

The Effect of Leadership Behavior and Organizational Climate on The Performance of Teaching Staff at the State Police School Polda Maluku

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Abstract:

This research was conducted with the aim of (1) describing leadership behavior, (2) describing organizational climate, (3) describing the performance of teaching staff at the Maluku police state police school, (4) knowing the significant influence between Leadership Behavior on Teaching Staff Performance, (5) Knowing the significant influence between Organizational Climate on Teaching Staff Performance, (6) Knowing the significant influence between leadership behavior and Organizational Climate on Teaching Staff Performance at the Maluku Police State Police School. Based on the results of the description of the principal's leadership behavior, respondents gave high criteria with a presentation of 64.37% with an average value of 136.23, the respondent's organizational climate gave high criteria for a presentation of 42.53% with an average value of 115, 36. and for the performance of the principal teaching staff, the respondents gave very high criteria with a presentation of 57.47% with an average score of 163.06. While the results of the leadership variable hypothesis test (X1) significant influence between leadership behavior on the performance of the Maluku Regional Police SPN teaching staff with a determination coefficient of 0.714, the results of the organizational climate variable hypothesis test (X2) showed a significant influence between organizational climate on performance teaching staff of SPN Polda Maluku with a coefficient of determination of 0.611 which means that the influence of organizational climate on the performance of teaching staff contributes 61.1%. The results of the hypothesis test of the leadership behavior variable (X1) and organizational climate (X2) indicate a jointly significant influence on the performance of the Maluku Regional Police SPN teaching staff with a coefficient of determination of 0.730%, which means that the influence of organizational climate on the performance of teaching staff contributes 73, 0%,

Keywords: Leadership Behavior, Organizational Climate, Teaching Staff Performance

INTRODUCTION

Organizations are an inseparable part of human life, every day humans relate to their organizations. Organizations need cooperation between humans and humans to achieve goals, and within the organization there is a leader who can lead the organization.

Reinhartz & Beach (2004) in Husaini (2013) that the leadership principles that are really needed are leadership must be trusted, must use truth, use knowledge of shared core values, listen to all voices of teaching staff, students, parents and produce a clear vision. good, leadership must be based on correct data, leadership must also be introspection and reflection and be able to empower himself and others, involve others in information and decision making, these things are certainly very influential for organizational

successGoals are also influenced by leadership behavior, where as a leader how to give instructions to subordinates, then supervise what is done by subordinates, can give confidence to subordinates about what is being done in accordance with the instructions conveyed.

On the other hand, the organizational climate also influences leadership behavior on the performance of teaching staff, including the condition of the physical work environment related to welfare, appreciation for teaching staff, and the availability of educational infrastructure, as well as working environmental conditions related to leader support to subordinates, supervision and the policies taken will have an impact on the performance of the teaching staff.

Likewise, the influence of leadership behavior and organizational climate on the performance of teaching staff at the Maluku Police State Police School. Of course, what is expected is quality performance who can understand the duties and responsibilities of completing the work entrusted by the leadership, teaching staff who can accept the conditions of change that occur in the organization when there is a change of leadership with different leadership behavior, so that they must be able to compensate for changes that occur in the institution. Maluku Police National Police School Education.

The Maluku National Police School since its establishment in 1962 in Masohi and then transferred to Passo in 1972, has undergone 29 changes of leadership and this change occurs every 2 to 3 years. This happens because of the organizational needs within the Polri institution, so of course it will greatly affect the organizational climate every time there is a change of leadership, it will bring changes that occur with the aim of improving the performance of the teaching staff which will ultimately have an impact on the expected student outcomes.

Teaching staff serving in the National Police educational institution must at least meet the prerequisites, one of which is to have a minimum educational background of D3 and S1. A teaching staff is not only seen from the amount of work experience and positions he has occupied, but must also have academic knowledge that can help him in educating and nurturing. This is supported by an acknowledgment by the National Police Certification Institute and evidenced by a certificate that the teaching staff is indeed worthy to become teaching staff. However, the reality is that there are teaching staff who do not yet have qualifications as teaching staff but are entrusted with teaching. Apart from not meeting academic standards, it was also found that there were teaching staff who lacked discipline when carrying out their duties.

Another reality found by the researcher is the influence of organizational climate, for example the educational infrastructure at the Maluku Police School of Education is still incomplete. In addition, the change of officials at the Maluku Police State Police School which ultimately affects the organizational climate, thus making the teaching staff must be able to adapt to new leaders who have different leadership styles and behaviors from the previous leaders.

Another thing that was found by the research was that the teaching staff on duty at the Maluku Police State Police School had different motivations, for example wanting to rest, who were about to enter retirement and could relax. They never imagined that they would become a teaching staff and caregivers who had to teach, nurture, make learning designs, create grids and questions, as well as assess students. In other words, not all teaching staff at the Maluku Police State Police School have the motivation as an educator, but there are also those who want to rest and relax because they will enter retirement and other motivations.

The realities that occur above, of course greatly affect the working relationship between leaders and subordinates, the working atmosphere in the organization and affect the performance of the teaching staff at the Maluku Police State Police School. Therefore, researchers are interested in conducting this research at the Maluku Police State Police School.

The objectives of this research are as follows:

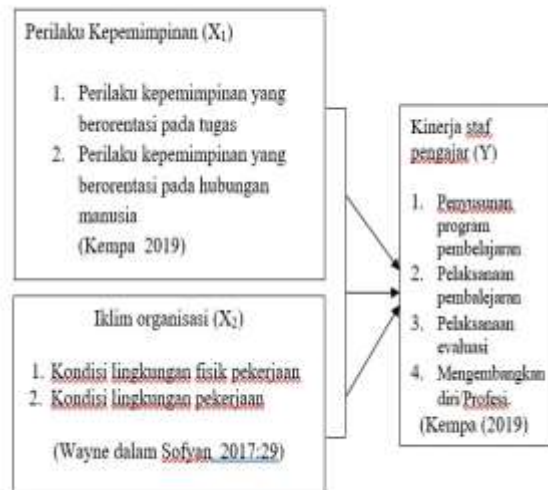
1. Describe leadership behavior at the Maluku Police School of State Police.
2. Describe the organizational climate at the Maluku Police School of State Police.
3. Describe the performance of teaching staff at the Maluku Police School of State Police.
4. Knowing the significant influence between leadership behavior on the performance of teaching staff at the Maluku Police State Police School.
5. Knowing the significant effect of organizational climate on the performance of teaching staff at the Maluku Police State Police School.
6. To find out the significant influence between leadership behavior and organizational climate together on the performance of teaching staff at the Maluku Police State Police School.

FRAMEWORK OF THINKING

Leadership behavior towards teaching staff describes the relationship between themselves and teachers and staff in carrying out organizational activities or it can be said that task-oriented leadership behavior means that the task as a leader can maintain and improve the quality of the school, and is fully responsible for the smooth implementation Education and teaching are related to planning, decision making, organizing, coordinating, influencing and evaluating. Meanwhile, leadership behavior that is oriented towards human relations means how it is the duty of schools to provide services but also has to improve the performance of teaching staff related to administration, as well as organizing Educational Institutions at the Maluku Police State Police School so that they can improve the performance of their teaching staff.

On the other hand, the organizational climate can affect the performance of teaching staff. The intended influence is related to the physical work environment, which is related to welfare, rewards and infrastructure, while for the conditions of the work environment it is related to leadership support in carrying out tasks, planning and designing work, supervision, and discipline, communication and interaction as well as leadership style.

Taken together, the leadership behavior and organizational climate within the Maluku Police State Police School also affect the performance of the existing teaching staff. Starting from the stage of preparing to teach, then preparing teaching materials, the implementation of learning begins with the evaluation of the ongoing process.



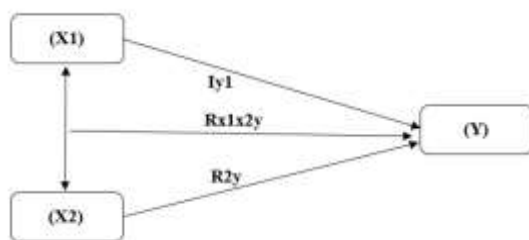
Gambar 1. Kerangka Berpikir

RESEARCH METHODOLOGY

This study uses a quantitative descriptive method which aims to describe, describe and interpret the conditions of events that are currently occurring in the problems that exist in the field.

This research was conducted at the Maluku Police State Police School. The population and sample in this study amounted to 87 teaching staff with the sampling technique used is the saturated sample. To collect data in this study, researchers used data collection techniques through questionnaires.

The variables in this study consisted of 2 independent variables, namely Leadership Behavior (X_1) and Organizational Climate (X_2), and the dependent variable, namely the performance of teaching staff (Y). This variable can be described as follows:



Gambar 2. Kontelasi Masalah Penelitian

RESEARCH RESULTS AND DISCUSSION

Based on the results of research at the Maluku Police State Police School, the researchers found the following data:

Description of Leadership Behavior Variables (X_1)

Description of leadership behavior variable data at the Maluku Regional Police SPN, based on the statistical data table, it is known that leadership behavior data has an average value (*mean*) of 136.23, a median of 143.00 mode of 152, standard deviation of 16,631, variance of 276,598, score range of 75, minimum value of 77, and maximum value of 152. The frequency distribution of leadership behavior scores at the Maluku Regional Police SPN is as shown in Table 1

Tabel 1. Deskriptif Perilaku Kepemimpinan (X1)

Statistics		
		Perilaku Kepemimpinan
N	Valid	87
	Missing	0
Mean		136,23
Std. Error of Mean		1,783
Median		143,00
Mode		152
Std. Deviation		16,631
Variance		276,598
Range		75
Minimum		77
Maximum		152
Sum		11852

Based on Table 1, it can be seen that the leadership behavior variable (X1.) shows the distribution of the score range (*range*) is between 77 to 152. Furthermore, if the descriptive value of leadership behavior is grouped into five categories, namely very high, high, medium, low and very low, then obtained the percentage as shown in Table 2.

**Tabel 2. Distribusi Frekuensi Skor
Perilaku Kepemimpinan (X₁) pada SPN Polda Maluku**

Kelas Interval	Kelas Interval	Frekuensi	Persentase (%)	Keterangan
1	137 – 152	14	16,09	Sangat Tinggi
2	121 – 136	56	64,37	Tinggi
3	106 – 120	12	13,79	Sedang
4	91 – 105	4	4,60	Rendah
5	< 90	1	1,15	Sangat Rendah
Jumlah		87	100	

Sumber: Hasil olah Data Penelitian 2021

Based on Table 2, it shows that respondents gave partial answers that varied and two answered the same as seen in the first and third interval classes, respondents thought that leadership behavior at the Maluku Regional Police SPN was in the high category. This can also be seen in the results of descriptive analysis obtained from the average value of 136.23 which is located in the class interval 121 - 136 (12 respondents), with high criteria.

Based on the results of the analysis of the description of the leadership behavior variable (X₁) is high. This shows that from the number of respondents in the Maluku Regional Police SPN, as many as 87 respondents gave answers that were in the high category.

In general, leadership behavior at the Maluku Police State Police School has a high influence on the performance of teaching staff because there are several task-oriented indicators including the leader in giving instructions, implementing new ideas, evaluating performance, setting performance standards, bureaucratic behavior, coordination, work capacity, still very low in supervision, while leadership behavior that is oriented towards humanitarian relations seen from indicators of personal welfare, treatment, listening, explaining, easy to understand, friendly, making changes, deliberation within the Maluku Polda SPN environment has been carried out at the Maluku Polda SPN is also very low, This is based on descriptive analysis data which shows that the influence of leadership behavior on teaching staff is very low in the percentage value category $< 44,82\%$.

The results of this study are supported by Indrajaaya (2010) which states that leadership behavior essentially means how the leader relates to subordinates or members of the organization, which is called style. Judging from the nature and orientation of leadership behavior is divided into two, namely: 1) Oriented to the task (*a task oriented style*); 2) Oriented to subordinates (*an employee-oriented style*), 3). Behavior that tends to be task-oriented is characterized by the presence of several things, such as: (a) Leaders provide instructions to subordinates; (b) Leaders always carry out strict supervision of what subordinates do; (c) The leader assures his subordinates that the tasks must be carried out in accordance with the leader's wishes; and (d) Leaders place more emphasis on carrying out tasks rather than coaching and developing subordinates.

Subordinate-oriented leadership behavior (*an employee oriented style*) is characterized by the following symptoms: 1) Leaders provide more motivation than provide supervision to subordinates; 2) Leaders involve subordinates in decision making; 3) Leaders are more family-friendly, trusting, respectful cooperative relationships among group members.

Furthermore, according to Indrajaaya (2010: 145) suggests that the thing that attracts attention about leadership is leadership behavior. There are several leadership styles, namely autocracy, democracy and free style (*laissez faire*). It can be explained that; 1) Autocratic leadership behavior is a leadership style, where the leader influences or determines the behavior of his followers. In this style, the leader pays more attention to how to achieve and achieve goals. Leaders determine more what must be achieved and implemented and how to achieve it. Most of the members of the organization just carry out what has been outlined by the leadership. However, it does not mean that he pays less attention to his members, 2) democratic leadership behavior is a leader's behavior that places a lot of emphasis on follower participation rather than self-determination. Members or followers are always given the opportunity to determine what is to be achieved and how to achieve it. This leadership behavior assumes that the opinion of the crowd is better than its own and that participation will lead to responsibility for its implementation. This behavior provides more opportunities for members to develop themselves, even though the leader still has a role in determining decisions, 3) Free leadership behavior (*laissez faire*) is leadership behavior that places more emphasis on group decisions. A leader will leave the decision to the wishes of the group. What is good according to the group, that is the decision. How it is implemented depends on the will of the group. The role of the leader in making decisions is almost invisible, all is left to the results of group decisions.

Thus, it can be said that the leadership behavior in the Maluku Regional Police SPN can be categorized as moderate. This is due to the lack of leadership supervision of the teaching staff in improving their performance.

Description of Organizational Climate Variables (X₂)

The description of organizational climate variable data at the Maluku Regional Police SPN, based on organizational climate data has an average value (*mean*) of 115.36, the median

value of 118.00, the mode of 136, the standard deviation of 17,106, the variance is 292,604, the score range is 68, the minimum value is 68, and the maximum value is 136.

The frequency distribution of organizational climate scores at the Maluku Regional Police SPN can be seen in Table 3.

Tabel 3. Deskripsi Iklim Organisasi (X₂)

Statistics		
		Iklim Organisasi
N	Valid	87
	Missing	0
Mean		115,36
Std. Error of Mean		1,834
Median		118,00
Mode		136
Std. Deviation		17,106
Variance		292,604
Range		68
Minimum		68
Maximum		136
Sum		10036

Based on Table 3, it can be seen that the Organizational Climate variable (X₂) shows the distribution of the score range (*range*) is between 108-121. Furthermore, if the descriptive value of organizational climate is grouped into five categories, namely very high, high, medium, low and very low, then it is obtained percentage as shown in Table 4.

Tabel 4. Distribusi Frekuensi Skor Iklim Organisasi (X₂) Pada SPN Polda Maluku

Kelas Interval	Kelas Interval	Frekuensi	Persentase (%)	Keterangan
1	122 – 136	15	17,24	Sangat Tinggi
2	108 – 121	37	42,53	Tinggi
3	95 – 107	25	28,74	Sedang
4	82 – 94	7	8,05	Rendah
5	< 81	3	3,45	Sangat Rendah
Jumlah		87	100	

Sumber: Hasil olah Data Penelitian 2021

Based on Table 4, it shows that respondents gave partial answers that varied and two answered the same as seen in the fifth and sixth class intervals, each numbering 2 with a presentation of 42.53% of respondents believing that the organizational climate at the Maluku Regional Police SPN was high. This can also be seen in the results of the descriptive analysis obtained from the average value of 115.36 which is located in the class interval 108 - 121 (37 respondents), with high criteria.

Descriptive analysis of organizational climate variables (X_2) is high. This shows that from the number of respondents in the Maluku Regional Police SPN, as many as 87 respondents gave answers that were in the high category.

In general, the Organizational Climate at the Maluku Police State Police School is high due to the physical environment and the working environment that affect it, and this is based on descriptive analysis showing that the high organizational climate has an influence on the teaching staff with the percentage value category $<27,58\%$.

The results of this study are supported by Davis (2002: 21), which states that the organizational climate is the environment, where the employees of the organization do their work. This means that the organizational climate as a dynamic system is influenced by almost everything that happens in an organization. So organizational climate is a system concept that reflects the overall lifestyle of the organization. Because the organizational climate reflects the lifestyle, the organizational climate will automatically affect the overall activities of the organization including the behavior of its members.

The same thing is in the opinion of Larsen in Pidarta (2000: 67) who views climate as the norms of expectations and beliefs of the personnel of an organization that controls their behavior in carrying out their duties, while Tagiuri as quoted by Owens (1992: 140-141) states that climate School organization is a characteristic of the entire school environment which includes: the physical environment (*ecology*), the social environment (*milieu*), the social system (*social system*) and culture (*culture*). The physical environment shows the physical facilities and tools used include: (1) student learning environment, (2) teacher condition, (3) library room condition, (4) environmental cleanliness (5) school environment condition, availability of student rest areas (6) the availability of study space. The social environment is the working atmosphere between the teacher and the principal, the teacher and the teacher and the interaction between the school and the community in the form of: (1) the relationship between the principal and the teacher, (2) the principal's treatment of the teacher, (3) the principal's respect for the teacher, (4) cooperation between teachers and teachers, (5) cooperation between teachers and parents of students, (6) cooperation between school committees and personnel, and (7) cooperation between the community and school personnel.

Thus, it can be said that the organizational climate in the Maluku Regional Police SPN has a high influence on the performance of the teaching staff. This is due to the lack of supervision and discipline in the work environment, communication and concern for teaching staff to understand their duties and functions.

Description of Teaching Staff Performance Variables (Y)

Description of teaching staff performance variables at SPN Polda Maluku, based on the table it is known that teaching staff performance data has an average value (*mean*) of 163.06, median mean of 168.00 mode of 184, The standard deviation is 21,048, the variance is 433,008, the score range is 103, the minimum score is 81, and the maximum score is 184. The frequency distribution of teaching staff performance scores at the Maluku Regional Police SPN can be seen in Table 5.

Tabel 5. Deskriptif Kinerja Staf Pengajar (Y)

Statistics		Kinerja Staf Pengajar
N	Valid	87
	Missing	0
Mean		163,06
Std. Error of Mean		2,257
Median		168,00
Mode		184
Std. Deviation		21,048
Variance		443,008
Range		103
Minimum		81
Maximum		184
Sum		14186

Based on Table 5, it can be seen that the Teaching Staff Performance variable shows the distribution of the score range (*range*) is between 166-184 then, if the descriptive values of leadership behavior are grouped into five categories, namely very high, high, medium, low and very low, the percentage is obtained as as shown in Table 6.

Tabel 6. Distribusi Frekuensi Skor Kinerja Staf Pengajar pada SPN Polda Maluku (Y)

Kelas Interval	Kelas Interval	Frekuensi	Persentase (%)	Keterangan
1	166 – 184	50	57,47	Sangat Tinggi
2	147 – 165	11	12,64	Tinggi
3	129 – 146	24	27,59	Sedang
4	110 – 128	1	1,15	Rendah
5	< 109	1	1,15	Sangat Rendah
Jumlah		87	100	

Sumber: Hasil olah Data Penelitian 2021

Based on Table 6, which shows that respondents gave some answers that varied and two did not answer as seen in the first class interval, respondents thought that the organizational climate at the Maluku Regional Police SPN was very high. This can be seen in the results of the descriptive analysis obtained an average value of 163.06 which is located in the class interval 166-184 (13 respondents), with very high criteria.

Descriptive analysis of the teaching staff performance variable (Y) is classified as very high. This shows that from the number of respondents in the Maluku Regional Police SPN, as many as 87 respondents gave answers that were in the very high category.

In general, the performance of the teaching staff at the Maluku Police State Police School is very high in understanding the indicators of the preparation of learning programs, learning implementation, evaluation implementation, and self/professional development and this is based on descriptive analysis showing that the performance of teaching staff with the percentage value category < 47.12 %, which means very high.

Thus, it can be said that the performance of the teaching staff at the Maluku Regional Police SPN is still very low. This is because the teaching staff really understand their duties and functions.

CONCLUSION

The results of this study indicate that leadership behavior in the Maluku Police State Police School has a high influence on the performance of the teaching staff. Likewise, the influence of the organizational climate in the Maluku Police School on the performance of the teaching staff has a high influence. Even together, both leadership behavior and organizational climate have a high influence on the performance of teaching staff at the Maluku Police State Police School.

IMPLICATIONS

Based on the research results obtained, it can be described several implications of the research results, namely:

1. Leadership behavior essentially means how the leader relates to subordinates or members of the organization, which is called the style to have a good impact on the performance of teaching staff on duty in the educational environment in order to improve the quality of human resources, especially teaching staff. Task-oriented leadership behavior means that

the task as a leader can maintain and improve the quality of schools, and is fully responsible for the smooth implementation of education and teaching including those related to planning, decision making, organizing, coordinating, influencing, and evaluating. Meanwhile, regarding leadership behavior that is oriented towards human relations, it means how the principal's task is to provide services but also to improve the performance of teaching staff related to administration, as well as to organize educational institutions at the Maluku Police State Police School in order to improve the performance of the teaching staff.

2. Organizational climate is the environment in which the employees of the organization do their jobs. Organizational climate as a dynamic system is influenced by almost everything that happens in an organization. So organizational climate is a system concept that reflects the overall lifestyle of the organization. Because the organizational climate reflects the lifestyle, the organizational climate will automatically affect the overall activities of the organization including the behavior of its members. To improve the performance of the teaching staff of the Maluku Police State Police School, the organizational climate in terms of supervision and discipline needs to be improved. This means that the teaching staff in improving self-development and discipline in order to improve their performance as teaching staff at the Maluku Police State Police School.
3. The influence of leadership behavior and organizational climate on the performance of the teaching staff of the Maluku Police State Police School. Leadership *is* the ability to move, influence, motivate, invite, advise, foster, guide, train, order, command, prohibit and even punish with the intention that humans as part of the organization want to work in order to achieve their own goals and the organization's goals. effective and efficient. This understanding shows that in leadership there are three elements, namely: leader, members, and situation. In the context of educational institutions, the leadership role is carried out by the principal, thus educational leadership is the process of influencing all personnel who support the implementation of learning activities in order to achieve educational goals. Educational leadership plays a very important role in directing and moving educational organizations to achieve the expected goals. This research can also contribute to leadership in leadership behavior and organizational climate which will ultimately have a positive influence on the Maluku Police State Police School in order to improve the performance of teaching staff. To improve the performance of teaching staff, it is necessary to improve the behavior of leaders who can provide good examples and role models, and a conducive organizational climate that can improve the culture and work ethic of good staff to strengthen an organization, namely SPN Polda Maluku.

SUGGESTION

Based on the conclusions and implications above, the authors can put forward the following suggestions:

1. The results of this study indicate that there is a significant influence between leadership behavior and organizational climate on the performance of teaching staff at the Maluku Police State Police School with a sample of 87 people, and it is hoped that research This can enrich the scientific treasures in responding to the demands of the growing development of science.
2. It is hoped that the results of this research will be input to the leadership and teaching staff at the Maluku Police State Police School in improving self-development and discipline in order to improve their performance as teaching staff.
3. There is a need to increase supervision and discipline on the performance of teaching staff at the Maluku Police State Police School.

4. The results of this study may be used as a consideration and basis for conducting further research on leadership behavior and organizational climate with the performance of teaching staff, as well as other aspects that have not been revealed in this research to be included, and as new innovations in the world of Police education. .

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