

ABSTRACT

The problem in this study is that the vocational teachers in Indonesia have not been able to demonstrate the adequate work performance. The phenomenon of high and low performance of teachers is predicted by variables that affect it, such as teacher competence, work motivation and job satisfaction, all of which are driven by the variable of principal's leadership. This study used survey approach with the type of explanation verification research on 366 teachers.

Data analysis and interpretation of the results used descriptive analysis and verification (SEM). The result of descriptive analysis indicate that: (a) task-oriented behavior is more prominent in the leadership of principals than relationship-oriented behavior, (b) Not all teachers have a standard of professional competence, (c) Not all teachers demonstrate aspects of the high valence and instrumentality in supporting their performance, (d) There is still a gap between the actual conditions of high employment and expectations about the job in supporting the performance of teachers, mainly due to the dissatisfaction of teachers with the reward system, (e) The performance of teachers has not been fully demonstrated commitment to students and students' learning, professional knowledge, teaching practice, leadership and school community, and continued professional learning.

Results of verification analysis show that the principal's leadership has a direct impact on teacher competence, work motivation of teachers, and teacher job satisfaction. However, the principal's leadership does not imply directly to the performance of teachers, but through teacher competence, work motivation of teachers, and teacher job satisfaction. In this way, the principal's leadership may act more as a driver or enabler that allows an increase in competence, motivation and job satisfaction of teachers so that in turn it would improve teacher the performance.

Keywords: *Principal's Leadership, Competency, Job Motivation, Job Satisfaction, Performances.*

ABSTRAK

Masalah dalam penelitian ini adalah bahwa guru SMK di Indonesia belum mampu menunjukkan kinerja (*work performance*) yang memadai. Fenomena tinggi rendahnya kinerja guru tersebut diprediksi oleh tinggi rendahnya variabel-variabel yang memengaruhinya, antara lain kompetensi guru, motivasi kerja, dan kepuasan kerja, yang kesemuanya didorong oleh variabel kepemimpinan kepala sekolah. Penelitian ini menggunakan pendekatan survey dengan jenis *verificative explanation research* terhadap 366 guru. Analisis dan Interpretasi hasil pengolahan data menggunakan analisis deskriptif dan verifikatif (SEM).

Hasil analisis deskriptif menunjukkan bahwa: (a) Perilaku berorientasi pada tugas lebih menonjol dalam kepemimpinan kepala sekolah dibandingkan dengan perilaku berorientasi pada hubungan; (b) Belum seluruh guru memiliki kompetensi profesional yang standar; (c) Belum seluruh guru menunjukkan aspek valensi dan instrumentalitas yang tinggi dalam menunjang kinerjanya; (d) Masih terdapat kesenjangan yang tinggi antara kondisi aktual pekerjaan dan harapan mengenai pekerjaan dalam menunjang kinerja guru, terutama disebabkan oleh ketidakpuasan guru dengan sistem imbalan; (e) Kinerja guru belum sepenuhnya menunjukkan komitmen terhadap siswa dan pembelajaran siswa, pengetahuan profesi, praktik mengajar, kepemimpinan dan komunitas sekolah, dan pembelajaran profesi lanjutan.

Hasil analisis verifikatif menunjukkan bahwa kepemimpinan kepala sekolah secara langsung berimplikasi terhadap kompetensi guru, motivasi kerja guru, dan kepuasan kerja guru. Namun demikian, kepemimpinan kepala sekolah tidak berimplikasi secara langsung terhadap kinerja guru, tetapi melalui kompetensi guru, motivasi kerja guru, dan kepuasan kerja guru. Artinya, kepemimpinan kepala sekolah lebih berperan sebagai *driver* atau *enabler* yang memungkinkan adanya peningkatan dalam kompetensi, motivasi, dan kepuasan kerja guru sehingga pada gilirannya akan meningkatkan kinerja guru.

Kata Kunci: Kepemimpinan, Kompetensi, Motivasi Kerja, Kepuasan Kerja, Kinerja Guru.