the influence of leadership on the performance of educators in Public Elementary Schools in the Catur Tunggal Cluster; b) the influence of principal communication on the performance of educators in Public Elementary Schools in the Catur Tunggal Cluster; c) the influence of principal leadership and

communication together on the performance of educators in Public Elementary Schools in the Catur Tunggal Cluster. As explained in the previous chapter, the population and sample in this study were teachers in Public Elementary Schools in the Catur Tunggal Cluster totaling 96 educators. To determine whether or not there is an influence of principal leadership and communication on the performance of educators in Public Elementary Schools in the Catur Tunggal Cluster, either partially or simultaneously, the questionnaire instrument was first tested in order to determine the validity of the questionnaire instrument being tested.

Based on the results of the leadership questionnaire instrument trial, the results obtained were more than the r Product Moment value or results > 0.444 with a significance level of 5%, and > 0.561 with a significance level of 1%. Thus, all the questionnaire instruments that were tested were declared valid, so they can be included in further research (trial result data is attached). The results of the principal communication questionnaire instrument trial obtained results greater than the r Product Moment value or results > 0.444 with a significance level of 5%, and > 0.561 with a significance level of 1%. Thus, all of the questionnaire instruments that were tested were declared valid, so they can be included in further research (trial data are attached). The results of the principal communication questionnaire instrument trial obtained results greater than the r Product Moment value or results > 0.444 with a significance level of 5%, and > 0.561 with a significance level of 1%. Thus, all of the questionnaire instruments that were tested were declared valid, so they can be included in further research (trial data are attached).

Based on the results of the calculation of the reliability test of the questionnaire instrument in this study, the results obtained that the leadership questionnaire instrument was $0.847 > 0.6$. Furthermore, the principal communication questionnaire instrument obtained results of $0.836 > 0.6$, and the educator performance questionnaire instrument also obtained results of $0.829 > 0.8$. Thus, it can be stated that all variables have a Cronbach's Alpha coefficient > 0.6 so that it can be said that all measurement concepts of each variable from the questionnaire tested are reliable, which means that the questionnaire instrument distributed and used in this study is a questionnaire that is worthy of being continued to the next study (data on the results of the reliability test can be seen in this attachment).

Normality test of data on the questionnaire instrument on the influence of leadership on the performance of elementary school educators in the Catur Tunggal Cluster, the questionnaire instrument on the influence of principal communication on the performance of elementary school educators in the Catur Tunggal Cluster, the questionnaire instrument on the influence of leadership and principal communication simultaneously on the performance of elementary

school educators in the Catur Tunggal Cluster, the researcher explains in the following table.

Table 1 Normality Test
One-Sample Kolmogorov-Smirnov Test

	LEADERSHIP	COMMUNICATION HEADMASTER	EDUCATOR PERFORMANCE
N	96	96	96
Normal Parameters Mean	3.4818	3.5561	3.3682
a,b Std. Deviation	.36351	.29161	.29550
Most Extreme Absolute	.141	.105	.085
Differences Positive	.141	.105	.055
Negative	-.068	-.091	-.085
Kolmogorov-Smirnov Z	.935	.694	.564
Asymp. Sig. (2-tailed)	.346	.722	.909

a. Test distribution is Normal.

b. Calculated from data.

Based on the results of the data normality test analysis as seen in the table above, it is known that the influence of leadership on the performance of elementary school educators in the Catur Tunggal Cluster is stated to be normally distributed. This is evidenced by the Asymp. Sig (2 tailed) value using the SPSS Version 26 Software application obtained at $0.346 > 0.05$. The influence of the principal's communication on the performance of elementary school educators in the Catur Tunggal Cluster is stated to be normally distributed. This is evidenced by Asymp. Sig (2 tailed) using the SPSS Version 26 Software application with a value obtained of $0.722 > 0.05$. Likewise, the influence of leadership and principal communication simultaneously on the performance of elementary school educators in the Catur Tunggal Cluster is stated to be normally distributed and meets the requirements of the normality test. This is evidenced by Asymp. Sig (2 tailed) using the SPSS Version 26 Software application with a value obtained of $0.909 > 0.05$. In histograms, the researcher describes it as follows.

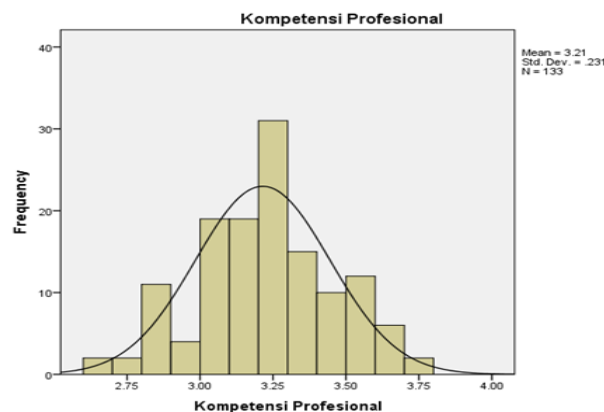


Figure 1 Leadership Graphics

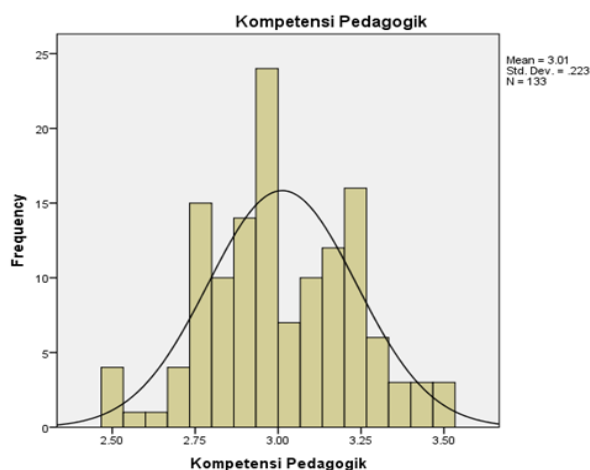


Figure 2 Principal Communication Graphic

Discussion

Based on the results of the study through hypothesis testing, it is stated through three stages as follows: 1) there is an influence of leadership on the performance of elementary school educators in the Catur Tunggal Cluster; 2) there is an influence of principal communication on the performance of elementary school educators in the Catur Tunggal Cluster; 3) there is an influence of leadership and principal communication together on the performance of elementary school educators in the Catur Tunggal Cluster. The results of the hypothesis test in this study

Based on the research findings, it is stated that there is an influence of leadership on the performance of State Elementary School educators in the Catur Tunggal Cluster. The results of the first hypothesis test analysis seen in the table above, obtained β_0 constant coefficient value (Constant) = 2.079 and coefficient number $X_1 = 0.248$, so that a simple linear regression equation is obtained $\hat{Y} = 2.079 + 0.248X_1$, or β_0 partial regression equation between variables X_1 and Y is $\hat{Y} = 2.079 + 0.248X_1$. Furthermore, the equation is used to explain the influence of leadership (X_1) on the performance of State Elementary School educators in the Catur Tunggal Cluster (Y). The results of the coefficient analysis obtained t count of 10.125. Hypothesis test criteria if $t_{count} > t_{table}$ then H_0 is accepted, while if $t_{count} < t_{table}$ then H_0 is rejected and to determine t_{table} is sought at $\alpha = 5\%: 2 = 2.5\%$ (2-sided test) with degrees of freedom (df) = nk or $df = 96 - 2 = 94$ (n is the number of samples and k is the number of independent variables). With a two-sided test (significant = 0.025) the results obtained for t_{table} are 4.233. based on the explanation above, namely $t_{count} = 10.125$ and $t_{table} = 4.233$, then $t_{count} > t_{table}$ which means H_0 is rejected and H_1 is accepted. Thus it can be said that partially there is an influence of leadership on the performance of State Elementary School educators in the Catur Tunggal Cluster.

5. CONCLUSION

Based on the research results and hypotheses proposed in this study, the following conclusions can be drawn.

1. There is a significant influence of leadership on the performance of elementary school educators in the Catur Tunggal Cluster.
2. There is a significant influence of principal communication on the performance of elementary school educators in the Catur Tunggal Cluster.
3. There is a significant influence of the principal's leadership and communication together on the performance of elementary school educators in the Catur Tunggal Cluster.

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