

THE RELATIONSHIP BETWEEN LEADERSHIP AND TEACHERS' PERFORMANCE AT STATE VOCATIONAL HIGH SCHOOL "X" BANDUNG

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ABSTRACT

This research was conducted at State Vocational High School "X" Bandung, aimed to determine the relationship of leadership and teachers' performance, and also to analyze the effect of leadership on teachers' performance at State Vocational High School "X" Bandung. Respondents of this research are 30 employees selected by census technique. This research uses descriptive and associative method, which tests the connection using the Spearman Rank correlation analysis, and also done to determine the accuracy of measurement using by the validity and reliability test. Results of the validity and reliability test of variables X and Y are valid and reliable. Calculations were performed using SPSS software version 19. The result of this study shows that leadership is in the category of good and teachers' performance is also in the category of good. Results shows the correlation of leadership with teachers' performance at State Vocational High School "X" Bandung based on the interpretation of Pearson Product Moment correlation is in the criteria of strong. It shows that the hypothesis is proved, there is significant relationship between leadership and teachers' performance at State Vocational High School "X" Bandung.

Keywords: *teacher leadership, teachers' performance, pearson product moment correlation*

INTRODUCTION

The achievement of organizational goals cannot be often done easily. Various obstacles are faced in its efforts to achieve the goal. Economic turbulence, an increasingly aggressive competitor activity, and various other difficulties often make the goals to be achieved becomes uneasy, the same problems occur when organizations want to make changes to better fit with the environment development.

Human Resources (HR) in organization is already familiar with the old way that would have are luctance to change. This is only among few other things since a new destination that wants to be pursued by the organization is still too vague, so that the employees are concerned such changes would only cause a variety of adverse impact on the interests of employees. In various situations like that, organizations need a leader who will perform the function of leadership.

The leadership factor plays a very important role for leaders that will propel and steer the organization in achieving its objectives and task that is not easy. Being the leader of a task is not easy because he has to understand each different subordinate behavior. Subordinates are influenced in such a way so that they can provide dedication and participation to the organization effectively and

efficiently. Success or failure of efforts in achieving organizational goals depends on the quality of leadership.

The function and role of a leader in an organization is to be responsible for motivating and giving direction to his subordinates. A leader who is capable of performing the leadership function and role effectively will affect the employees' performance. Performance is the output generated by functions or indicators of a job or a profession in a given time. The term performance can also be used to show the output of the organization, tools, management functions (production, marketing, finance), or the output of an employee.

Performance is the result of the synergy of a number of factors, among others are the organizational internal environmental factors, external environmental factors and employees' or workers' internal factor. The employees' internal factors chime with the organizational internal environmental factors and the organizational external environmental factors. The synergy influences employees' behavior in work then it affects employees' performance. The employees' performance then determines the performance of the organization.

Factors that can be controlled and conditioned by the organizations' leaders are organizational internal environmental factor and employees' internal factor. The organizational external environmental factors are beyond the leaderships' control. The task of the leadership is to control and to develop the internal environmental factor and the employees' internal factor.

Previous researches has stated that leadership variable affected employees' performance positively and significantly. The role of a leader in encouraging employees to take the initiative, to take the risks, to stimulate the innovation, to familiarize themselves with the uncertainty, as well as to give working directions may affect teachers' performance significantly (Abbas & Yaqoob, 2009; Handayani, 2010; Kiswanto, 2010; Warni, 2010; Sjafei, 2011; Walumbwa *et al.*, 2011; Bello, 2012; Mehrabi *et al.*, 2012).

Leadership has a positive and significant relationship. The role and function of leadership applied in an organization will be able to generate high employee performance, so that the results of the implementation of the duties of employees will go in line with the work plan established by a leader (Glorianto, 2005; Nurwati *et al.*, 2012; Paracha *et al.*, 2012; Risqon & Purwadi, 2012; Soegihartono, 2012; Supendy *et al.*, 2012; Parhusip, 2013; Suwandi & Sumarji, 2013; Shafie *et al.*, 2013; Marpaung, 2014; Iqbal *et al.*, 2015; Rasool *et al.*, 2015).

Other researches stated a different result, namely the study of Yusron (2010), stated that leadership did not affect partially and significantly on employees' performance. Improving the quality of leadership alone will not affect employees' performance, that is not accompanied by increasing other external factors, such as leadership figure of a leader itself.

State Vocational High School "X" Bandung is one of the state vocational educational institutions in Bandung, which has the superior vocation such as Accounting, Office Administration, Marketing Management, and Business Travel. State Vocational High School "X" Bandung as one of the favorites of vocational schools in the city of Bandung are always trying to improve the quality of education, coupled with improving teachers' performance as educators. The teachers's performance will be achieved maximally when the leaderships' functions and roles have been implemented effectively in that school.

The phenomenon of leadership in State Vocational High School "X" Bandung based on a preliminary research to obtain the real problem (Sugiyono, 2011) through interviews with teachers at school are shown in Table 1.

Table 1 The Phenomenon of Leadership at State Vocational High School "X" Bandung based on Opinion of 30 Teachers Year of 2015

Leadership Role And Function	Opinion Yes	Opinion No
School leader is able to formulate a vision and mission in work	6	24
School leader performs a two-way communication with subordinates	5	25
Leader always provides guidance and work direction to subordinates	5	25
Leader is able to create a spirit of teamwork	7	23
Leader accommodates all the aspirations of the subordinate	8	22

The phenomenon of teachers' performance occurred in State Vocational High School "X" Bandung based on a preliminary study and the data obtained from School Administration Division are presented in Table 2.

Table 2 The Phenomenon of Teachers' Performance at State Vocational High School "X" Bandung Year of 2015

Types of Work	Sop Target	Target Realisation
Timely in completing the job	100%	80%
Creativity in providing teaching materials in the classroom	95%	70%
Emotional and spiritual intelligence in solving the working problems	95%	75%
Obedience in complying with the rules of coming to work and going home	95%	60%

Based on the explanation and data in Table 1 and Table 2, the problem examined can be formulated. First, it shows how the leadership and teachers' performance at State Vocational High School "X" Bandung is. Second, whether there is significant relationship between leadership and teachers' performance at State Vocational High School "X".

The goal of this research is to find out the relationship between leadership and teachers' performance at State Vocational High School "X" Bandung. This research is also conducted to find out whether there is significant relationship between leadership and teachers' performance at State Vocational High School "X" Bandung.

Leadership is defined by Sutrisno (2010) as a process of directing and influencing the activities related to the duties of the members of group, whose implications should involve others, subordinates or followers, distribution of power, and the ability to use various forms of power to influence followers through a number way. Leaders in an organization has a very important role, not only internally to the organization concerned, but also in dealing with various parties outside the organization, all of which are intended to improve the ability of the organization to achieve its objectives. The role can be categorized into three forms, which are interpersonal, informational, and decision-making.

The dimensions of leadership according to Sutrisno (2010) consists of: a) Ability as a counselor, i.e the ability of a leader to assist or help HR to address the problems it faces in performing tasks assigned to them; b) The ability of an instructor, the ability of a leader to be a wise teacher and makes subordinates increasingly smart and professional in carrying out their duties; c) Ability to lead a meeting, ie the ability of a leader to guide and move the right target and useful, by acting as advisors, helping the group come to a decision that can be understood by everyone and accepted by all participants of the meeting; d) Ability to take decisions, ie the ability of a leader to take decisions

bravely in the event of labor problems; and e) Ability to delegate authority, ie the ability of a leader to be able to give it duties and responsibilities to the right people for the tasks and the responsibilities.

The dimensions of leadership examined in this research are: (a) Ability to delegate authority, consist of indicators like formulation of vision and mission in work clearly, and submission of work instructions to subordinates; (b) Ability as an instructor, consists of indicators like two-ways communication to subordinates, performance evaluation of subordinates, and providing guidance and work direction to subordinates; (c) Ability to lead a meeting, consists of indicators like being able to set a work plan, being able to create a teamwork spirit, being able to make a job analysis, and being able to accommodate all of the aspirations of subordinates; and (d) Ability to make decisions, consists of indicators like making decisions quickly and accurately, understanding the rules with regard to decision-making, and understanding the character of subordinates with regard to decision-making.

Performance or achievements of work is defined by Sutrisno (2010) as a result of the work that has been achieved by someone from its working behavior in performing work activities. Information on the high and low job performance of an employee cannot be obtained for granted, but obtained through a long process, namely the employees' performance appraisal process is called as the term of performance appraisal.

The dimensions of performance according to Sutrisno (2010) consists of: (a) Working result, which is the level of quantity and quality that has been produced and the extent to which surveillance is done; (b) Knowledge of job, namely the level of knowledge related to the job duties will directly influence the quantity and quality of work; (c) Initiative, which is the level initiatives over performing job task especially in terms of handling the problems arise; (d) Mental dexterity, namely the level of ability and speed in receiving work instructions and adjust to the working way and the existing work situations; (e) Attitude, namely the level of working spirit and positive attitudes in performing job task; and (f) Time Discipline and absenteeism, namely the level of punctuality and the level of employees' presence.

The dimensions of performance are examined in this research are: (a) Work result, consists of indicators like timely in completing the job, ability to achieve working targets, and thoroughness and seriousness in work; (b) Knowledge of job, consists of indicators like working according to the SOP, working according to leaders' instruction, initiative and innovative in performing working task, and creativity in providing the material in class; (c) Mental Dexterity, consists of indicators like emotional and spiritual intelligence in solving the problems of work, quick response to receive working instructions, and quickly in adapting to the existing work situation; and (d) Time Discipline and absenteeism, consists of indicators like obedience of obeying the rules of time to work and time to go home, obedience of obeying the rules of presence in the workplace, and obedience of obeying the rules of time to take a break.

Based on theoretical descriptions above, it can be formulated the framework of research presented in Figure 1.

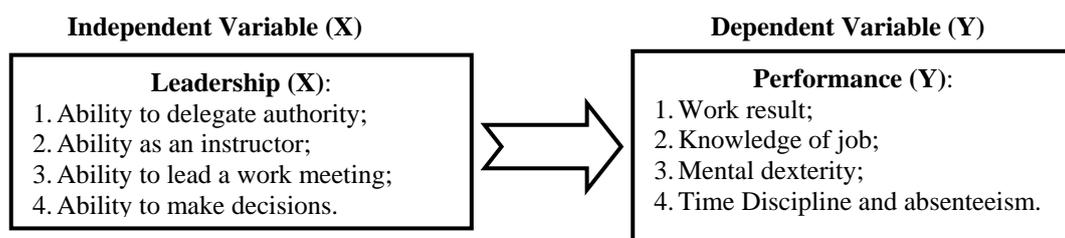


Figure 1 Framework Research

Based on the research framework in Figure 1, the research hypothesis can be formulated as follows: "It is predicated that there is a relationship between leadership and teachers' performance significantly at State Vocational High School "X" Bandung."

METHODS

The method applied in this research is descriptive and associative research. Descriptive research is a research conducted to determine the value of an independent variable, either one or more variables without making comparisons, or connect between one variable with another variable (Sugiyono, 2011). Associative research is a research that aims to determine the relationship between two or more variables, and build a theory which may serve to explain, to predict, and to control a symptom (Sugiyono, 2011).

Population is the generalization region consisting of the objects/subjects that have certain qualities and characteristics defined by the researchers to be studied and then to be concluded (Sugiyono, 2011). Population of this research is the employees at State Vocational High School "X" Bandung approximately 30 people. The sample is part of the number and characteristics possessed by this population (Sugiyono, 2011). Total population of 30 people which considered affordable by the researcher, then the entire population to be sampled in this research are 30 teachers of State Vocational High School "X" Bandung. Sample collection technique is a census technique or a saturated sample because the entire population to be sampled (Sugiyono, 2011).

Data used in this research is primary source data and secondary data. Primary data is a collection of data done directly on the analyzed object to obtain the answers from the respondents. Secondary data is data obtained from organization, literature, and other information which considered relevant and supporting the research. Method used to collect data is closed system questionnaire. It means, for each question has been provided with the answer. Questionnaire used in this research is Likert scale. The scale is made by gradation from strongly disagree (score = 1) to strongly agree (score = 5).

Analysis taken in this research is descriptive and associative. Descriptive analysis using a weighted analysis, and to find the standard weight value can be done by looking for the length of weight range. The standard weight value can be determined by looking for the length of weight range of five classifications, with the following steps:

$$R = \frac{(\text{the highest score} \times \text{the amount of sample}) - (\text{the lowest score} \times \text{the amount of sample})}{5} \quad (1)$$

$$R = \frac{(5 \times 30) - (1 \times 30)}{5} \quad R = 24$$

Description:

R = the range of classification

The weighting is divided into five levels based on the classification above, started from the lowest to the highest level with the long range above 24. The classification is the standard weight value generated as shown in Table 3.

Table 3 The Standard Weight Value

Weight Value	Category
30 – 53	Worst
54 – 77	Worse
78 – 101	Enough
102 – 125	Good
126 – 150	Best

Analysis associative done to see how the relationship between independent variable (X) and dependent variable (Y), in this case the relationship between leadership and teachers' performance at State Vocational High School "X" Bandung, by using the formula of Rank Spearman (Sugiyono, 2011) as follows:

$$r_1 = 1 - \left[\frac{6\sum di^2}{N^3 - N} \right] \quad (2)$$

Where:

- r_s = correlation analysis
- d_i = difference of two variable
- N = sample

In this research, the test to the significance of correlation coefficient is not yet done because this research is census. Data analysis in this research for the calculations using SPSS software version 19.

The next step is analyzing the correlation to see the relationship between leadership and teachers' performance by using the analysis of Coefficient of Determination (CD) with the following formula (Riduwan & Kuncoro, 2007):

$$CD = r^2 \times 100\% \quad (3)$$

Correlation or cohesion of the relation between free variable and bound variable is classified by Riduwan and Kuncoro (2007) presented in Table 4 as follows:

Table 4 Interpretation of Correlation Coefficient of r Value

Coefficient Interval	Level of Relation
0,80 – 1,000	Very strong
0,60 – 0,799	Strong
0,40 – 0,599	Strong Enough
0,20 – 0,399	Weak
0,00 – 0,199	Very weak

RESULTS AND DISCUSSIONS

The result of validity test on leadership variable (X) and teachers' performance variable (Y) states that all is valid, based on the criteria if the correlation coefficient or r count > 0,3 (Sugiyono, 2011) with a significance level of 5% ($\alpha = 5\%$) and $v = n - 2 = 30 - 2 = 28$, r value = 0,374, the point is

valid. Results of validity test on leadership variable and teachers' performance variable are shown in Table 5 and Table 6.

Table 5 Validity Test for Leadership Variable

Items of Question	Correlation coefficient	Correlation coefficient $\alpha = 5 \%$	Description
Formulation of vision and mission in work clearly (X ₁)	0,825	0,374	Valid
Submission of work instructions to subordinates (X ₂)	0,876	0,374	Valid
Two-ways communication to subordinates (X ₃)	0,726	0,374	Valid
Performance evaluation of subordinates (X ₄)	0,862	0,374	Valid
Providing guidance and work direction to subordinates (X ₅)	0,702	0,374	Valid
Being able to set a work plan (X ₆)	0,765	0,374	Valid
Being able to create a teamwork spirit (X ₇)	0,699	0,374	Valid
Being able to make a job analysis (X ₈)	0,518	0,374	Valid
Being able to accommodate all of the aspirations of subordinates (X ₉)	0,702	0,374	Valid
Making decisions quickly and accurately (X ₁₀)	0,876	0,374	Valid
Understanding the rules with regard to decision-making (X ₁₁)	0,790	0,374	Valid
Understanding the character of subordinates with regard to decision-making (X ₁₂)	0,807	0,374	Valid

Tabel 6 Validity Test for Teachers' Performance Variable

Items of Question	Correlation coefficient	Correlation coefficient $\alpha = 5 \%$	Description
Timely in completing the job (X ₁)	0,733	0,374	Valid
Ability to achieve working targets (X ₂)	0,905	0,374	Valid
Thoroughness and seriousness in work (X ₃)	0,888	0,374	Valid
Working according to the SOP (X ₄)	0,926	0,374	Valid
Working according to leaders' instruction (X ₅)	0,870	0,374	Valid
Initiative and innovative in performing working task (X ₆)	0,896	0,374	Valid
Creativity in providing the material in class (X ₇)	0,713	0,374	Valid
Emotional and spiritual intelligence in solving the problems of work (X ₈)	0,632	0,374	Valid
Quick response to receive working instructions (X ₉)	0,727	0,374	Valid
Quickly in adapting to the existing worksituation (X ₁₀)	0,904	0,374	Valid
Obedience of obeying the rules of time to work and time to go home (X ₁₁)	0,911	0,374	Valid
Obedience of obeying the rules of presence in the workplace (X ₁₂)	0,841	0,374	Valid
Obedience of obeying the rules of time to take a break (X ₁₃)	0,917	0,374	Valid
Quickly in adapting to the existing worksituation (X ₁₀)	0,904	0,374	Valid

The result of reliability test on leadership variable instrument (X) and teachers performance variable instrument (Y) states that all is reliable. Results of reliability test on leadership variable and teachers' performance variable are shown in Table 7 and Table 8.

Table 7 The Result of Reliability Test on Leadership Variable

<i>Reliability Statistics</i>	
<i>N of Cases = 30,0</i>	
<i>Cronbach's Alpha</i>	<i>N of Items</i>
0,9329	12

Table 8 The Result of Reliability Test on Teachers` Performance Variable

<i>Reliability Statistics</i>	
<i>N of Cases = 30,0</i>	
<i>Cronbach's Alpha</i>	<i>N of Items</i>
0,9642	13

The result of descriptive average weighting for leadership variable has an average value weight around 101, based on the classification ranges included in the category enough. This result can be concluded that the overall leadership of principal at State Vocational High School "X" Bandung has been running good enough. However, there are dimensions that have a weight value below the weighted average of leadership variable, namely the dimension of ability to delegate authority on indicator of formulating vision and mission in work clearly; the dimension of ability as an instructor on indicator of two-ways communication to subordinates; and the dimension of ability to lead a work meeting on indicator of being able to create a spirit of teamwork.

At the dimension of ability as an instructor, the indicator that has a weight value below the average value of leadership variable is indicator of two-ways communication to subordinates and indicator of providing guidance and work direction to subordinates. This shows that the leader in State Vocational High School "X" Bandung is considered by respondents not performing the leadership role and function namely to do two-ways communication to teachers as subordinates. The incumbent leader has also been considered not effective yet in providing guidance and work direction to teachers working in school. On the dimension of ability to lead a work meeting, indicator that has the weight values below the average of leadership variable is indicator of being able to create a spirit of teamwork indicator of being able to accommodate all of the subordinate aspiration. This shows that the incumbent leader has not been able yet to create an atmosphere of work by fostering a spirit of teamwork among teachers' fellow, and has not been able yet to accommodate all of the aspirations articulated by teachers' fellow in the event of teachers' board meeting.

The result of average weight description of respondents' opinion about leadership variable at State Vocational High School "X" Bandung, is shown in Table 9.

Table 9 Respondent`s Opinion about Leadership Variable

Dimension	Indicator	Respondents' Opinion					Weight	Average Weight
		5	4	3	2	1		
Ability to delegate authority	– Formulating vision and mission in work clearly	2	10	14	4	0	100	101
	– Submission of work instruction to subordinates	3	9	14	4	0	101	

Table 9 Respondent's Opinion about Leadership Variable (Continued)

Dimension	Indicator	Respondents' Opinion					Weight	Average Weight
		5	4	3	2	1		
Ability as an instructor	– Two-ways communication to subordinates	2	8	16	4	0	98	99
	– Evaluating subordinates' performance	5	10	7	8	0	102	
	– Providing guidance and direction in work to subordinates	2	12	7	9	0	97	
Ability to lead a work meeting	– Being able to set a working plan	2	15	10	3	0	106	100
	– Being able to create a spirit of teamwork	2	5	18	5	0	94	
	– Being able to make a job analysis	2	14	8	6	0	102	
	– Being able to accommodate all of the subordinates' aspirations	2	12	7	9	0	97	
Ability to make decisions	– Making decision quickly and accurately	3	9	14	4	0	101	106
	– Understanding the rules relating to the decision-making	3	15	8	4	0	107	
	– Understanding the character of the subordinate regarding to the decision-making	5	13	9	3	0	110	
Average							101	

The result of average weighting description for teachers' performance variable has a weight value about 100, based on the classification ranges included in category of enough. It can be concluded that the overall of teachers' performance in State Vocational High School "X" Bandung is good enough. However, there are dimensions that have a weight value below the weighted average of the teachers' performance variable, namely the dimensions of working result on indicator of timely in completing the job; dimension of knowledge of job on indicator of creativity in providing the material in class; dimension of mental dexterity on indicator of emotional and spiritual intelligence in solving the problems of work; and dimension of time discipline and absenteeism on indicator of obedience of obeying the rules of time to work and time to go home.

The cause of teachers' performance not being maximal in State Vocational High School "X" Bandung based on the dimensions that have weight values below the average of teachers' performance variable is because there is teacher who do not timely in completing work related to the work of teaching and learning, such as delays in giving the student scores. Teachers as educators have not empowered yet their emotional and spiritual intelligence too in completing the work related to the teaching and learning activities in schools, as well as in facing the level of work difficulty, there are still teachers that have not borne their creative ideas in work. Teachers' performance has not been maximal yet also demonstrated by obedience of obeying the rules of time to work and time to go home, because there is still discovered the phenomenon of teacher who arrives late to school to carry out teaching duties and also discovered the phenomenon of teacher who leaves work before the time specified by the leader of the school.

Phenomena of not maximal teachers' performance in carrying out the task of teaching in State Vocational High School "X" Bandung is influenced by the leadership role and function that has not been implemented effectively yet by the incumbent head of school, as has been stated above. The result of descriptive average weighting on respondents' opinion about teachers's performance variable at State Vocational High School "X" Bandung, is shownin Table 10.

Table 10 Respondents' Opinion about Teachers' Performance Variable

Dimension	Indicator	Respondents' Opinion					Weight	Average Weight
		5	4	3	2	1		
Working Result	- Timely completing the job	2	5	15	8	0	91	100
	- The ability to achieve working targets	3	14	9	4	0	106	
Knowledge of Job	- Thoroughness and seriousness in work	2	15	8	5	0	104	99
	- Working according to the SOP	3	12	10	5	0	103	
	- Working according to leaders' instruction	3	9	14	4	0	101	
	- Initiative and innovative in carrying out working duties	3	12	11	4	0	104	
Mental Dexterity	- Creativity in providing the material in class	0	9	11	10	0	89	100
	- Emotional and spiritual intelligence in solving the problem of work	2	6	17	5	0	95	
	- Quick response to receive working instructions	3	12	10	5	0	103	
Time Discipline and Absenteeism	- Quickly adapting to the existing work situation	5	10	8	7	0	103	102
	- Obedience of obeying the rules of time to work and time to go home	2	10	13	5	0	99	
	- Obedience of obeying the rules of presence in the workplace	3	13	9	5	0	104	
	- Obedience of obeying the rules of time to break	2	14	9	5	0	103	
Average							100	

The relationship between leadership and teachers' performance at State Vocational High School "X" Bandung, can be viewed using Spearman Rank correlation analysis. The result of correlation analysis by using SPSS software version 19, with r value = 0,857. From the calculation result of SPSS software version 19, the result is significant at the significance level $\alpha = 5\%$ (sig. (2-tailed) = 0,000 less than 5%), which means that there is a significant relationship between leadership and teachers' performance at State Vocational High School "X" Bandung.

This research does not conduct statistical hypothesis test because of the sample using census techniques or saturated samples. The result of correlation analysis is shown in Table 11.

Tabel 11 Correlation Analysis

		Correlations		
			Leadership	Performance
Spearman's rank		<i>Correlation Coefficient</i>	1,000	0,857**
	Leadership	Sig. (2-tailed)	.	0,000
		N	30	30
		<i>Correlation Coefficient</i>	0,857**	1,000
	Performance	Sig. (2-tailed)	0,000	.
		N	30	30

***. Correlation is significant at the 0.01 level (2-tailed).*

Next is to find out the relation level, based on the criteria in Table 4, with $r = 0,857$ then this relationship is in very strong connection criteria. From the result of this $r = 0,857$, then to declare the

contribution of leadership variable (X) on teachers' performance variable (Y), determined by the formula of Coefficient of Determination (CD) is as follows:

$$\begin{aligned} \text{CD} &= r^2 \times 100\% \\ &= (0,857)^2 \times 100\% = 73,44\% \end{aligned}$$

Based on calculations, with a value of 73,44% it means that this research shows leadership to give effect on teachers' performance at State Vocational High School "X" Bandung about 73,44% while the remaining 26,56% is influenced by other factors that are not examined in this research.

The significant relationship between leadership and teachers' performance proves that the existing theories and previous research with the same discussion, and it justifies the research hypothesis that proposed by the researcher namely there is the relationship between leadership and teachers' performance State Vocational High School "X" Bandung. Based on this research, the better the leadership role and function that run, the better the teachers' performance as the educator in State Vocational High School "X" Bandung.

CONCLUSIONS

According to the results and discussion, it can be concluded that there is a correlation between leadership and teachers' performance at State Vocational High School "X" Bandung significantly with correlation coefficient $r = 0,857$. Based on the criteria of Pearson Product Moment correlation with the value of $r = 0,857$ then this relationship is in very strong relationship. From Coefficient of Determination (CD) it is obtained $r^2 = 0,7344$; which means in this research, leadership gives a significant effect on teachers' performance about 73,44%, while the remaining 26,56% is influenced by other factors that are not examined in this research.

Suggestions that can be given to the management of State Vocational High School "X" Bandung as follows: first, the incumbent leader in State Vocational High School "X" Bandung should continue to enhance the leadership role and function by providing the vision and mission in the form of a clear work program, that can be understood and implemented by teachers to promote the school jointly. Second, the incumbent leader should conduct two-ways communication with teachers, and willing to provide guidance and work direction to teachers as subordinates. Third, the incumbent leader should also continually strive to create a spirit of teamwork for altogether progress in leading a work meeting event at school.

The teachers' performance at State Vocational High School "X" Bandung also need to be increased in order to achieve organizational goals. Steps that can be done by school leader for improving teachers' performance are to provide guidance and work direction intensively to teachers in order to timely in completing the job. The incumbent leader should also facilitate the teachers to be participated in the training activities and national seminars, to increase the knowledge of teachers in the field of work, so that teachers can bear their creativity in providing the material in class and always empower emotional and spiritual intelligence in performing the duty as an educator at school. The supervision of school leader should be further enhanced to grow up teachers' awareness in obeying the rules of time to work and time to go home.

Considering the result of this research shows that leadership affects teachers' performance about 73,44% while the remaining 26,56% is affected by other factors not examined in this research, then for the future researchers, they can do a research by adding different free variable (X) like supervision, work discipline, or compensation.

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