



THE RELATIONSHIP OF LEADERSHIP AND ORGANIZATIONAL CLIMATE ON TEACHERS' WORK MOTIVATION AT SMKN 1 BANDA ACEH

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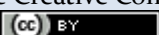
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ABSTRACT

The role of the leader in anticipating work risks and challenges is one way to create a positive climate in shaping the quality of the organization and the motivation of each member of the organization and to be able to complete their duties effectively and efficiently. This study aims to determine the relationship between leadership and organizational climate on teachers' work motivation at SMKN 1 Banda Aceh. This research uses quantitative research methods and the data collection technique used is questionnaire. Fifty teachers participated in this research. The analytical method used is the Pearson product-moment correlation. Based on calculation, the relationship between leadership and teachers' work motivation at SMKN 1 Banda Aceh by using the Pearson product-moment, the value of correlation coefficient = -0.539 is obtained with a significance level of $p = 0.000 < 0.05$. It means that there is a positive relationship between leadership and teachers' work motivation at SMKN 1 Banda Aceh. However, the correlation coefficient of the relationship between organizational climate and work motivation at SMKN 1 Banda Aceh teachers using the Pearson product-moment was -0.466, it is obtained with a significance level of $p = 0.001 < 0.05$. It implies that there is a positive relationship between organizational climate and teachers' work motivation at SMKN 1 Banda Aceh.

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INTRODUCTION

Education and management are closely related, it can be seen from the general understanding of education, namely conscious and planned efforts to create learning circumstances and student learning processes. The general goals of education to be achieved have been set out in the goals of National education as stated in the Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System (2011:6) article 3, namely: the function of National education is to develop the ability to shape the character and a dignified nation in the context of educating the nation's life that aims to develop the potential of the students to become human beings who believe and fear God Almighty, have a noble character, healthy, knowledgeable, capable, creative, independent and democratic, and responsible citizens.

Furthermore, the success of a school in carrying out a quality of education process depends on the success of the principal in managing all the potential resources. Managing the human resources can't be separated from the principal's leadership. Implementing these requirements are depends on the leadership style applied by the principal, and its implementation often does not materialize. This is due to the lack of leadership skills of the principal. Robbin (Rohmat, 2010:39) suggests that: "Leadership is the ability to influence a group toward the achievement goals". To achieve an organizational goal, leadership absolutely must be carried out by an organizational leader.

In each school, the quality of the teacher resources and principals is still not conducive to implement the leadership styles to provide opportunities in improving the school quality, so that the schools have not developed. It means that in educational organizations there is an interaction between the principal and the education authorities related to the support of school planning, the interaction between the principal and the teacher and also the interaction of students in the learning process to achieve organizational goals. The interaction of human behavior in the organization is determined as the core of the organizational climate.

According to Zainal (2017: 75) "School climate is the quality of the school environment that is continuously experienced by the teachers, influencing their behavior and based on the collective behavior of their behavior". A positive climate in shaping the quality of the organization and the motivation of every member of the organization can complete their duties effectively and efficiently. Work motivation and work climate are dimensions that quite important in determining performance, motivation is a psychological factor that will encourage employees to make decisions in work. The stronger motivation attached to the employee, the better performance will be achieved.

Meanwhile, Yamin (2016:109) states that "climate and work motivation are the important factors to determine the organizational success. Organizational success is closely related to the extent to which individuals show good performance, as well as describes a good organizational performance. The effective motivation is the ability to influence the group members and mobilize all the resources to achieve the common goals in the organization and to create a work climate that supports the motivation among organizational members, including organizations in the college.

Therefore, it is strongly suspected that the principal's leadership in the organizational climate is a factor that can affect the performance of the school teachers. If the principal's leadership, organizational climate and school's spirit support the school, the school will succeed. Based on the explanations of the leadership, organizational climate, and work motivation above. it encourages the researcher to conduct a research with the title "The Relationship of Leadership and Organizational Climate on Teachers' Work Motivation at SMKN 1 Banda Aceh".

METHOD

This research applied a descriptive method which the research data described in number. The scale format in the items to measure the instrument for academic anxiety is a Likert scale. Respondents were taken from all the teachers of SMKN 1 Banda Aceh. There were 50 teachers fill the questionnaire on leadership, work climate, and work motivation.

This study used questionnaires as the data instrument that consisting of 3 parts, the first instrument consisted of 30 items to measure respondents' perceptions of leadership which is divided into 7 dimensions, they are decision making based on data, safe and orderly school operations, curricular programs coherent, distributive and empowering leadership, coherent curricular programs, real-time and embedded instructional assessment, commitment and passion for the school reform. The second instrument consisted of 40 items to measure the perception of organizational climate which is divided into 9 dimensions, namely: structure, responsibility, reward, risk, the warmth of support, standards, conflict, and identity. While the third instrument consisted of 8 items that measure the perception of organizational climate which is divided into 2 dimensions, such as internal and external.

Descriptive statistics used the average score to obtain a description of the level of respondents' perceptions on leadership, organizational climate, and work motivation. The correlation and coefficient technique, Pearson product-moment was used to test the hypotheses of leadership variables on work motivation and organizational climate variables on work motivation.

RESULT AND DISCUSSION

Due to the result of reliability, it can be concluded that the variable of the leadership, organizational climate, and work motivation used in this research was reliable. The result can be seen in the following table that showed the research instrument was reliable with an alpha score is higher than 0,60.

Table 1
Reliabilitas Variabel Penelitian (Alpha)

| No | Variable | Variable items | Alpha Value | Reliable |
|----|------------------------|----------------|-------------|-----------|
| 1. | Leadership | 30 | 0,98 | Very Good |
| 2. | Organizational Climate | 40 | 0,94 | Very Good |
| 3. | Work Motivation | 8 | 0,92 | Very Good |

The reliability analysis showed that the alpha score for each variable. Leadership variable (X1) is 0,98%, organizational climate is 0,94 %, and work motivation variable is (Y) was 0,92 %. In short, the reliability on the research variable is significant with the crediability of Cronbach's alpha, which the alpha score was higher than 0,60 %.

Furthermore, the result of the normality test by using the Kolmogorov-Smirnov Test is presented in the table below:

One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Predicted Value |
|--------------------------|----------------|--------------------------------|
| N | | 50 |
| Normal Parameters (a, b) | Mean | 277,06 |
| | Std. Deviation | 28,115 |
| Most Extreme Differences | Absolute | ,129 |
| | Positive | ,053 |
| | Negative | -,129 |
| Kolmogorov-Smirnov Z | | ,129 |
| Asymp. Sig. (2-tailed) | | ,038 ^c |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the normality test by using the Kolmogorov-Smirnov test is obtained 0,129 at the level significant Asymp. Sig. (2-tailed) is 0,038. The result of this research showed that the level significance is lower than 0,5. It means that the data is not normally distributed.

In addition, associative or relation test was used to determine whether there is a relationship between two or more variables. According to Erwin (2018:124) "Associative or relation test was used to determine if there is a relationship between two or more variables, the test used the Pearson correlation (quantitative data)." If the data in the interval or ratio scale, it used correlation product to test the hypothesis of the relationship between an independent variable with a dependent variable.

The result analysis of hypothesis relationship between the leadership and the work motivation on the teachers at SMKN 1 Banda Aceh is presented in the table below:

Table 3

The corelation of the leadership and the teachers' work motivation at SMKN 1 Banda Aceh

| CORRELATIONS | | | Variabel Kepemimpinan | Variabel Motivasi Kerja |
|-------------------|----------------------------|----------------------------|--------------------------|-------------------------------|
| Spearman's rho | Variabel Kepemimpinan | Correlation Coefficient | 1,000 | ,539** |
| | | Sig. (2-tailed) | . | ,000 |
| | | N | 50 | 50 |
| | Variabel Motivasi Kerja | Correlation Coefficient | ,539** | 1,000 |
| | | Sig. (2-tailed) | ,000 | . |
| | | N | 50 | 50 |

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

From the calculation above, it showed that the result of spearman correlation, $P = 0,000$, it means ($P < 0,05$), so, the correlation coefficient = 0,539 is very significant or very valuable. So, H_0 is rejected dan H_a is accepted. It implies that there is a relationship between leadership and the teachers' work motivation at SMKN 1 Banda Aceh. The correlation of the two variables is possitive.

The result analysis of hypothesis correlation between the organizational climate and the work motivation on the teachers at SMKN 1 Banda Aceh is displayed in the following table:

The correlation between the organizational climate and the teachers' work motivation at SMKN 1 Banda Aceh

Table 4

| CORRELATIONS | | | Variabel Iklim Organisasi | Variabel Motivasi Kerja |
|-------------------|------------------------------|----------------------------|------------------------------|-------------------------------|
| Spearman's rho | Variabel Iklim Organisasi | Correlation Coefficient | 1,000 | ,466** |
| | | Sig. (2-tailed) | . | ,001 |
| | | N | 50 | 50 |
| | Variabel Motivasi Kerja | Correlation Coefficient | ,466** | 1,000 |
| | | Sig. (2-tailed) | ,001 | . |
| | | N | 50 | 50 |

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

Based on the Spearman correlation test, it showed that $P = 0,001$, it means ($P < 0,05$), so, the correlation coefficient is 0,466 it is very significant or valuable. Thus, H_0 is rejected and H_a is accepted. It means there is a correlation between the organizational climate and the work motivation of the teachers at SMKN 1 Banda Aceh and the correlation between the two variables is positive.

The result of the hypothesis on the correlation between leadership and organizational climate with the teachers' work motivation at SMKN 1 Banda Aceh can be seen in the table below:

The correlation between the organizational climate and the teachers' work motivation at SMKN 1 Banda Aceh

| CORRELATIONS | | | Variabel Kepemimpinan | Variabel Iklim Organisasi | Variabel Motivasi Kerja |
|-------------------|------------------------------|----------------------------|--------------------------|---------------------------------|-------------------------------|
| Spearman's rho | Variabel Kepemimpinan | Correlation Coefficient | 1,000 | ,521** | ,539** |
| | | Sig. (2-tailed) | . | ,000 | ,000 |
| | | N | 50 | 50 | 50 |
| | Variabel Iklim Organisasi | Correlation Coefficient | ,521** | 1,000 | ,466** |
| | | Sig. (2-tailed) | ,000 | . | ,001 |
| | | N | 50 | 50 | 50 |
| | Variabel Motivasi Kerja | Correlation Coefficient | ,539** | ,466** | 1,000 |
| | | Sig. (2-tailed) | ,000 | ,001 | . |
| | | N | 50 | 50 | 50 |

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

From the calculation above by using the Spearman correlation test, the value of $P = 0.000$, ($P < 0.05$) and $P = 0.001$, ($P < 0.05$), the leadership correlation coefficient is 0.539, it is very significant and the organizational climate correlation coefficient is 0.466 that means very significant or very valuable. Hence, H_0 is rejected and H_a is accepted. It can be concluded that there is a relationship between leadership and organizational climate and teachers' work motivation at SMKN 1 Banda Aceh and the relationship between the two variables is positive.

CONCLUSION

Considering the result and the discussion of the research, it can be summarized as follows:

1. There is a significant relationship between the leadership and the teachers' work motivation at SMKN 1 Banda Aceh with the correlation coefficient is 0,539. The result proved that the first research hypothesis (H_1) is accepted.
2. There is a significant relationship between the organizational climate and the teachers' work motivation at SMKN 1 Banda Aceh with the correlation coefficient is 0,466. The result proved that the second research hypothesis (H_2) is accepted.
3. There is a significant relationship between the leadership and the organizational climate on the teachers' work motivation at SMKN 1 Banda Aceh, which $P = 0,000$ it means ($P < 0,05$) and $P = 0,00$, that is ($P < 0,05$). The correlation coefficient of the leadership is 0,539 and the correlation coefficient of the organizational climate is 0,466. The result proved that the third research hypothesis (H_3) is accepted.

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