

THE EFFECT OF LEADERSHIP AND EMOTIONAL INTELLIGENCE ON TEACHER'S PERFORMANCE

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Abstract

The performance of teachers from several State Islamic Senior High School (MAN) in Kota Padang Panjang was classified as not optimal yet, that led to lack of performance in finishing the teachers' task and function in this New Normal era. The aim of this study was to determine the effect of the principal's leadership and emotional intelligence on the performance of MAN teachers in Kota Padang Panjang during the New Normal era. This research used quantitative method to determine the problems occurred in the field. The population of this study were 173 teachers, with the research samples chosen was 116 people. The sample was chosen by using Cochran technique, namely stratified proportional random sampling. The data were collected by using questionnaires. Then, they were analyzed by SPSS version 17. The results of this study showed that: (1) The positive and significant effect of the principal's leadership on the performance of MAN Kota Padang Panjang teachers: The effect of the principal's leadership on the performance of MAN Kota Padang Panjang teachers was 0.357 with a coefficient of determination of 0.1274 or (12.74%); (2) The positive and significant effect of emotional intelligence on the performance of MAN Kota Padang Panjang teachers: Performance of MAN Kota Padang Panjang teachers during the New Normal era was determined by intelligence emotional, that was equal to 0.302 with a coefficient of determination of 0.0912 or 09.12%; (3) The positive and significant effect of both principal's leadership and emotional intelligence on the performance of MAN Kota Padang Panjang teachers in the New Normal era, and the performance of MAN Kota Padang Panjang teachers in the New Normal era were determined by the principal's leadership and emotional intelligence altogether by 0.652 with a coefficient of determination of 0.42.51 or 42.51%.

Keywords: Emotional intelligence; Principal's leadership; Teacher's performance

INTRODUCTION

The quality of education is commonly associated with high or low achievement of the students represented in test score and the ability of graduates at the work field. The quality of education is important for it determines development of the nation. Therefore, almost all countries in the world are always trying to improve the quality of education as an effort to improve the quality of people's life. In 2007, United Nation Development Programmer (UNDP) released the data of Human Development Index which stated that Indonesia was ranked 107th out of 177 countries, where Indonesia obtained a score of 0.728. Among ASEAN countries, Indonesia is ranked 7th out of nine ASEAN countries (Lailatussaadah, 2015).

Since March 2020, Indonesia has been hit by Covid-19 outbreak which has disrupted the teaching and learning process. The learning process in Indonesia was done by using online methods. Online learning means a learning process that is carried out remotely through internet and other supporting tools such as cell phones and computers. Online learning is

different from traditional learning process in the classroom. Online learning gives more emphasis on the thoroughness and carefulness of teacher and students in receiving and processing information presented online. In this case, the teacher is still required to develop all the potential of students in the education system.

Along with the decline of Covid 19 cases in Indonesia, West Sumatra began new normal period. The government released a Joint Decree (*SKB*), in which in part VIII stated the teaching and learning activities in the 2020/2021 academic year and the 2019 Covid academic year, offline learning is conducted through two phases the transition period lasts for two months since the beginning of the offline learning in each institution. The learning period, in terms of learning hours in a day or week, is divided into several groups or shifts by each school, by mainly considering the health and safety of the people in the institution (Kebudayaan, 2020).

In this New Normal era, teacher's performance become an important issue. Without good competence of the teachers, it is impossible for the school to create competitive graduates. The improvement of teacher's performance has positive implication for the school, which means that it will make the school to create optimal quantity and quality graduates. Teacher's performance will be improved when they are supported by good and effective performance management system and career development system, as well as good teamwork and teacher participation at school. When the management system at work improves, the quality of education at school will automatically improves too.

Siagian stated that there are several factors that can affect performance, such as intelligence, attitude (talent, interest, emotional intelligence), competence (teacher's professional ability), management skills, teamwork, work safety, planning, supervision, internal motivation, and leadership of school principal (Sondang P. Siagian 2002). Moh. Ridwan specified that the factor of teacher's performance is influenced by insignificantly by work environment and significantly by culture of the school in MA Kabupaten Cilacap, as the place where the study conducted (Moh. Ridwan, 2013). Muhammad Basir explained that teamwork has a significant direct effect on the performance of teachers in state junior high schools in Wajo Regency which is in the very good category (Basir, 2015). Thus, from these various factors, leadership and attitude, especially in terms of emotional intelligence, become the main assessment for teacher's performance at State Islamic Senior High School (MAN) in Kota Padang Panjang in this study.

Based on the effect of leadership and emotional intelligence on teacher's performance assessment, the researchers conducted preliminary research. The observation result showed that the teachers in several State Islamic Senior High School (MAN) in Kota Padang Panjang had relatively low performance. This fact was obtained from the statements of several school principals. According to Ms. Noriza Martin, the administrative task of the teachers was mostly done by copying other teachers' work who came from the same Subject Teacher's Forum (MGMP). This administrative task included lesson plan, annual program, semester program, standard of minimum score, and many others. It was said that this phenomenon happened due to lack of motivation and ability to complete the task on their own.

From the interview with Ministry of Religion Kota Padang Panjang, the data from the supervisor's evaluation showed that in the 2020-2021 academic year, there were around 40% of MAN teachers in Kota Padang Panjang could not compete their task optimally. In administrative category, were 25% of the teachers did not have teaching syllabus and lesson plan, did not make annual and semester programs, as well as did not submit the result of students' test to the school principal. On the other hand, in the discipline category, 5% of the teachers did not fulfill the attendance by not following the teaching time allocation that had been regulated.

Thus, this research aimed to study the effect of the principal's leadership and teacher's emotional intelligence to the teacher's performance in State Islamic Senior High School (MAN) in Kota Padang Panjang in New Normal era.

RESEARCH METHODS

This quantitative research was done by using correlational method approach. Correlational research is research that aims to measure the relationship between two or more of the variables with valid and reliable measurements. This research was conducted at three State Islamic Senior High School (MAN) in Kota Padang Panjang. The research was done from August 2021 to December 2021. The sample of this study was 116 teachers spread across three schools in Kota Padang Panjang. The research instrument used to collect the data in this study was a questionnaire. The research data were then analyzed by using correlation and regression techniques, supported by SPSS version 17 program.

This study used three variables, which were the performance of MAN teachers at Kota Padang Panjang during the New Normal era (Y), the principal's leadership (X1) and the emotional intelligence of MAN teachers at Kota Padang Panjang during the New Normal era (X2). The research data were collected through a closed questionnaire to find out the responses of the respondents. After that, reliability and validity test were carried out to measure the validity levels of the instrument. Normality test was then done to check if the data for each variable came from a normal population. There was also linearity test to determine the linearity between the independent variable (X1) and the dependent variable (Y), and between the independent variable (X2) and the dependent variable (Y). ANOVA test was used for the linearity test in this study.

The first and second hypotheses were tested by using partial correlation techniques, while hypothesis 3 was tested by using the correlation technique. To conditionally check the opportunity of the prediction development, multiple correlation technique was carried out. The first hypothesis stated that the principal's leadership (X1) had an effect on the teacher's performance (Y), that was tested by simple correlation and regression analysis techniques. The second hypothesis stated that the emotional intelligence (X2) had an effect on teacher's performance (Y), that was tested by simple correlation and regression analysis techniques. The third hypothesis stated that the principal's leadership (X1) and emotional intelligence (X2) affect teacher's performance (Y) altogether, and it was tested by correlation analysis and multiple regression techniques. This test was carried out by calculating the multiple regression, and then examining its significance and linearity by using the F test. The score of the correlation of the two independent variables with the dependent variable were also calculated, so that the correlation coefficient and coefficient of determination could be shown. The equation for multiple linear analysis was $Y = a + bX$.

RESULTS AND DISCUSSION

Teacher's Performance (Y)

Table 1. Achievement Level of Respondent for Each Indicators of Teacher's Performance in MAN Kota Padang Panjang during New Normal Era

Indicator	Ideal Score	Average	% Achievement Level	Category
a. Planning the learning process	70	55,29	78,99	Fair

b. Implementing the learning process	135	107,70	79,77	Fair
c. Evaluating the learning process	30	23,33	77,76	Fair
d. Implementing follow-up activities	20	15,66	78,28	Fair
Total Score	255	201,97	79,20	Fair

The achievement level of MAN teachers in Kota Padang Panjang during New Normal era was interpreted as Fair (79,20%). It means that the teacher's performance in Kota Padang Panjang was fairly good during the new normal era.

Principal's Leadership (X1)

The achievement level of the principal's leadership in the new normal era was 219,27: 250 x 100% = 87,70% (Good category). It can be interpreted that the leadership of the principals in three MAN in Kota Padang Panjang was good. The data of the principal's leadership variable are shown in Table 2 below.

Table 2. Achievement Level of Respondent for Each Indicators of Principal's Leadership during New Normal Era

Indicator	Ideal Score	Average	% Achievement Level	Category
a. Giving instruction to teachers	40	35,56	88,90	Good
b. Motivating the teachers	50	43,54	87,09	Good
c. Facilitating school activities	30	26,60	88,56	Good
d. Guiding teachers	45	38,88	86,40	Good
e. Supervising school activities	45	39,66	88,14	Good
f. Being a role model	40	35,05	87,63	Good
Total Score	250	219,27	87,70	Good

In sum, the overall indicators on the principal's leadership in MAN Kota Padang Panjang during New Normal era was considered Good by 87,70%.

Emotional Intelligence (X2)

Table 3. Achievement Level of Respondent for Each Indicators of Emotional Intelligence of Teachers in MAN Kota Padang Panjang during New Normal Era

Indicator	Ideal Score	Average	% Achievement Level	Category
Recognizing the emotion	10	8,32	83,19	Good
Controlling the emotion	15	12,50	83,33	Good
Motivated	15	12,34	82,30	Good
Having empathy	15	12,19	81,26	Good
Having social skill	20	16,34	81,68	Good
Total Score	75	81,17	82,25	Good

According to data on Table 3 of the Emotional Intelligence of the teachers in MAN Kota Padang Panjang during new normal era, there was the total score of 82,25 % with the average score of 81.17 which the interpretation of Good category.

From the linearity test, it was shown that the spread of each variable of the principal's leadership and emotional intelligence made a linear line with the distribution of MAN teachers in Kota Padang Panjang during the New Normal era. Therefore, the data linearity requirements for correlation and regression analysis have been fulfilled. However, in the normality test, the performance of MAN teachers in MAN Kota Padang Panjang during the New Normal era (Y), the principal's leadership during the New Normal era (X1) and the emotional intelligence of MAN teachers in Kota Padang Panjang during the New Normal era (X2) showed significant figures ($\text{sig} > 0.05$) for all the variables. It can be concluded that H_0 was accepted; in other words, the data of the three variables were normally related. The homogeneity test showed that the variable data came from a homogeneous population. Consequently, the requirements for hypothesis testing analysis were fulfilled.

Hence, the research result showed that the performance of MAN teachers in MAN Kota Padang Panjang during the New Normal era was 79,20%, or classified as Fair, the principal's leadership during the New Normal era was 87,80% or classified as Good, and the emotional intelligence of MAN teachers in Kota Padang Panjang during the New Normal era was 82,25%, classified as Good.

The Performance of MAN Teachers in MAN Kota Padang Panjang During the New Normal Era

Based on the research result, the performance of MAN teachers in Kota Padang Panjang during New Normal era was fairly good. It was concluded from the answers of the respondents given to the teachers in MAN Kota Padang Panjang. The achievement level of the overall score regarding the performance of MAN teachers in Kota Padang Panjang showed 79,20%. Referring to the guideline of the score, the number fall under the category of Fair. It was concluded that the teachers showed fairly good performance in the new normal era, but unfortunately, this performance was still under the expectation. The teachers are expected to show good performance, yet the research found it was still in Fair category that is under the level of Good category.

The first indicator is planning. The teachers had done enough planning for the teaching and learning activity. They planned the learning materials, syllabus, and learning program either for each semester or annually quite well. The second indicator, the teachers did their teaching activity fairly good, that was proved by 79,77% percentage. It means that this indicator was considered as Fair category.

The third indicator is the evaluation of the teaching and learning process. It obtained Fair category (77,76%), which means that the teachers across MAN in Kota Padang Panjang has fulfilled their job in the evaluation by following the curriculum. The evaluation was done regularly so that it obtained Fair category. In the fourth indicator, the teachers showed fair performance by 78,28% for doing follow-up activities. It means that 91 teachers from the overall teachers included in this research has identified the factors of learning obstacles as the basis of the program. The students who did not pass the minimum score were given remedial program. The teachers also gave opportunities for the students to make a product or creation based on the learning materials. The students were also given the tasks to solve a problem, or given a game that was related to the learning materials.

The Principal's Leadership During the New Normal Era

There were some indicators have been used to find out the leadership level of the principals in MAN Kota Padang Panjang. The first indicator was giving instructions to the teachers that

showed 88.90% or in a Good category. It means that 103 teachers argued that the principals showed good leadership, while the other 13 teachers (11,10%) said that the principals had not been optimally guided the teachers during New Normal era. The second indicator was the principal's ability in motivating the teachers. There were 101 from total of 161 respondents stated that the principals in MAN Kota Padang Panjang were able to motivate the teachers (87,09%), and it was categorized as Good. The third indicator was the principal's ability to facilitate the activities at school, and it belonged to Good category. Only 13 teachers stated that the principals did not perform well in facilitating the school activities. In the fourth category, the principal's ability to give guidance to the teachers were considered good, and only 13,60% or 16 teachers who stated that the principals had not give good guidance to the teachers. For the supervision ability, the teachers answered that the principals had done the supervision well, but 14 teachers or 11,86% disagree to the majority. In the next category, the principal's ability to be a role model was in Good category with 87,63%, which means that 102 from 116 MAN teachers in Kota Padang Panjang thought that the principal has become a good role model. The rest of 14 teachers or 12,47% had different opinion and considered that the principals had not been able to be a role model.

The Emotional Intelligence of MAN Teachers in Kota Padang Panjang During the New Normal Era

Several indicators were used to assess the emotional intelligence of MAN teachers in Kota Padang Panjang, and the first indicator was recognizing emotion. The teachers' ability to recognize their emotion, understand the situation, control their reaction towards certain in various situations and to various people, understand the effect of emotion to performance, and make use of the values for problem solving. Second, the ability to control emotion, that is the ability to entertain themselves, get rid of anxiety and moodiness as well as its consequences, and the ability to revive from oppressed feelings was in the Good category (83.33%). In the third indicators showed that the teachers had good motivation (83,33%), which was related to their release the anxiety, recover from depression, and able to comfort themselves. Next, the teachers had good empathy that was ability to comfort themselves, avoid anxiety and being offended, as well as able to recover themselves form hard situation (83,33%). The last indicator was social skills, where the teachers were very good in entertaining themselves, release anxiety or depression and the consequences it causes, and the ability to recover from difficult situation for (83.33%).

The Effect of the Principal's Leadership to the Performance of Teachers in MAN Kota Padang Panjang during New Normal Era

This research showed that the leadership the school principals has positive effect on the teacher's performance in MAN Kota Padang Panjang during New Normal era. It means that the principal's ability to give instruction, motivate, facilitate school activities, guide, supervise, and be a role model has a positive impact on the teacher's performance. The effect on the principal's leadership in teacher's performance showed 12,74%, which means that among various influencing factors, the leadership factor had an effect for 12,74%.

From the indicators of the principal's leadership, the biggest percentage of influencing factor was obtained by the ability to give instruction the teachers for 3,76%. It means that for 3,76% of the teacher's performance was affected by the principal's ability to give the instruction during their work as MAN teachers in Kota Padang Panjang in New Normal era. In the opposite of that, the lowest indicator from the principal's leadership was obtained by the indicator of guiding the teachers. This indicator only obtained 1,27%, which means that only 1,27% of the teacher's performance that was influenced by how the principal guide them to be able to run their duty well.

The Effect of Emotional Intelligence to the Performance of Teachers in MAN Kota Padang Panjang during New Normal Era

The highest percentage of the indicators from emotional intelligence's effect to the teacher's performance was the ability to control the emotion for 2,65%. It means that the performance of MAN teachers in Kota Padang Panjang was affected for 2,65%, or around for 150 teachers, by their own ability to control emotion. The lowest percentage of the emotional intelligence indicators that affect teacher's performance was empathy. It had only 1,27%, which indicates that only 1,27% of the overall teacher's performance that was influenced by having empathy during their work in the new normal era to be able to finish their duty well. Therefore, emotional intelligence can bring positive effect to the teacher's performance if it is developed well, especially related to the performance of MAN teachers in Kota Padang Panjang.

The Effect of Both Principal's Leadership and Emotional Intelligence to the Performance of Teachers in MAN Kota Padang Panjang during New Normal Era

After statistical testing, it was found that the regression equation was a good model for estimating the performance level of teachers in MAN Kota Padang Panjang during the New Normal era. Therefore, there was a positive and linear effect of each variable used in this study.

The explanation above indicates that the teacher's performance of MAN Kota Padang Panjang during the New Normal period in terms of planning of teaching and learning activities was in Fair category. Besides, other indicator such as evaluation of the learning process was in Good category. The indicators of emotional intelligence such as recognizing emotion, controlling emotion, have motivation, have empathy, and social skill in the teachers in MAN Kota Padang Panjang during New Normal era had significantly positive effect to their performance.

CONCLUSION

Based on the results of the research and analysis, the principal's leadership and emotional intelligence have significantly positive effect to the teacher's performance of MAN Kota Padang Panjang during the New Normal period. The factor of principal's leadership obtained the score of 0.357 with a coefficient of determination of 0.1274 or (12.74%), while the emotional intelligence factor had a positive and significant effect by the score of 0.302 with a coefficient of determination of 0.0912 or 09.12%. Both principal's leadership and teacher's emotional intelligence simultaneously give positive and significant effect on the teacher's performance in MAN Kota Padang Panjang during New Normal era for 0.652 with a coefficient of determination of 0.42.51 or 42.51%.

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