INFLUENCE OF LEADERSHIP PRINCIPAL AND COMMUNICATION ON THE PERFORMANCE OF TEACHER WITH JOB SATISFACTION AS VARIABLE MEDIATION IN SMA NEGERI 1 ABIANSEMAL

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ABSTRACT

This study aimed to examine the effect of school leadership and communication on teacher performance and job satisfaction as mediation at Abiansemal 1 High School. The sample of this study was 74 teachers at Abiansemal 1 Public High School. The analysis technique used in this study is the Smart-PLS (Partial Least Square) software. The results showed that the principal's leadership and communication had a positive and significant effect on job satisfaction. Principal's leadership and communication have a positive and significant effect on teacher performance. Job satisfaction has a positive and significant effect on teacher performance.

Keywords: Principal Leadership, Communication, Teacher Performance, Job Satisfaction

INTRODUCTION

Education is a process of intelligence of the life of the nation that is used as a means of building a whole person. The school is an alternative institution for educational services. The success of an educational institution or school is determined by the quality of its human resources, both in terms of managers, employees and other employees who are able to support the activities of a school. The abundance of human resources that exist today requires thinking carefully how to utilize human resources optimally. So that the community has reliable human resources, quality education is needed, the provision of various social facilities, adequate employment. The quality of human resources will be met if job satisfaction as an element that influences performance can be created perfectly.

The role of the principal in every effort to improve the quality of education is a very important factor. Therefore, as a leader must be able to process human resources, namely teachers and employees in such a way that there is a balance for all teachers and employees in the school. One form of balance that schools create to improve teacher performance is to provide the same motivation to every teacher in the school. Motivation received by the teacher is by having good communication between superiors and subordinates. It is important for schools to be able to motivate the performance of their teachers in various fields according to their respective portions.

The absence of teachers at work can cause teacher performance to decline. This can be explained, that if the teacher is not present in the learning then the subject matter that has been arranged will be dormant or not finished as expected. In addition, absence can lead to ineffectiveness and inefficiency of a person at work and can further reduce performance.

Job satisfaction is used as an organizational goal. Satisfaction is a key factor as an organization's success to be able to develop and grow. Job satisfaction contributes greatly to organizational effectiveness and stimulates employee morale and employee loyalty. Good, et al (Maupula, 2010) state that job satisfaction is closely related to trust and positive feelings about job characteristics and work experience.
Real job satisfaction is developed by each job on the basis of challenging work, good working conditions, fair rewards and opportunities to be promoted to a position or career advancement.

An increase in job satisfaction for employees certainly has an impact on the performance it shows. Dessler and Handoko (2001) stated that there are differences between employees who have satisfaction with those who do not. Employees who feel satisfaction in their work tend to have better attendance records and compliance with regulations. These employees also usually have better performance than employees who have no satisfaction in his work. Employees who are satisfied with their work are more likely to talk about positive things about their organization, help others and make their performance exceed normal estimates (Robbins, 2006).

Some employees at SMA Negeri 1 Abiansemal feel less satisfied with the amount of compensation received for benefits performance that are not in accordance with the workload, less satisfied with the timing of payment of performance benefits that are not timely, less satisfied with the work charged because it is not in accordance with their expertise and less satisfied with internet facilities that often die so that hamper completion of work. This shows the existence of dissatisfaction employee with payments, work commissions and the work itself which will ultimately affect employee performance.

As a school principal must be able to provide guidance and supervision, increase the willingness of educational staff, open two-way communication and delegate tasks. Wahjosumidjo (2002: 10), states that the principal as a leader must have a special character that includes personality, basic skills, experience and professional knowledge as well as administrative and supervisory knowledge. The ability that must be realized by the principal as a leader can be analyzed from personality, knowledge to education, vision and mission of the school, the ability to make decisions and the ability to communicate.

The phenomenon that occurs in Abiansemal 1 High School aside from the performance and job satisfaction, it turns out that in carrying out the tasks of each teacher is less motivated, so the teacher's performance is felt to be declining, this occurs due to rolling and limiting the tenure of the principal, the supervision of the principal seriously, there is no continuation of the results of the superposition, often teachers present late for class, many teachers do not come to work and leave school before office hours. Lack of attention and appreciation of the principal for his subordinates, also affect teacher job satisfaction. Some teachers teach without preparation, learning tools copy paste without development, do not conduct daily and remedial analysis activities or enrichment.

Communication is the key to opening a cooperative relationship between employees and leaders. By communicating, a person can convey his desires that are hidden in his heart to others, either through sound or gestures of limbs. The more smoothly and faster communication is done the faster also terbinanya working relationship. Gorda (2004: 193) states communication is a process of delivering information from one person to another in the hope that there will be a common understanding and perception which will then be directed to a certain action to achieve the goals that have been set in advance.

Based on the phenomena that occur, the current observation shows that the leadership of principals and teachers working in SMA Abiansemal 1 has different performance and has different levels of satisfaction between one teacher with another and also with the leadership of the school principal in carrying out his duties. From the description above, it is necessary to conduct a study entitled "The Effect of Principal Leadership and Communication on Teacher Performance with Job Satisfaction as a Mediating Variable in Abiansemal 1 High School, Badung".

LITERATURE REVIEW

Performance

Educational is a process of intelligence of the life of the nation that is used as a means of developing a whole person. School is one of the alternative institutions for educational services. The success of an educational institution or school is determined by the quality of its human resources, both in terms of managers, employees and other employees who are able to support the activities of a school. The abundance of existing human resources requires thinking carefully how to optimally utilize human resources. In order for people to have reliable human resources, quality education is needed, the provision of various social facilities, adequate employment. The quality of human resources will be met if job satisfaction as an element that influences performance can be created perfectly.
Principal’s is the spearhead of the progress of a school. The head of a school with other principals naturally has different characteristics and characteristics, so that it influences how their leadership is. Sometimes there is leadership of the principal who is liked by the teacher and vice versa there is also the leadership of the principal the teacher doesn’t like. This depends on how each teacher views the principal in different ways too. If the principal’s leadership is seen as good, the teacher will be satisfied to work at the school. Conversely, if the teacher feels that he does not get good service and treatment from the school principal, then the teacher does not feel satisfied working at the school. Research conducted by Nikoleta Taliadorou (2016) with the title "examining the role of emotional intelligence and political skills to educational leadership and their effects to teacher job satisfaction" states that the principal’s leadership shows emotional and political skills have a positive and significant influence on teacher job satisfaction.

Similarly, research conducted by Rachmawati (2018) with the title "the influence of the principal's leadership style and organizational culture on teacher performance with job satisfaction as an variable intervening" states that the principal's leadership and organizational culture have a positive influence on job satisfaction. Likewise, research conducted by Cahyono (2019) with the title "the influence of transformational leadership style and work motivation on employee performance with job satisfaction as a mediating variable in the Central Surgery Installation of Dr. Saiful Anwar" stated that transformational leadership style and work motivation have a positive influence on job satisfaction.

The Principal's leadership greatly colors working conditions. Policy, social influence with teachers and students as well as their actions in making policies, these conditions also have an impact on the performance of teachers. Suharsaputra (2016) revealed that in social life the leadership of a person plays a role as an activator in the process of cooperation between humans in a group or organization, including in the field of education. Leadership makes an organization can move in a directed direction in achieving its stated goals. Sulistiya (2013) added that the principal as the highest leader is very influential and determines the progress of the school must have administrative abilities, have a high commitment and be free in carrying out their duties. A good headmaster must be able to strive to improve the performance of teachers through the education workforce development program. In his role as a leader, the principal must be able to pay attention to the needs and feelings of the people who work so that the performance of the teacher is always maintained. The head of the school is required to have good human resource management to achieve the goals it has planned.

Research conducted by Tuytens (2018) with the title "importance of systems and leadership in performance appraisal" which states that charismatic leadership has procedural fairness and the utility of feedback has a positive and significant effect on teacher performance. Similarly, research conducted by Sundari (2016) with the title "the influence of leadership and organizational culture on lecturer performance with motivation as an variable intervening" (case study: STIE Adi Unggul Bhirawa Surakarta") states that leadership and organizational culture have a positive and significant effect on lecturer performance. Likewise, research conducted by Hardono (2017) with the title "Principal's leadership, academic supervision and work motivation in improving teacher performance" states that the principal's leadership, academic supervision and work motivation has a positive and significant effect on teacher performance.

Communication

Organizational communication has an influence on the level of job satisfaction. In this case, it is intended that the establishment of good communication in an organization, will create a good organizational climate as well. When the climate of the organization is well formed, the people in the organization will feel comfortable because of the effects of the climate. To reveal the relationship between communication and job satisfaction. Communication has an influence on the level of job satisfaction. Factors that affect employee job satisfaction as stated by Glimmer in Sutrisno (2011). Factors affecting job satisfaction are opportunities for progress, job security, salary, company and management, supervision, intrinsic factors of employment, working conditions, social aspects of employment, communication and facilities.

Research conducted by Jose R. Goris (2015) with the title "effect of satisfaction with communication on the relationship between individual job congruence and job performance / satisfaction" which states that communication has a positive and significant effect on job satisfaction. Similarly, research conducted by Rahayu (2017) with the title "Interpersonal communication of principals’ leadership and organizational work culture on work motivation and its impact on junior high school teacher job satisfaction” states that interpersonal communication of principals’ leadership and organizational work culture has a positive influence on job satisfaction. Likewise, research conducted by Rahawarin (2015) with the title “the effect of
organizational climate communication and principal's transformational leadership style on the teacher's performance” states that organizational climate communication and the transformational leadership style of principals have a positive and significant influence on job satisfaction.

According to Effendy (2015), he once talked about the meaning of communication, namely communication is the process of conveying thoughts or feelings by someone to someone else by using a symbol that is meaningful to both parties in certain situations. Communication uses certain media to change a person's attitude or behavior, or a number of people so that certain effects are expected. Communication is the most important thing and must occur between superiors and subordinates as well as fellow employees in a company. Good and effective communication can make the performance of its employees better, because basically as a human resource that needs something to spur their desire to be able to work diligently so that they are able to increase creativity and enthusiasm for work in accordance with their respective limits.

Research on the effect of communication on teacher performance conducted by Rahawarin (2015) with the title “the effect of organizational communication climate and principal's transformational leadership style on the teacher's performance” which results that communication and transformational leadership style has a positive and significant effect on teacher performance. Similarly, research conducted by Goris (2015) with the title "effect of satisfaction with communication on the relationship between individual job congruence and job performance / satisfaction" states that communication has a positive and significant effect on performance. Likewise, research conducted by Nature (2014) with the title "The influence of communication, motivation and work discipline on employee performance of the Institute for Quality Assurance in Education” states that communication, motivation and work discipline have a positive and significant effect on employee performance.

Job Satisfaction Employee satisfaction plays a very vital role in the performance of an organization. It is important to know how employees can be maintained by making them satisfied and motivated to achieve extraordinary results. Targets and achievements depend on employee satisfaction and in turn contribute to organizational success and growth, increase productivity and improve work quality (Latif, el., Al. 2013). If the award is felt to be fair and adequate, job satisfaction increases because they receive awards in proportion to their work performance. Conditions of job satisfaction or dissatisfaction become feedback that will affect future performance. In addition, working conditions, a comfortable environment and career opportunities can also affect the performance of an employee. Therefore, if an employee who has satisfaction with his work can be proven that the resulting performance is good.

Research conducted by Damayanti (2018) with the title "the effect of job satisfaction on employee performance (case study of non-medical employees of the Islamic Hospital of Siti Khadijah Palembang)" which states that satisfaction has a positive and significant effect on employee performance. Similarly, research conducted by Agustiningsih (2015) with the title "the effect of remuneration, job satisfaction and OCB on the employee performance” states that remuneration, job satisfaction and OCB have a positive effect on employee performance. Likewise, research conducted by Susanty (2015) with the title “employee job performance: the effect of attitude toward work, organizational commitment and job satisfaction” job satisfaction has a positive influence on employee performance.

Hypothesis
H1: Principal Leadership has a positive effect on job satisfaction
H2: Communication has a positive effect on job satisfaction
H3: Principal Leadership has a positive effect on teacher performance
H4: Communication has a positive effect on teacher performance
H5: Job satisfaction has a positive effect on teacher performance.

RESEARCH METHODOLOGY
This study is to determine the effect of variables in this study, namely the influence of school principal leadership and communication on teacher performance with job satisfaction as a mediating variable. The research location is a place or region where the research will be conducted. The research conducted by the writer took the location at SMA Negeri 1 Abiansemal, Badung. Subjects in this study were all teachers at SMA Negeri 1 Abiansemal, Badung. The population in this study were 74 teachers in Abiansemal 1 High School. The sample in this study were 74 teachers in Abiansemal 1 High School, Badung. Inferential analysis
techniques are used to test empirical models and hypotheses proposed in this study. The analysis technique used is a structural equation model (Structural Equation Modeling-SEM) based on variance or component based SEM, known as Partial Least Square (PLS) This is an analysis method powerful, because it does not assume the data must use certain scale measurements, used at the number of samples is small (30-50 <100 units), and can also be used to confirm the theory (Ghozali, 2014, Hair et al., 2014).

RESEARCH RESULTS AND DISCUSSION

Hypothesis Testing
Hypothesis testing in this study will be carried out through 2 steps namely testing the direct effect and testing the indirect effect between the exogenous latent variables with endogenous latent variables. The direct effect is the influence that occurs between the exogenous latent variable and the endogenous latent variable directly, while the indirect effect is the effect that occurs between the exogenous latent variable and the endogenous latent variable through mediating latent variables.

Table 5

<table>
<thead>
<tr>
<th>Interpersonal Variable</th>
<th>Path Coefficient</th>
<th>Sig</th>
<th>ketengan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headmaster leadership → Job Satisfaction</td>
<td>0.383</td>
<td>0.000</td>
<td>Positive</td>
</tr>
<tr>
<td>Communications → Job Satisfaction</td>
<td>0.350</td>
<td>0.002</td>
<td>Positive</td>
</tr>
<tr>
<td>Leadership principals → Performance of teachers</td>
<td>0.489</td>
<td>0.000</td>
<td>Positive</td>
</tr>
<tr>
<td>Communications → Performance teacher</td>
<td>0.313</td>
<td>0.003</td>
<td>Positive</td>
</tr>
<tr>
<td>Communication → Teacher performance</td>
<td>0.324</td>
<td>0.002</td>
<td>Positive</td>
</tr>
</tbody>
</table>

Source: processed data 2020 (appendix 11)

Direct Testing
Based on table 5 provides information that the principal's leadership value shows a positive effect on job satisfaction, where the path coefficient shown is 0.383, significance 0.000 smaller than 0.050 sig. These test results indicate that Hypothesis 1 (H1) which states that school leadership has a positive effect on job satisfaction that can be proved. An increase in the principal's leadership value can significantly increase job satisfaction. The value of communication shows a positive effect on job satisfaction. These results are shown in table 5 where the path coefficient shown is 0.350 with, sig 0.002 smaller than the significance of 0.050. This test shows that Hypothesis 2 (H2) which states that the communication has a positive effect on job satisfaction can be proved. Increasing the value of communication can significantly increase satisfaction. Principal's leadership value shows a positive influence on teacher performance. These results are shown in table 5 where the pathway leadership coefficient of the principal shown is 0.489, sig 0.000 is smaller than the significance of 0.050. This test shows that Hypothesis 3 (H3) which states that the principal's leadership has a positive effect on teacher performance can be proved. Increasing the value of leadership can significantly improve teacher performance. The value of communication shows a positive effect on teacher performance. These results are shown in Table 5 where the communication path coefficient shown is 0.313, sig 0.003 is smaller than the significance of 0.050. This test shows that Hypothesis 4 (H4) who stated that the communication positive influence on teacher performance can be proved. Increasing the value of communication can significantly improve teacher performance. Job satisfaction scores show a positive effect on teacher performance. These results are shown in table 5.13 where the coefficient of job satisfaction shown is 0.324, sig 0.002 is smaller than the significance of 0.050. This test shows that Hypothesis 5 (H5)
which states that job satisfaction has a positive effect on teacher performance can be proven. Increasing the value of job satisfaction can significantly improve teacher performance.

**Indirect Testing**

Testing Influence In the effect of indirectly between the variables of leadership on teacher performance through job satisfaction and variables influence communication on teacher performance through the satisfaction shown by Table 6.

**Table 6**

<table>
<thead>
<tr>
<th>Relationships are not direct</th>
<th>Effect</th>
<th>Total Effect:</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>direct X1 → Y1</td>
<td>0.383</td>
<td>0.383</td>
<td>Partial mediation</td>
</tr>
<tr>
<td>indirect: X1 → Y1 → Y2</td>
<td>0.383 X 0.124 = 0.324 + 0.507</td>
<td>0.350</td>
<td>Partial mediation</td>
</tr>
<tr>
<td>direct: X2 → Y1</td>
<td>0.350</td>
<td>0.350</td>
<td>Partial mediation</td>
</tr>
<tr>
<td>indirect: X2 → Y1 → Y2</td>
<td>0.350 X 0.113 = 0.463</td>
<td>0.350 + 0.113 = 0.463</td>
<td></td>
</tr>
</tbody>
</table>

Source: data processed in 2020

Based on Table 6 it can be stated that the principal's leadership value (X1) has a positive direct effect on teacher performance (Y2) where the path coefficient shows a value of 0.383, while the effect indirect value of the principal's leadership (X1) on teacher performance (Y2) through job satisfaction (Y1) is 0.119 (0.383 X 0.324) as shown in Table 5:14. Based on these findings where the total direct effect of 0.383 is smaller than the total indirect effect of 0.507, it can be concluded that job satisfaction acts as a mediator of the influence of the principal's leadership on teacher performance with significance.

Testing the role of job satisfaction (Y1) as a mediator of the effect of communication (X2) on teacher performance (Y2), performed by comparing the direct effect of communication (X2) on teacher performance (Y2) with indirect influence (indirect effect) communication variable (X2) on teacher performance (Y2) through job satisfaction (Y1). Based on this test, it can be seen that job satisfaction (Y1) has an effect as partial mediation. Based on Table 6 it can be stated that, the value of communication (X2) has a positive direct effect on performance where the path coefficient shows a value of 0.350 while the indirect effect of communication value (X2) on teacher performance (Y2) through job satisfaction (Y1) is 0.109 (0.350 X 0.324) as shown in Table 5.14. Based on these findings when total direct influence amounted to 0.350 less than the total indirect effect of 0.463, it can be concluded that job satisfaction (Y1) serves as a mediatory influence of communication (X2) the performance of teachers (Y2) with significance.

**Discussion**

Hypothesis testing results state that the principal's leadership has a positive and significant effect on teacher job satisfaction, this means that the better the headmaster's leadership in Abiansemal 1 High School will be able to create job satisfaction for the teacher. The same results were obtained in Rachmawati's research (2018) with the title Effect of Principal Leadership Style and Organizational Culture on Teacher Performance with Job Satisfaction as an Variable Intervening which states that the principal's leadership and organizational culture have a positive and significant influence on job satisfaction.

Hypothesis testing results state that communication has a positive and significant effect on job satisfaction, this means that the better the level of communication between teachers and superiors at Abiansemal 1 High School will be able to create job satisfaction from each teacher. The same results were obtained in a study conducted by Rahayu (2017) with the title Interpersonal Communication of Principal Leadership and Organizational Culture on Work Motivation and Job Satisfaction Teachers stated that interpersonal communication of school principals and organizational culture had a positive and significant effect on job satisfaction.
The results of testing the hypothesis state that the principal's leadership has a positive and significant effect on teacher performance. This means that the principal's leadership implemented in Abiansemal 1 High School is able to improve teacher performance. The same results were also obtained in a study conducted by the Principal Leadership, Supervision Academicand Work Motivation in Improving Teacher Performance, stating that the principal's leadership, supervision academicand work motivation had a positive and significant effect on teacher performance.

Hypothesis testing results state that communication has a positive and significant effect on teacher performance, this means that good and effective communication can make teacher performance better, because basically as human resources who need something to be able spurred their desire to be able to work with active and able to increase creativity and enthusiasm for work. The same results were also obtained in a study conducted by Nature (2014) with the research title "The Effect of Communication, Motivation and Work Discipline on Employee Performance of Educational Quality Assurance Institutions, states that communication, motivation and work discipline have a positive and significant effect on employee performance at the Insurance Agency Quality of Education.

Hypothesis testing results state that job satisfaction has a positive and significant effect on teacher performance, this means that the higher the level of job satisfaction in SMA Abiansemal 1 will be able to improve the performance of these teachers. The same results were also obtained from a study conducted by Damanayanti (2018) with the research title Effect of Job Satisfaction on Employee Performance (non-medical case studies of the Khadijah Islamic Hospital in Palembang) which stated that job satisfaction had a positive and significant effect on the performance of employees at the Khadijah Islamic Hospital in Palembang.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

Based on the results of the research analysis and the results of the discussion in the previous chapter, the conclusions of this study are: Principal Leadership has a positive and significant effect on Job Satisfaction. This means that the better application of leadership in SMA Abiansemal 1 will increase the job satisfaction of teachers. Vice versa, the worse the application of leadership, the lower the level of teacher job satisfaction. Communication has a positive and significant effect on job satisfaction. This means that the better the teacher's and supervisor's communication will increase the teacher's job satisfaction. Principal's leadership has a significant positive effect on teacher performance. This means that the more the application of leadership increases the more performance of the teacher. Communication has a positive and significant effect on teacher performance. This means that the better the communication between the teacher and the boss, the teacher's performance increases. Job satisfaction has a positive and significant effect on teacher performance in Abiansemal 1 High School. This means that teachers who have high levels of job satisfaction will improve the performance of these teachers. Vice versa, the lower the level of teacher job satisfaction, the teacher's performance will also decrease.

Recommendations

Some suggestions are given relating to these results, among others: For students, the results of this study can be used as a source of teaching or case studies in activity in certain subjects. In addition, the results of this study can be used as a literature review in order to conduct similar research by adding research samples and reconstructing the research model with other variables so that the research results are in accordance with the actual situation. For Companies, the results of this study can be used to optimize Teacher Performance. This is done by designing regulations and policies to improve Principal Leadership, Communication and increase Job Satisfaction. For the University, the results of this research can be used as teaching material and examples in analyzing case studies in certain subjects in order to prepare graduates who later wish to become public accountants. For Future Researchers, the results of this research can be used as teaching resources or case studies in activities in certain subjects. Based on the determinants of the performance of teachers quite a lot and differ from the conditions of the institutions with each other. The results of this study can be used as a literature review in order to conduct similar research through approach longitudinal (from time to time), and it is likely to be used in other institutions by adding research samples and reconstructing the research model with other variables so that the research results are in accordance with actual conditions.
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