

# Meta-Analysis of Principal Leadership and Job Satisfaction on Honorer Administrative Performance

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**Abstract**— This research was conducted to determine the effect of leadership and motivation on honorary school administrative staff. The time spent during research activities was carried out for nine months, starting from February to October 2022. The data analysis used was a literature review. The findings from the study that there is a principal's leadership style have a positive and significant effect on the job satisfaction of honorary school administration employees. This is because the ability of the school principal's management to make a significant contribution to administrative staff services and high work motivation will have a positive effect on job satisfaction where honor school managers play an important role in an educational institution, they must have the awareness to motivate themselves in carrying out tasks so that the desired goals can be achieved optimally. This research can be used as a basis for reference for future empirical research on school leadership and job satisfaction variables on the performance of honorary administrative staff.

**Keywords**— leadership, disruption, digital.

## INTRODUCTION

The strategic role of education in the development of a nation. Because with education, the younger generation can be created skilled, independent, and agile to solve existing problems. Quality, effective and efficient education is the dream of every educational unit. To realize quality education, professional educators and educational staff are needed [1] in the National Education System Law no. 20 of 2003 Article 39 (1), education personnel play not only a role in helping schools in terms of administration but also in management, coaching, supervision, and technical services.

Meanwhile, one of the education staff at the school is a school administration staff [1]. According to [2] describes administrative staff or non-educational staff or non-teachers, namely staff who are not directly tasked with realizing the educational process and acting as a

place to build quality human beings [3]. According to the Law on the National Education System Number 20 of 2003 states that educational institutions such as informal, formal and non-formal education pathways have a responsibility in the context of achieving national education goals. Public Middle School (SD) as formal education at the basic education level which emphasizes from an early age in preparing a generation whose graduates are expected to have knowledge,

In general, previous researchers have researched job satisfaction. According [4], three variables affect job satisfaction: salary, job stress, and lack of communication. These three variables have a significant impact on job satisfaction. [5] concluded that career motivation correlates positively with organizational commitment and job satisfaction. Furthermore, extrinsic motivation can lead to job satisfaction [6]. Thus, highly motivated workers getting compensation following their efforts will lead to self-satisfaction. Therefore, a person's job satisfaction will be reflected in his attitude towards his work. In addition, [7] also reported a significant strong influence between autonomy, recognition, relationship with leadership, promotion, and environment.

However, the factors of salary and benefits are predictors that are excluded. In contrast to [7], [8] find a significant direct effect of compensation on team member job satisfaction, which means that the higher the compensation received by employees, the higher their job satisfaction. Empirical facts obtained from the research findings reveal that finance is still seen as a variable that contributes significantly to job satisfaction compared to other variables. Another study on teacher job satisfaction was conducted by [9], who revealed a moderate correlation between the entrepreneurial and job satisfaction variables. A survey by [10] on administrative staff and school staff in the United States reported the significance of administrative support on teacher job satisfaction. Administrative support mediates the effect of teaching experience, student behavior, and salary on teacher job satisfaction. In addition, a study on teacher job satisfaction was also conducted by [11] in Nepal,

which explored the existence of high status of satisfaction in the work itself, colleagues, and work in general. The study also found that teacher job satisfaction was low regarding salary. [12] found a positive relationship between job satisfaction and teacher attributes such as years of service, type of service, appointment, and education. However, [12] findings also reported no significant difference between job satisfaction and type of institution. Research on the relationship between school principals and teacher job satisfaction has been carried out by [13], who found a relationship between the principal's transformational leadership variable and elementary school teacher job satisfaction of 0.582. In addition, [14] also reports the results of his research which reveals that the magnitude of the relationship between the principal's transformational leadership and the job satisfaction of junior high school teachers is 0.552. The difference between the two lies in the number of samples and teacher teaching in schools. Meanwhile, [15] also reported a relationship between the two variables of 0.431. Based on empirical studies, job satisfaction impacts performance [16].

In achieving the success of education, especially formal education, the role of education personnel is certainly very necessary. According to the Chairperson of the Association of School Administrative Personnel, Taufiq Rohman Dhohiri, education personnel are the spearhead in providing good services to students, teachers, parents, and the surrounding community (Directorate of PPGTK, 2020). Therefore, education personnel play a very important role in achieving the success or failure of the education system which aims to meet quality standards, product standards and service standards.

## METHODOLOGY

The research method used in this study is a qualitative meta-analysis of published articles in reputable international journals. A qualitative meta-analysis is an approach to conducting an in-depth analysis of secondary qualitative documents to describe an overall picture of a case or problem. The meta-analysis procedure is as follows: The meta-analysis procedure (Figure 1) begins with the identification of key documents (laws and basic regulations) and then continues with a search for document availability. After this, the researcher identifies the location of the document and searches through google using keywords to get the results. Finally, all sources related to this study were collected and extracted to establish the theme of the meta-analysis.

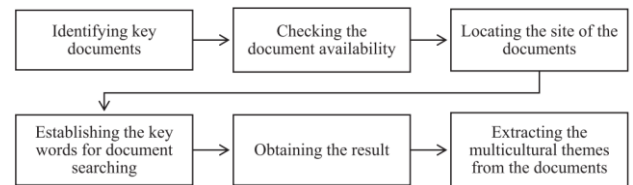


Figure 1 The process of meta-analysis in research

For this meta-analysis, researchers used publicly available documents. All data is accessed via google by typing in keywords. Keywords for the meta-analysis look for “leadership”, “job satisfaction” and “performance”.

## FINDING AND DISCUSSION

The Education has a strategic role in the development of a nation. Because with education, the younger generation can be created skilled, independent, and agile to solve existing problems. Quality, effective and efficient education is the dream of every educational unit [21]. To realize quality education, professional educators and educational staff are needed [1] in the National Education System Law no. 20 of 2003 Article 39 (1), education personnel play not only a role in helping schools in terms of administration but also in management, coaching, supervision, and technical services.

Meanwhile, one of the educational staff at the school is a school administration staff [1] According to [2] Describe administrative staff or non-educational staff/non-teachers, namely staff who are not directly tasked with realizing the educational process and play a role as one of the places to build quality human beings [3]. According to the Law on the National Education System Number 20 of 2003 states that educational institutions such as informal, formal and non-formal education pathways have a responsibility in the context of achieving national education goals. Public Middle School (SD) as formal education at the basic education level which emphasizes from an early age in preparing generations whose graduates are expected to have the knowledge, skills and competencies that are able to face the increasingly tough era of globalization.

In achieving the success of education, especially formal education, the role of education personnel is certainly very necessary. According to the Chairperson of the Association of School Administrative Personnel, Taufiq Rohman Dhohiri, education personnel are the spearhead in providing good services to students, teachers, parents, and the surrounding community (Directorate of PPGTK, 2020). Therefore, education

personnel play a very important role in achieving the success or failure of the education system which aims to meet quality standards, product standards and service standards.

Based on data in the regional education balance sheet from the Ministry of Education and Culture in 2019, one of the administrative cities in DKI Jakarta Province, namely East Jakarta City, has a fairly good education quality assurance score (PMP), which is 5.62 out of the city average. By having a very large number of educational staff (TENDIK), namely 1139 people and schools that are accredited A reach 80.4% (Regional Education Balance, 2019). Compared to other cities in DKI Jakarta Province, East Jakarta is the city that contributes the highest number of schools with a large number of educational staff. Based on the information in the form of field data, How is the achievement of Principal Leadership and Job Satisfaction on the Performance of Honorary Middle School Administrative Staff in East Jakarta? The picture in graphical form below shows the score of education quality assurance (PMP).

Based on the data above, it can be seen that the performance of honorary school administration staff as DKI Jakarta school administration staff, especially in the East Jakarta area, must always be improved in an effort to form quality human resources as stated in the educational goals. Improving the quality of education must of course be supported through the quality of school operators or school administration staff as supporting resources for the implementation of education so that superior performance can create success for an organization. From the literature review, it is known that the definition of the concept of Principal Leadership and Job Satisfaction on the Performance of Honorary SMPN Administrative Personnel in East Jakarta is still unclear and needs to be conceptualized further. The importance of this paper is that it can serve as a valuable guide for educational designers and educators and other relevant stakeholders to nurture future leaders and to explore

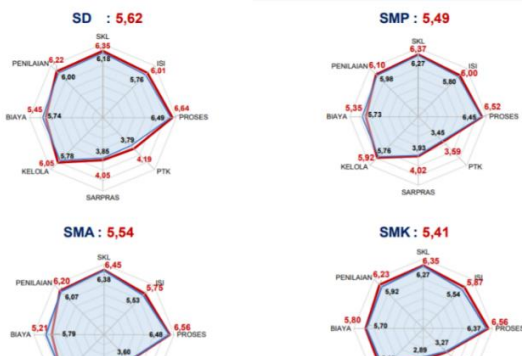


Figure 2 Adm City Education Quality Assurance Score Graph. East Jakarta in 2019

potential future research directions in this area. Based on the results of the literature review, then proposed future research directions related to the concept of Principal Leadership and Job Satisfaction on the Performance of Honorary Middle School Administrative Personnel in East Jakarta.

Principal Leadership and Job Satisfaction on the Performance of Honorary Administrative Staff is a topic that has been widely researched. With the help of the SEforRa search engine, researchers found various studies on this topic. First, the researcher conducted a search using the keyword "principal's leadership". The search profile can be seen in Table 1.1

Table 1 Article Search Profile 1

ID	: 3kGQ6zqM1oqOSfd7NPTj5fPoSNSSuP2n
Permalink	: <a href="https://seforra.com?tid=3kGQ6zqM1oqOSfd7NPTj5fPoSNSSuP2n">https://seforra.com?tid=3kGQ6zqM1oqOSfd7NPTj5fPoSNSSuP2n</a>
Keywords	: principal's leadership
Publication years range	: 2018 - 2022
Filter by Scimago Journal Rank	: Not Implemented
Activity start date	: 2022-09-17 23:06:53.861097 (GMT+7)
Documents indexed by Crossref	: 34,780
Raw Documents metadata obtained (not filtered)	: 500
Unique documents obtained (not filtered)	: 100
Documents match to filter	: 100

The search results show that there are 500 articles relevant to the topic of technology leadership. Based on the Scimago Journal Rank, these articles can be classified as can be seen in Table 1.2

Table 2 Classification of article 1 based on Scimago Journal Rank

Search Results by Scimago Journal Rank							
Year	Scimago Journal Rank						Sub Total
	Q1	Q2	Q3	Q4	NQ	NI	
2018	29	7	3	19	3	60	121
2019	31	1	0	1	0	67	100
2020	39	0	0	6	0	65	110
2021	64	0	4	6	0	68	142
2022	8	0	5	0	0	14	27
Total results							500

Second, researchers search for relevant articles with the keyword "job satisfaction". Evidence of the search can be seen in Table 1.3

Table 3 Article Search Profile 2

ID	: mbCCA19XMULueNumy7cWVG2bFIRqGAT
Permalink	: https://seforra.com?qid=mbCCA19XMULueNumy7cWVG2bFIRqGAT
Keywords	: job satisfaction
Publication years range	: 2018 - 2022
Filter by Scimago Journal Rank	: Not Implemented
Activity start date	: 2022-03-17 23:15:05.990039 (GMT+7)
Documents indexed by Crossref	: 59,324
Raw Documents metadata obtained (not filtered)	: 500
Unique documents obtained (not filtered)	: 200
Documents match to filter	: 200

The search results show that there are 500 articles relevant to the keyword "job satisfaction". The classification of these articles can be seen in Table 1.4

Table 4 Article classification 2 based on Scimago Journal Rank

Search Results by Scimago Journal Rank

Year	Scimago Journal Rank						Sub Total
	Q1	Q2	Q3	Q4	NQ	NI	
2018	8	2	2	1	0	24	37
2019	1	4	2	3	0	30	40
2020	1	1	4	9	5	32	52
2021	1	4	5	0	1	53	64
2022	0	1	1	0	0	5	7
Total results							200

Third, researchers search for relevant articles with the keyword "Honorary Administrative Personnel Performance". Evidence of the search can be seen in Table 1.5.

Table 5 Article Search Profile 3

ID	: eyU0tPPYyKChcF5Ju4gkOORRj5a3sil
Permalink	: https://seforra.com?qid=eyU0tPPYyKChcF5Ju4gkOORRj5a3sil
Keywords	: Honorary Administrative Personnel Performance
Publication years range	: 2018 - 2022
Filter by Scimago Journal Rank	: Not Implemented
Activity start date	: 2022-03-17 23:23:17.909861 (GMT+7)
Documents indexed by Crossref	: 385,120
Raw Documents metadata obtained (not filtered)	: 500
Unique documents obtained (not filtered)	: 0
Documents match to filter	: 0

The search results show that there are 500 articles relevant to the keyword "Honorary Administrative Personnel Performance". The classification of these articles can be seen in Table 1.6

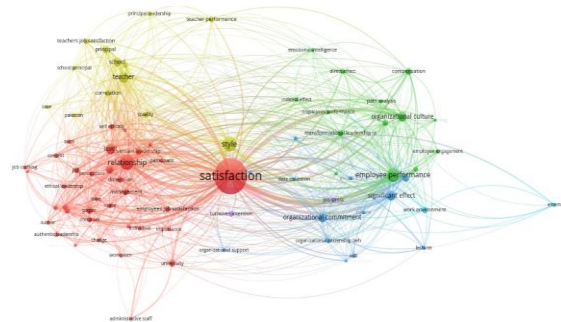
Table 6 Classification of articles 3 based on Scimago Journal Rank

Search Results by Scimago Journal Rank

Year	Scimago Journal Rank						Sub Total
	Q1	Q2	Q3	Q4	NQ	NI	
2018	5	2	0	0	2	13	22
2019	2	5	1	0	0	15	23
2020	7	0	1	2	0	15	25
2021	8	2	3	0	0	12	25
2022	2	0	0	1	0	2	5
Total results							100

With the three keywords mentioned above, the researcher found that there was a relationship between the Principal's Leadership and Job Satisfaction on the Performance of Honorary Administrative Staff. This shows that most of the articles analyzed talk about the relationship or influence of the Principal's Leadership and Job Satisfaction on the Performance of Honorary Administrative Personnel. However, from the existing articles, not a single article has a literature review design or meta-analysis on the topic of Principal Leadership and Job Satisfaction on the Performance of Honorary Administrative Staff at SMPN, especially in the East Jakarta area. This is the novelty of this research.

Table 7 Jar Visualization



Performance according to [17] is defined as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore, [17] argues that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally and not violating the law and in accordance with with morals and ethics. Meanwhile, according to [18] performance is the

result of carrying out a job, both physical/mental and non-physical/nonmental.

The term performance comes from the word job performance or actual performance (performance or real performance) which relates to all activities in a work organization, namely: (1) perform, execute, carry out (to do or carry out, execute); (2) to fulfill or carry out an obligation or an intention or vow (to discharge of fulfill; as a vow); (3) carrying out or perfecting responsibilities (to execute or complete an understaking); (4) do what is expected of a person machine.

Performance is a function of motivation and ability. Performance is also a real behavior that is displayed by everyone as work performance produced by employees according to their role in the organization to achieve goals. Performance is also the result of the function of a particular job or activity during a certain period of time. Performance can be seen from various perspectives, depending on the goals of each organization and also depending on the form of the organization itself.

The benchmarks in assessing performance according to experts with different perspectives are as follows: There are 4 performance dimensions that are used as benchmarks in assessing performance at the individual level, namely:

- 1) Quality. including the level of error, damage and accuracy.
- 2) Quantity, the number of workers produced.
- 3) Use of time at work. including the level of attendance, tardiness, effective working time or lost working hours.
- 4) Collaboration with others at work.

One of the factors that influence the achievement of maximum performance is job satisfaction. Job satisfaction of school administrators is one of the factors that must be considered. Suppose school administrators feel satisfaction in their jobs. This will create an atmosphere that is full of togetherness, having the same responsibilities, a good communication climate, and high morale to achieve optimally [19].

According to Terry quoted by [20] the characteristics of a person with a leadership spirit are having mental and physical strength, emotional stability, knowing knowledge about human relations, being able to motivate oneself and others, having communication skills, having the ability to teach and develop their subordinates, have expertise in the social field, are happy when their subordinates progress, have the skills to analyze, plan,

organize, delegate, make decisions and be able to formulate concepts.

The principal is the leader in the school organization. The principal's role in leadership is his personality and active attitude in achieving goals. The principal in this case tends to affect mood swings, and is right on target specific desires set for purposeful affairs. The results of this leadership influence changes in the way people think about what is desirable, possible and necessary.

Based on some of the definitions of leadership above, it can be synthesized that leadership is a person's behavior to mobilize, direct and influence the mindset of the way honorary school administration staff work, especially in making decisions for the benefit of achieving the goals that have been set can be achieved effectively and efficiently with indicators: (1) Have exemplary abilities, (2) Have individual sensitivity, (3) Be able to provide intellectual stimulus, (4) Can provide aspirations.

The results of Rahmi's research that there is an influence between leadership and work motivation is evident in the research of Administrative Staff at SMA Negeri 2 Sungguminasa Kab. Gowa based on research results describes the performance of administrative staff at SMA Negeri 2 Sungguminasa Gowa Regency in the moderate category. Therefore the leadership of the Principal is an important variable in increasing work motivation. Leadership will have a significant influence on job satisfaction.

## CONCLUSION AND RECOMMENDATION

Based on the results of the analysis, the results show that there is a relationship between leadership and honorary employee job satisfaction. This means that the quality and role and involvement of secondary school principals will result in increased job satisfaction for honorary school administrative staff. In addition, there is a link between work motivation and job satisfaction. Strong or high work motivation will have an impact on increasing the job satisfaction of honorary administrative staff. Conversely, decreased work motivation will result in low job satisfaction. Principal leadership is also related to increasing work motivation. In this case, the principal's leadership has an impact on increasing the work motivation of honorary administrative staff. The principal's leadership is influential in providing facilities to the organization and paying attention to the needs of honorary school administrative staff. The existence of interrelated relationships, can support the smoothness of work

oriented to individual goals in achieving employee job satisfaction. However, due to the limited empirical research studies that have been conducted, it is necessary to carry out research that is carried out not only through literature studies. So that with the support of empirical studies can strengthen awareness to motivate themselves in carrying out their duties so that the desired goals can be achieved optimally. because of the limited empirical research studies conducted, it is necessary to carry out research that is carried out not only through literature study. So that with the support of empirical studies can strengthen awareness to motivate themselves in carrying out their duties so that the desired goals can be achieved optimally. because of the limited empirical research studies conducted, it is necessary to carry out research that is carried out not only through literature study. So that with the support of empirical studies can strengthen awareness to motivate themselves in carrying out their duties so that the desired goals can be achieved optimally.

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