

## **Influence of Leadership Style Principal and Work Motivation on Performance Administration Employee Senior High School in Jambi Province**

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**Abstract:** This study aimed to analyze the influence of leadership style and work motivation on employee performance Administrative either partially or simultaneously in high schools in the province of Jambi. The population in this study are civil servants administration National High School in Jambi Province accredited "A" representing three regions with the number of 145 civil servants. Method of quantitative analysis using path analysis (Path Analysis), followed by analysis of determination (R Square), testing the hypothesis partially (t test) and simultaneous (test F) with alpha 5 percent (0.05). Before further analysis first tested the analysis requirements. Analysis tools using SPSS version 22.0 for Windows. The results showed that the leadership style and work motivation positive and significant impact on employee performance at the National High School in Jambi Province.

**Keywords:** Leadership Style, Organizational Culture, Career Development

### **INTRODUCTION**

Education is a very important factor in creating and delivery of human resources, because with education can raise the dignity of the nation. Schools as an educational institution in its management would require workers who are proficient and reliable in order to become a school that is inferior.

Providing education in schools is a system that involves many components, including the employees of the administration which is the human resources in schools. The role of administrative employees is well placed to assist the smooth work of the principal, because without assisted by employees of the administration, the school head will feel heavy in their duties.

Effective schools will be realized if it is supported by the human resources of the school are made up of principals, teachers and administrative staff with high performance in their duties. Many things can affect the performance of employees in the administration including school is conducive working environment, the knowledge, the use of tools, attitude, improvement, and discipline, responsibility, motivation, abilities, skills and managerial techniques.

Performance is something that is important to a school, especially the performance of employees who can bring a school on achieving the desired objectives. Good or poor employee performance can be good or bad effect on overall school performance. Performance can affect the course of the activities of a school, the better the performance shown by staff will greatly assist in the development of the school.

In general, the programs and activities of employee performance High School administration basically through 7 (Seven) performance indicators of activity, namely school administrators draw up programs; management fees; preparation of administrative personnel and students; coaching and career development school administration; administrative preparation of school supplies; preparation of statistical data presentation school; and preparation of the implementation and management of the company to the governance of the school.

Based on the initial assessment carried out on National High School in Jambi Province clerical employee performance still need to be improved, especially on the administrative management of personnel and students as well as development and management of the administration.

**Table 1: Results of Preliminary Study on Employee Performance Administration National High School in Jambi Province**

No.	Statement	Scores Results Answers					amount
		STS	TS	CS	S	SS	
1	Having possessed skills in the use of work equipment	0	1	12	1	1	15
2	Carrying out the work is not timely	0	0	10	3	2	15
3	Carrying out the work had to wait for orders from above	1	1	11	1	1	15
4	Able to establish good communication with leaders	0	0	10	3	2	15
<b>Total score per statement</b>		<b>1</b>	<b>2</b>	<b>43</b>	<b>8</b>	<b>6</b>	<b>60</b>
<b>Percentage</b>		<b>1.67%</b>	<b>3.33%</b>	<b>71.67%</b>	<b>13.33%</b>	<b>10%</b>	<b>100%</b>

Source: Data processed for the purposes of research, in 2016.

Based on the initial assessment results as shown in Table 1 above is known that the majority of respondents answered quite agree on a statement filed in the amount of 71.67%. to explained that in fact employees of the administration has not been so capable of fully using work equipment, not quite been able to carry out the work on time, not quite been able to carry out the work on their own initiative means without waiting for orders from above, and the employee has not enough to be able to establish good communication with the leaders.

Viewed from this phenomenon it would have to be addressed, in order to create optimal employee performance. Optimal performance of employees who will basically bring progress for the agency, therefore efforts to improve employee performance management is the most serious challenge for success in achieving the goals and the viability of an institution depends on the quality of performance of human resources in it.

This study was conducted to analyze: 1) The effect of leadership style on performance; 2) The effect of motivation on performance; and 3) The influence of leadership style and motivation simultaneously on performance.

## LITERATURE REVIEW AND HYPOTHESIS

### Performance

The term is derived from the performance of job performance or the actual performance (performance or achievements actually reached someone) that results in quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to him [1].

Rival Performance and Sagala [2] is a function of motivation and the ability to complete a task or job a person should have a degree of willingness and a certain level of ability. The willingness and skills of a person is not effective enough to do something without a clear

understanding of what will be done and how to do it. Performance is the actual behavior shown by everyone as the resulting performance by employees in accordance with its role in the organization. Employee performance is something that is very important in organizations' efforts to achieve the goal.

According Bernardin and Russell's performance is a record of the results obtained from the specific job functions or activities for a certain period. Armstrong suggests that the performance should be defined as a result of the work [3]. Additionally Edwin Locke [4] argues that historically, the performance of the task is defined as a series of statements emanating from the job description, then assessed to determine the extent to which they carry out the task.

Based on these theories, it can be concluded that the performance is the overall result of work done and the level of success achieved by employees in the areas of work which are directly reflected in the output produced either in the form of number or quality, according to the criteria applied for the job. Relevant indicators of performance are as follows; 1) The technical ability with indicators of knowledge, skills, and experience; 2) Ability conceptual tasks indicators, quality of work, initiative, and responsibility; 3) The ability of interpersonal relationship with the indicator of the ability to work together, communication, motivation and negotiation.

### Leadership style

Basically, a leader has a different behavior in regulating its members, and such behavior is called leadership style. Style of leadership is thus the way a leader to influence the members and in cooperation with a variety of programs and prescribed way. Hence leadership contains a dynamic force in encouraging, motivating and coordinating organizations to achieve the expected goals [5].

According Miftah Thoha [6] style of leadership is the norm of behavior used by a person when that person tried to influence the behavior of others as she sees. In this case the effort to align perception among people that will affect the behavior of the person whose behavior would be affected be very important position.

Leadership style is the attitude, gestures, or looks been a leader in implementing the tasks of leadership. The force used by a leader different from one another, depending on the circumstances of his leadership. Leadership styles are norms of behavior that used a person when the person is trying to influence the consistent behavior exhibited by the leader and known to the other party when leaders are trying to influence the activities of others [7]. Furthermore, Mullins [8] says that "Leadership style is the way in the which the functions of leadership are Carried out, the way in the which the manager typically behaves towards of the group.

The most favored style of leadership is a style that maximizes productivity, job satisfaction, growth, and easily adapts to all situations [9]. This indicates that the style of leadership needs to be developed is the principal always alignments to staff that is positive. The researchers explain more democratic leadership style, because leadership style used in the study is a democratic leadership style. Democratic leadership style can give you the freedom to subordinates for the author of the opinion, cooperation, has a moral responsibility to subordinates, togetherness, and does not always appear bossy nature without regard to subordinates.

Based on these theories can be taken of a synthesis that leadership style is how a manager in managing the organization, leading and shaping to influence subordinates to carry out the duties, responsibilities, mutual cooperation, consultation and support each other to achieve better organization. Indicators of the principal's leadership style is as follows: 1) recognize and reward employees; 2) the same rights; 3) equal opportunities; 4) fosters; 5) develop togetherness 6) the same treatment; and 7) the obligations and responsibilities.

### **Work motivation**

Everyone in performing a particular action is definitely encouraged by the presence of certain motifs. Motivation is usually raised for their needs unmet objectives are achieved, or for their desired expectations. Motivation is a complex combination of psychological forces within each person [10].

Motivation is a process that starts with physiological or psychological deficiencies that drive behavior or encouragement intended for trading

purposes or incentives. Thus, the key to understanding the motivation process depends on the understanding and relationship between the need, encouragement and incentives [11].

According Sutrisno [12] motivation is something that raises the spirit or boost employment. Motivation is the provision of the driving force that creates the excitement of a person's work, so that they would work together, to work effectively, and integrates with all its resources to achieve satisfaction.

According to Robbins and Judge [13] motivation is a process that explains the strength, direction and persistence of a person in an attempt to achieve the goal. Judge Robbin and defines motivation as a process that explains the strength, direction, and persistence of a person in an attempt to achieve the goal. Therefore, in general motivation is related to efforts toward any goal, we're narrowing the focus becomes the organization's goals against work-related behavior.

As one of the known theory of motivation is motivation theory of Maslow. This motivational theory called "A theory of human motivation". This theory follows the theory of plural, someone who work, for their urge to meet a variety of needs. Maslow argued, the desired needs of someone is tiered, meaning that when the first requirement has been met, then the need for a second level will be the main one. Furthermore, if the second level needs have been met, then the need for third level and so on until the fifth level of needs [14].

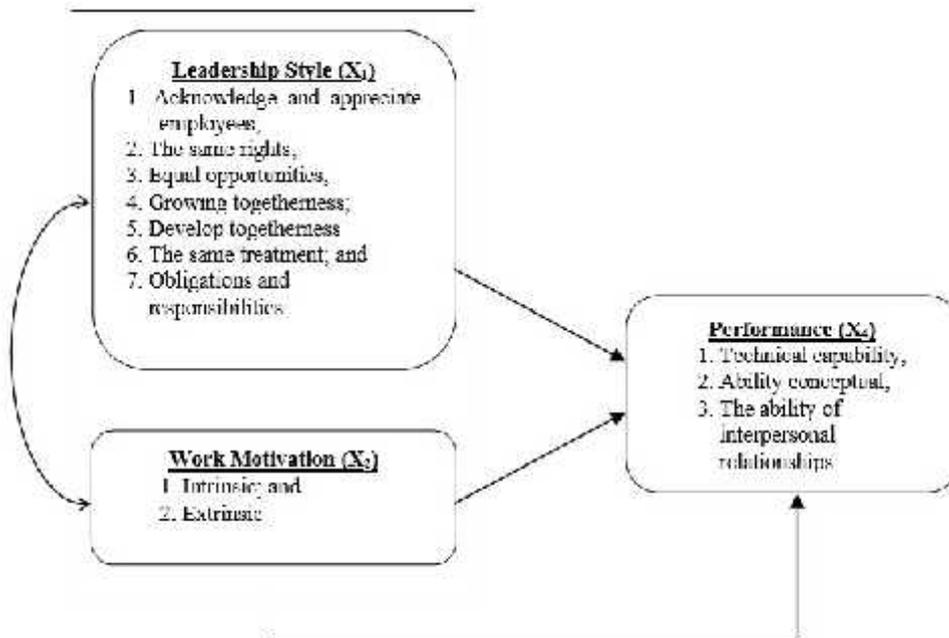
Meanwhile, according to the theory of two factors developed by Herzberg, motivation is basically divided into two factors: intrinsic and extrinsic. Where the intrinsic factors associated with job satisfaction, while extrinsic factors associated with dissatisfaction. That is, the impulse in a person to do something that came about due to intrinsic factors. While related to the fulfillment of self-satisfaction is called extrinsic factors [13].

### **Conceptual Framework**

Based on previous studies, can be drawn between variables affect the performance leadership style is partially based on research conducted by Ciptodihardjo [15]. leadership has a positive and significant influence on employee performance partially. Similarly, Farida, Z [16] also argues leadership style has a positive and significant impact on employee performance. In addition Abrivianto *et al* [17], where studies show that motivation significantly influence employee performance. Similarly Asro'i [18] also revealed that the motivation positive and significant effect on the performance partially.

Performance (Y), built with dimensions and indicators or indicators: 1) The technical ability with indicators of knowledge, skills, and experience; 2) Ability conceptual tasks indicators, quality of work, inisitaif, and responsibility; 3) The ability of interpersonal relationship with the indicator of the ability to work together, communication, motivation

and negotiation. Leadership style ( $X_1$ ) or built with dimensions and indicators: 1) recognize and reward employees; 2) the same rights; 3) equal opportunities; 4) fosters; 5) develop togetherness 6) the same treatment; and 7) the obligations and responsibilities. Motivation ( $X_2$ ) built with dimensions and or indicators: 1) Intrinsic; and 2) extrinsic.



**Fig-1: Conceptual Framework**

Based on research objectives and reviews the theory, the hypothesis of the study are:

- 1) The leadership style influence on performance;
- 2) Motivation effect on performance; and
- 3) Leadership Styles and Motivation affect the administration of employee performance high schools in the province of Jambi.

**RESEARCH METHODS**

This research was conducted using a quantitative approach associative with survey method and using the technique of path Analysis. Path analysis was first developed in 1920 by a geneticist (Sewall Wright) be used to analyze the patterns of relationships between variables in order to determine the effect of directly or indirectly, a set of independent variables (exogenous) to the dependent variable (endogenous) [19].

Population in this study are civil servants administration National High School in Jambi Province accredited "A". With a population of 145 employees. Due to the number of population in this study is not too much, then for the determination of the sample in this study the authors used census techniques. This means that all the population in this study the research sample.

Before the analysis, test questionnaire to test the validity and reliability and testing requirements analysis with normality test, homogeneity, and linearity of the study variables.

Path analysis is one of the analytical tools developed by [20]. Wright developed a method to determine the direct and indirect effect of a variable, where there are variables that influence (exogenous variables) and variables that are affected (endogenous variables).

**RESULT AND DISCUSSION**

**Description Data Research**

Descriptive statistics were used was the size of the symptoms of the center which includes the highest score, lowest score, an average (mean) value that often appear on the answers of respondents (mode), the midpoint (median), standard deviation (standard deviation) as well as the sample variance. Besides the size of the central symptoms and dissemination of data used is also the frequency distribution table and the histogram graph. The results of descriptive statistics in research by using SPSS 21.0 as follows:

**Table 2: Descriptive Statistics Variable Research**

		performance_Y	Leader_Style_X1	Motivation_X2
N	Valid	115	115	115
	Missing	0	0	0
Mean		128,44	115,66	116,34
Std. Error of Mean		1,2661	1,2209	1,0868
Median		129,77	116,23	117,43
Mode		131,19	116,53	120,71
Std. Deviation		13,758	12,91	11,502
Variance		189,2826	166,681	132,296
Range		60,0	57,0	56,0
Minimum		96,0	86,0	91,0
Maximum		155,0	142,0	146,0
Sum		14752,0	13282,0	13413,0

Source: Output SPSS 21.0

**Table 3: Distribution Variable Frequency Performance (Y)**

No	Class interval	Frequency	Relative Frequency (%)	Cumulative frequency
1	96 – 103	6	5,22	6
2	104 – 111	9	7,83	15
3	112 – 119	13	11,30	28
4	120 – 127	19	16,52	47
5	128 – 135	37	32,17	84
6	136 – 143	16	13,91	100
7	144 – 151	9	7,83	109
8	152 – 159	6	5,22	115
<b>Amount</b>		<b>115</b>	<b>100</b>	

Source: Data processed for research purposes (2016)

Based on Table 2 above the value of the mode, median and mean variable lies in the performance class of fifth interval 128 - 135. In addition, the number of respondents who obtained the highest score and the lowest score is balanced so that the data have a tendency normally distributed. The above table also shows that the spread of variable frequency performance is a symmetrical curve. This is

indicated by the score mode, median and mean interval lies in fifth grade. Where the performance of a frequency distribution table above shows also that there were 37 (32.17%) of respondents were on average group, 16 (13.91%) of respondents are above average group and 19 (16.52%) of respondents in below average.

**Table 4: Variable Frequency Distribution Leadership Style (X<sub>1</sub>)**

No	Class interval	Frequency	Relative Frequency (%)	Cumulative frequency
1	86 – 92	6	5,22	6
2	93 – 99	9	7,83	15
3	100 – 106	11	9,57	26
4	107 – 113	19	16,52	45
5	114 – 120	32	27,83	77
6	121 – 127	15	13,04	92
7	128 – 134	14	12,17	106
8	135 – 142	9	7,83	115
<b>amount</b>		<b>115</b>	<b>100</b>	

Source: Data processed for research purposes (2016)

Based on Table 2 above the value of the mode, median and mean variable Leadership Style is located at the fifth grade interval 114 - 120. In addition,

the number of respondents who obtained the highest score and the lowest score is balanced so that the data have a tendency normally distributed. The above table

also illustrates that leadership style variable frequency spread of a symmetrical curve. This is indicated by the score mode, median and mean lies in the interval to five class 114 - 120. Where the frequency distribution table

above shows leadership style also that there are 32 (27.83%) of respondents were on average group, 15 (13, 04%) of respondents are above average group and 19 (16.52%) of respondents below the average.

**Table 5: Distribution of Variable Frequency Motivation (X<sub>2</sub>)**

No	Class interval	Frequency	Relative Frequency (%)	Cumulative frequency
1	91 – 97	7	6,09	7
2	98 – 104	12	10,43	19
3	105 – 111	19	16,52	38
4	112 – 118	23	20,00	61
5	119 – 125	35	30,43	96
6	126 – 132	9	7,83	105
7	133 – 139	7	6,09	112
8	140 – 146	3	2,61	115
<b>amount</b>		<b>115</b>	<b>100</b>	

Source: Data processed for research purposes (2016)

Based on Table 2 above the value of the variable modus motivation lies in fifth grade interval 119-125, while the median and the mean interval lies in fourth grade. In addition the number of respondents who obtained the highest score and the lowest score is balanced so that the data have a tendency normally distributed. The above table also shows that the spread of variable frequency motivation is symmetrical curves. This is shown by the mode and median scores were close to the average. Where the motivation frequency distribution table above shows also that there are 23 (20%) and 35 (30.43%) of respondents were in the group of average, 9 (7.82%) of respondents are above average group and 19 (16, 52%) of respondents below the average.

**Test to the terms of analysis**

Before moving on to test the hypothesis, first must go through the calculation analysis requirements. Testing requirements analysis used consists of three types of test for normality and homogeneity test. Here will be described one by one the results of tests performed.

**Normality test**

Normality test aims to determine the error distribution obtained normal distribution or not. The normality test is carried out in a study using Chi Square test. The normality test results above are summarized in Table 7 below.

**Table 6: Chi Square Normality Test Results**

No	Variable	$\chi^2_{count}$	$\chi^2_{table}$	Information
1	Performance (Y)	11,91	14,067	Normal distribution
2	Leadership style (X <sub>1</sub> )	10,52	14,067	Normal distribution
3	Motivation (X <sub>2</sub> )	9,94	14,067	Normal distribution
<b>Normal Terms <math>\chi^2_{count} &lt; \chi^2_{table}</math></b>				

Source: Data processed for research purposes (2016)

Based on the calculation results obtained  $\chi^2_{count}$  normality test of 10.52 X<sub>1</sub>, X<sub>2</sub> obtained  $\chi^2_{count}$  normality test of 9.94, and a test for normality Y obtained  $\chi^2_{count}$  at 11.91. Of the three variables above calculation results obtained by value  $\chi^2_{count}$  smaller than  $\chi^2_{table}$  it indicates that all variables declared normal distribution, and may be continued for further research.

Homogeneity test. Homogeneity test aims to determine that the variance is homogeneous or not. Homogeneity testing criteria that is received H<sub>1</sub> if  $\chi^2_{count}$  value is smaller than  $\chi^2_{table}$  and accept H<sub>0</sub> if  $\chi^2_{count}$  value is greater than the significance level = 0.05. The homogeneity test results in this study are summarized in the following table:

**Table 7: Variance Homogeneity Test Results**

No	error	number of Samples	Dk	X <sup>2</sup> (0,05)		Conclusion
				X <sup>2</sup> <sub>count</sub>	X <sup>2</sup> <sub>table</sub>	
1	Y grouped on X <sub>1</sub>	115	84	19,357	63,867	Homogeneous
2	Y grouped on X <sub>2</sub>	115	81	16,488	61,261	Homogeneous
<b>Prerequisites homogeneous <math>\chi^2_{count} &lt; \chi^2_{table}</math></b>						

Source: Data processed for research purposes (2016)

Based on calculations obtained homogeneity  $\chi^2_{count}$  value smaller than  $\chi^2_{table}$  so that H1 is accepted and concluded that all the errors in this study showed homogeneous variance.

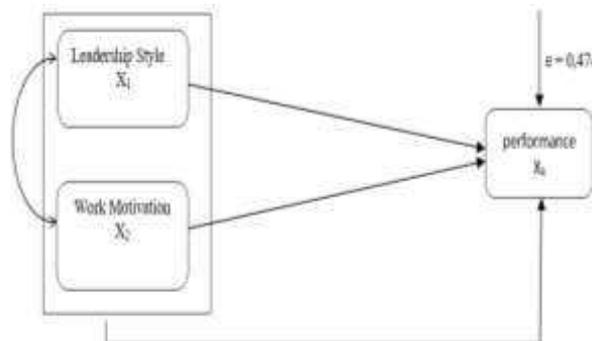
**Research result**

The results of this study are summarized as shown in Table 9 below with variable coefficients leadership style ( $X_1$ ) and motivation ( $X_2$ ) is ( $P_{yx1} = 0.602$  and  $P_{yx2} = 0.319$ ) and the correlation between variables  $X_1$  and  $X_2$  is 0.809 which can be presented as figure 3 below this:

**Table 8: Regression Coefficients**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,839	6,167		2,082	,040
	Leader_Style_X1	,624	,079	,602	7,887	,000
	Motivation_X2	,372	,089	,319	4,178	,000

a. Dependent Variable: Performance\_Y



**Fig-2: Structure Results Path Analysis**

From the table above were obtained results of path analysis coefficient:  $Y = yx1.X1 + yx2.X2 + e = 0,602.X1 + 0,319.X2 + 0.472$ . Path coefficient value leadership style variable to variable performance is equal to 0602. The coefficient of motivation variable to variable track the performance is equal to 0.319

coefficient is positive means that the style of leadership and motivation positive effect on performance.

And then to find out the total effect of variable style of leadership and motivation on the performance can be seen from the summary table, as follows:

**Table 9: Model summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,880 <sup>a</sup>	,775	,771	6,4988

a. Predictors: (Constant), Motivation\_X2, Leader\_Style\_X1

Source: Output SPSS 21.0 for windows

R value of 0.880 indicates a double correlation (style of leadership and motivation) with performance. Taking into account the variations in value of R Square of 0.775, meaning the size of the role or contribution of variable styles of leadership and motivation of employees were able to explain the variable performance of 77.5%. While the remaining 22.5% is influenced by other variables not included in this model.

**Partial effect (t test) and influence simultaneously (Test F)**

Assessment of the effect of partial aims to test whether each independent variable significantly influence the dependent variable partially with  $\alpha = 0.05$  and the acceptance or rejection of the hypothesis. Partial test (t test) to answer a hypothetical one and two of this study.

**Table 10: T Test Results (Partial)**

No	variables	t <sub>count</sub>	Sig.
1	leadership style (X <sub>1</sub> )	7,887	0.000
2	Motivation (X <sub>2</sub> )	4,178	0.000

Source: The results of process data from SPSS 21.0 for windows

From Table 11 above were obtained t<sub>count</sub> leadership style variable of 7.887, meaning t<sub>count</sub> > t<sub>table</sub> (7.887 > 1.658). Thus, H0 and H1 accepted, meaning partially contained leadership style influence on employee performance. To test the significance gained output of 0.000 which is smaller than 0.05, it can be concluded that leadership style have a significant effect on performance. Thus the first hypothesis is accepted.

T count motivation variable of 4.178 which means greater than t<sub>table</sub> (4.178 > 1.658). It can be stated

that H0 rejected and H1 accepted, meaning partially contained motivational influence on performance. Furthermore, the significance test showed 0.000 which is smaller than 0,005, so it can be concluded that motivation significantly influence performance. This means that the second hypothesis is accepted.

To answer the third hypothesis that the leadership of the force and motivation simultaneously affect the performance can be seen from Table 12 below.

**Table 11: F test results simultaneously**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16284,871	2	8142,435	192,793	,000 <sup>b</sup>
	Residual	4730,225	112	42,234		
	Total	21015,096	114			
a. Dependent Variable: Performance_Y						
b. Predictors: (Constant), Motivation_X2, Leader_Style_X1						

Source: Output SPSS 23.0 for windows

From the ANOVA test or F<sub>test</sub> as shown in Table 12 with the values obtained F<sub>count</sub> 192 793 with a probability level of p-value of 0.000, due to the value of F<sub>count</sub> > F<sub>table</sub> (192 793 > 3.08) and the figure is much significance level <0.05 ( 0.000 <0.05), it can be inferred variable leadership style and motivation together significantly influence employee performance variable (Y). Based on these explanations, the H0 and

H1 accepted, meaning that this proves that leadership style variable (X1) and motivation (X2) together significantly affect performance variable (Y). Thus the third hypothesis is accepted.

Meanwhile, to see the effects of direct and indirect, can be seen in the following table:

**Table 12: Summary of Coefficients Line**

Variables	Directly	Indirect		Sub Total	Total
		X <sub>1</sub>	X <sub>2</sub>		
Leadership style (X <sub>1</sub> )	0,362		0,155	0,155	0,518
Motivation (X <sub>2</sub> )	0,102	0,155		0,155	0,257
Influence X <sub>1</sub> , X <sub>2</sub>					0,775
The influence of other variables					0,225

Source: The results of process data from SPSS 21.0 for windows are processed.

In line with the research path analysis methods already stated in the previous section, then from the table above it is known that the total value of the leadership of the force and effect of motivation on performance either directly or indirectly sebesar 0,775. The value describes the coefficient of determination R<sup>2</sup> as shown in the R<sup>2</sup> test results in Table 10. That explains the magnitude of the role or contribution of variable styles of leadership and motivation of employees were able to explain the variable performance of 77.5%. While the remaining 22.5% is

influenced by other variables not included in this model.

**LEADERSHIP STYLES ON PERFORMANCE**

Leadership style directly affects the performance significantly. These findings indicate that if a leader is able to recognize and reward employees; gives equal rights; equal opportunity; can foster togetherness; can develop together give the same treatment; and provide the obligations and

responsibilities fairly, it will be able to improve employee performance.

The results of this study showed similar results to the study conducted by Ciptodihardjo [15], which revealed the leadership has a positive and significant influence on employee performance. The results of this study reveal a good leader will be able to move his subordinates to be able to work better for the organization's progress. Next to research conducted by Farida, Z [16] also argues leadership style has a positive and significant impact on employee performance.

The style of leadership is how a manager in managing the organization, leading and shaping to influence subordinates to carry out the duties, responsibilities, mutual cooperation, consultation and support each other to achieve better organization. Thus a leader must be able to understand the behavior of individuals in the organization they lead to can find the appropriate style of leadership for the organization. Because the appropriate style of leadership can impact the performance of subordinates.

Leadership style of a leader is needed in an organization for reciprocation of an organization depends on how well leaders can play a role that these organizations continue to thrive. Flippo in Dewi, S.P. Google's leadership style can be defined as a pattern of behavior that is designed to integrate the interests of organizations and personnel in order to pursue several objectives. For that a leader really needs to consider the style of leadership in the process of influencing, directing and coordinating the activities of members of his group members objectives and goals so that both can be achieved.

### **MOTIVATION TO PERFORMANCE**

Motivation direct effect on performance. These findings indicate if an employee has a high motivation to work well was the motivation that comes from the employee (intrinsic) form, recognition, responsibility, achievement and the work being done. As well as those originating from outside (extrinsic) form of supervision, salary, physical conditions of work, labor relations, security, and opportunity will potentially influence the optimal employee performance.

The results of this study showed similar results to the study conducted by Abrivianto *et al* [17], where the research results prove that the motivation significant effect on the performance of employees of PT Artha Wenasakti Gemilang and the dominant variable influence on employee performance. Furthermore Asro'i [18] also revealed that the motivation positive and significant effect on performance.

Motivation and performance are intimately connected, both of which are independent from each other. However, it should be noted that various studies on the link between the two shows that a good motivation will create a good performance. However, the relationship is not causal relationship because of the determining factors of performance not only motivation in itself but there are other factors [21].

Motivation is the encouragement of inner employees to achieve a goal. An employee will do a good job if there is a push from within him. The impetus that would arise if a person has a need to fill, for example, the need to achieve success, needs to be able to socialize with other employees and the need to gain power.

### **STYLE OF LEADERSHIP AND MOTIVATION ON PERFORMANCE**

Motivational leadership style and influence performance. Hypothesis test results found that the style of leadership and motivational effect on performance. The results of this study have implications if the school management wanted to improve employee performance, then the school management should be able to pay attention to the style of school leadership as well as attention and increase the motivation of employees.

Performance consists of dimensions and or indicators: technical ability with indicators of knowledge, skills, and experience; Conceptual ability with the task indicators, quality of work, initiative, and responsibility; The ability of interpersonal relationship with the indicator of the ability to work together, communication, motivation, and negotiations. The leadership style consists of dimensions and or indicators: recognizing and valuing employees; the same rights; equal opportunities; fosters; develop togetherness; the same treatment; and the obligations and responsibilities. Motivation consists of dimensions and or indicators: ie: the intrinsic; and extrinsic. Indicators intrinsic motivation is achievement, recognition, responsibility, achievement and the work being done. While indicators of extrinsic motivation is supervision, salary, physical conditions of work, labor relations, security, and opportunity.

### **CONCLUSIONS**

- 1) Leadership Style Positive and significant influence on employee performance. The better the leadership style will be better the performance of its employees;
- 2) Motivation and significant positive effect on employee performance. The better the motivation of the employees to do the job, then it will be better the employees in the work;
- 3) Leadership Styles and Motivation positive and significant influence on employee performance. The better style Leadership and motivation then

will better the performance will be provided by the employee in performing his job.

### RECOMMENDATIONS

- 1) It is expected that the principal State Senior High School in the province of Jambi able to realize as well as providing support to employees of the administration as real form execution of professional duties and make as school organization change agents who are able to encourage and motivate changes in all aspects of school organization. It is also can be a trigger to an increase in school services;
- 2) It is expected that there are other studies related to employee performance by reviewing the administration of other variables that are supposed to influence the performance of employees with extensive respondents.

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