

The Influence of Headmaster's Leadership of Instruction Style and Educator's Performance on Students' Academic Achievements

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Abstract. The effect of the headmaster's leadership of instruction and teachers' performance in improving students' academic achievements have become a hot issue that is widely discussed. Many pieces of research have been revealed that principal's leadership of instruction style and teacher's performance has a strong effect on students' academic achievements at school. This article clearly discusses various research results regarding the effect of leadership of instruction and teachers' performance on learners' academic attainments. The articles used as documents in this study are articles from various countries by researchers around the world. Some conditions are enforced as guarantors for the credibility of articles, such as articles from reputable international journals and articles from quantitative research. This article is a literature review that aims to check out the influence of the headmaster's leadership of instruction and teachers' performance on improving students' educational achievements globally. Based on the results of the literature review, it was revealed that in 2003-2019, studies on empirical leadership of instruction became rapidly implemented and developed in Asia, Africa, and Latin America. These studies show that teachers' teaching performance and students' academic achievements can be increased by improving the principal's leadership of instruction performance.

Keywords: Principal's leadership of instruction style, student's academic achievements, teacher performance.

1 Introduction

The rapid development of the education system is the reason why policymakers increasingly focus on academic achievement as an indicator of student academic success. Research results from more than a decade show that, when college, home, and communities perform with each other as partners to bear students, they will find it is very easy to achieve learning achievement. Being partners the students are well motivated and have self-awareness on their learning progress. Partnerships between schools and families that create a safe school environment can strengthen childcare ability, enhance educational ability, and help students get other aims that merit learners of all classes. Thus, schools and families should be able to build communication in getting the best students' achievement.

A policy maker must focus on academic achievement and student academic success and ensure that the policy benefits students in the quality of education. The need to increase academic achievement has led researchers to hypothesize that parental involvement in children's education constructively influences children's development, especially in the area

of academic achievement. The students' academic achievement is the indicator of the students' success on teaching and learning process.

Several studies have proven that there is a strong beneficial connection between educators' performance and student's progress. As revealed in his research, teachers are one of the dominant factors in schools in influencing student achievement in all branches of science education. Other research also revealed that in Shanghai (China) the very high effectiveness of teachers became the dominance of workplace norms that supported professional learning [1]. So, both students and teachers should have a constructive synergistic in order to achieve successful learning progress.

Promotional opportunities, professional autonomy and interaction with students and colleagues constructively influence their job satisfaction. Teacher effectiveness refers to their satisfaction with their work and their willingness to carry out work in accordance with school goals. In general, job satisfaction is a feeling of satisfaction and happiness that individuals have when fulfilling tasks [2]. Schools throughout the world face challenges in maintaining effective teachers. For good quality of school leadership, both of keeping experience and teachers' competence are important for improving it. Therefore, this study examines innovative models that explore direct and indirect relationships between principal's leadership of instruction, teachers' performance, shared vision, and teachers' intentions to leave their schools [2].

School principles every time bear cooperation with expert growth, observe learner's improvement, and supply incentives for studying [3]. The significance of educators' cooperation as the powerful good aspects in schools shows that official and unofficial teacher expert studying can be improved by growing and maintaining the chances needed for teachers in the organization [4].

The task of instructional leaders is to improve the development of organizational mechanisms that focus on teaching and learning that can produce better results for students [5], leadership of instruction as an action that is directly related to teaching and learning, such as in observing the class [6].

The principal is a leader who has the main task of improving school and student outcomes. Besides, they are the second person in school (after teacher) who has an impact on academic students [7]. The leadership of instruction style is a style that provides support, to some extent, for teachers to work together to improve teaching [8]. Empirical leadership of instruction studies have recently emerged from communities in developing countries in Asia, Africa and Latin America [1]. Thus, the principal has the core role in developing the educational management for supporting the teachers.

The Leadership of Instruction Style has an important effect on 5 components of professional learning, 4 of which are cooperative activities, a simultaneous center on learners' study, de-privatization practices, and reflective dialogue, which are predicted to constructively impact teacher's self-efficacy. The examination shows that cooperative activities, de-privatization practices, and contemplative chat are important to teacher's efficacy. In addition, the influence of leadership of instruction is also strong on the educator's self-efficacy [9].

The Leadership of Instruction Style is practiced by leaders, especially school leaders (principals). Previous research used the concept of leadership of instruction as a basis for changes in school education, school improvement, and effective school [4]. The leadership of instruction style is the practice of school leaders (principals) to distribute power among educators to increase the grade of the educational process. The leadership of instruction style is a set of leader behaviors that supports the teaching and learning process. Besides, leaders with leadership of instruction styles must also be aware that improving the quality of learning

also involves the entire school community. Instructional leaders have more responsibility to convey school goals, manage to teach, develop school climate, and monitor students' outcomes [10].

The documents show that L leadership of instruction does not merely turn the headmaster into a model educator; yet in creating the organizational conditions, the pedagogical capability, extend chances for renewal, provide and allot assets, provide teaching aim and bear to educator, and authorize educators to be responsible personally or together to increase their teaching quality is needed to build [11]. For the goal of this research, the researchers center on L leadership of instruction and explain that National Leadership instruction focuses on three aspects: explain the school of mission (frame and communicate school aims); managing teaching programs (govern and assessing instructions, coordinating curriculum, and monitoring learner advancement); and create a constructive school environment [12].

Decision-making by instructional leaders often described as a center on improving the educational process, teachers will be more involved in collaborative interactions that target the improvement of group goals. Instructional leaders improve and develop organizational mechanisms that focus on teaching that can lead to better outcomes for students [1].

However, most of the existing articles focus on the Effect of the Headmaster's L leadership of instruction Style and Teachers' Performance on Students' Academic Achievements, so this article will focus on this limitation. The focus of this literature review is to discuss the Influence of the Headmaster's L leadership of instruction Style and Teachers' Performance on Students' Educational Achievements, especially in countries in Asia. The main focus on students' academic achievement for getting the best mapping on the students' academic achievement in Asia.

2 Literature Review

2.1 L leadership of instruction style

L leadership of instruction is a model of guidance that supports the learning process and facilitates learning in school. The instrument used to study L leadership of instruction is the Instructional Instructor Management Ranking Scale [13], [14].

In this article, we analyze the transformational effects and L leadership of instruction style of the secondary school principals, focus on flight majors, and the effects on organizational attractiveness [15]. There are differences in L leadership of instruction aspects, as well as explaining school missions, administering teaching programs, and making a constructive atmosphere for the educational process [16].

L leadership of instruction owns a good influence on students' learning achievements. Headmasters who are accepting, concerned, kind, and have good hopes but do not overburden educators with administrative assignments, can improve teachers' performance [17].

Principals as leaders are hoped to give ideal direction for educators and for all staff. Specifically, junior high school educators need direction from the headmaster as a certain path to create the desired results of well-educated high school graduates. Because each head slant to own a different typical pattern or individual manner in leadership, it seems logical to suppose that the leadership style may be connected to the grade of the organization. The goal of this study was to explore the effect of the principal's leadership style and educator's achievement on student academic attainment[18].

3 Method

This literature review focuses on the effect of participal’s l leadership of instruction styles and teachers’ performance on students’ academic achievements. The review process begins with searching articles in the google scholar search engine, with the keywords “l leadership of instruction styles for principals and students’ achievements and teachers performance and students’ achievements. Search articles were found with the following research criteria:

1. The research approach used is quantitative.
2. The research was done in Asia.
3. Research articles must be written in English.

The steps used inn the literature review

Step 1: Define the prolem

- Select the appropriate topic
- The problem must be written completely and accurately

Step 2: Find literature

- Find literature that is relevant to research
- Get an overview of research topics
- Research sources will be very helpful if supported by researchers’ initial knowledge of the topic.
- Thuis literature must provide an overview/ summary of previous research.

Step 3: Evaluate the data

- Focus on research contributions to the literature (novelty related topics discussed).
- Find the right data source, according to the needs to support the research.
- Data can be in quantitative data, qualitative data or mix method.

Step 4: Analysis and interpretation

Discuss and find summarize the literatures the authors found.

Table 1. The effect of l leadership of instruction style of pricipal and teachers’ performance on students’ academic achievements.

Authors	Title	Country	Method	Sample	Findings
Amal Alsaleh (2019)	Investigating L leadership of instruction in Kuwait’s Educational Reform Context: School Leaders’ Perspectives.	Kuwait	Using analysis content qualitative open-ended interview	28 schools	There are many differences in l leadership of instruction aspects, as well as explaining school missions, administering educating programs, and making a constructive atmosphere for the educational process. A step by step, organized decentralization is suggested to increase the practice of educational leadership in Kuwait.

Juliana Baharuddin (2019)	Demographic Factors Associated with Leadership of Instruction Practised by Secondary School Principals.	Kelantan, Malaysia	Survey cross-sectional study using the methods of quantitative	271 principals	The discovery of this research will be analyzed and interpreted to describe the level of the headmaster's leadership of instruction practices based on the sex, age, and experience of the principal. The Level Practice of Leadership of Instruction by Gender on of Principals between men and women is almost similar; both are at a high level.
Juliana Baharuddin Norhana Mohammd Saad Siti Noorbinti Ismail (2016)	Management of Crisis in Schools and Its Correlation with Commitments of Middle School Teachers in Kelantan.	Kelantan, Malaysia	Survey cross-sectional study using the methods of quantitative	271 principals	The findings of this study will be analyzed and interpreted to describe the level of the headmaster's leadership of instructional practices based on the sex, age, and experience of the principal. Level Practice of Leadership of Instruction by Gender on of Principals between men and women is almost the same, both are at high level
Jared Boyce, Alex J. Bowers, (2018)	Toward an evolving conceptualization of leadership of instruction as leadership for learning: Meta-narrative review of 109 quantitative studies across 25 years.	United States	The Quantitative School and Employment Survey (SASS) is managed by the US National Center for Education Statistics. Meta-narrative review method	109 studies Education National US.	There are four main themes of leadership of instruction research that analyze SASS data: leadership and influence of the principals, autonomy and influence of teachers, the growth of the adult, and the climate of the school. It was the three factors that most lots examined in relation to the theme of leadership of instruction: teachers' satisfaction, teachers' commitment, and retention of teachers. The study revealed detailed findings of principal in each theme, illustrates the theme of the relationship between the seven factors, and integrating relation to the single models.

Ramazan Cansoy1 (2019)	The Correlation between School Principals' Leadership Behaviours and Teachers' Job Satisfaction: A Systematic Review.	Turkey	Information-based comprehensive research		The remaining ten studies were conducted between 2001 and 2013. Four studies in Turkey carried out after 2014. So, can be said that the correlation between leadership behavior and job satisfaction increases after 2014.
Frednardo Davis ' Mary K. Boudreaux (2019)	Charter School Principals' Leadership of instruction Practices.	-	Quantitative	-	The present document shows that leadership of instruction does not turn principals into model educators; even so, it has to have the capability to make the organizational situation needed to make educational skill, expand chances for innovation, provide and allocate assets, supply support to teachers, and enable teachers to think personal and together responsibility for teaching betterment
MarytzaGawlik(2018)	Leadership of instruction and The Charter School Principal.	-	Qualitative	-	This study is focused on leadership of instruction as it explains that the leadership of instruction emphasizes 3 aspects: explaining task of schools; administering programs instruction, and create a constructive climate of the school
Philip Hallinger (2003)	Leading educational change: Reflections on the practice of instructional and transformational leadership.	Kelantan, Malaysia	Quantitative	375 teachers from secondary schools in Kelantan	Since the 1980's, research about the style of leadership of instructional that practiced by leaders has been extensively done, especially by school leaders. Previous researchers have used the concept of leadership of instruction as the basis for changes in education and improvement of school achievements.
Philip	Do beliefs	Iran	This	111 school	The findings of this study

Hallinger et al.(2018)	make a difference? Exploring how principal's self-efficacy and leadership of instruction impact teachers' efficacy and commitment in Iran.		study uses a cross-sectional survey design	principals and 345 teachers	were more extensive on the leadership of the school and also finding support in studies about the practice of leadership of instruction. For example, the research did in Bhutan (Pelzang, 2014) and Malaysia (Ponnusamy, 2010; Rosdi, 2012) got a good connection between international leadership and teachers' loyalty. Different studies have concentrated on comprehension of the influence of CTE on educator loyalty and job contentment.
Sabah Hejres, Ashley Braganza, TillaiAldabi (2017)	Investigating the Effectiveness of Leadership Styles on L teachers Job Expectancy in Kingdom of Bahrain.	Bahrain	Qualitative methods using interviews	536 teacher subjects	There is an important relation between leadership of instruction and the 4 styles of leadership. Work expectations are influenced by the idea of Transactional Leadership. Distributive leadership provides key administrative deeds of decisions. The style of supportive leadership of that the very common in the leadership of instructional and men are less interested in the application of the style of leadership in the Kingdom of Bahrain. All presumptions were answered and the null hypothesis was declined.
Kenneth Leithwood, Jingping Sun, (2018)	Academic culture: a promising mediator of school leaders' influence on student learning.	Toronto, Canada	Quantitative exploration of new constructs that are labeled as academic culture.	856 elementary school teachers from 70 schools to online	The evidence confirms three research presumptions: 1) AP, DC, and teaching time form a general latent construction, AC; 2) AC explains the important portion of variants in SA, managing for SES students; and third, AC is an important mediator of SL effect on SA. The concept and the size of optimism academic (AO) and air conditioning

					than the paper and the effect for practice and research period before described.
Shengnan Liu and Philip Hallinger (2018)	Principals' leadership of instruction, teachers' self-efficacy, and teachers' professional learning in China: testing a mediated-effects model.	Shanghai, China	Cross-sectional survey design	3,414 teachers and 186 heads of schools in 186 school secondary in Qingdao, China	The leadership of instruction of principals is straight and importantly connected to the Self-Efficacy of Teachers ($\beta = 0.400$, $p < 0.001$) and the Expertise of Educators ($\beta = 0.419$, $p < 0.001$). Teacher success is as well as straightly and importantly connected to Teacher Professional Learning ($\beta = 0.449$, $p < 0.001$). This test confirms that the Principal's leadership of instruction showed important effect immediately (i.e., through the Self-Efficacy) at the Learning Professional Master. Notably, this effect important in statistical measure (β) is in the range of moderate, so that shows the model stronger. Bootstrapping is used to check out more about the role of Teachers' Self Efficacy as a mediator of the effect of the L leadership of instruction of Principals on Teachers' Education Professionals (Preacher & Hayes, 2008). More specifically, the analysis of bootstrap confirms return both directly and peak-effect directly on the headmaster's leadership of instruction and teachers' professionally.
David F.S. Ng (2004)	Computer simulations: a new learning environment for professional development of educational leaders.	Singapura	Basics of qualitative research : Techniques and procedu	-	Understanding which is great about beliefs heads of school and practice leadership instructional provided when readers ' follow ' the head of the school as she was implementing many aspects of leadership instructional

			res to develop grounded theory (2nd Ed.), Thousand Oaks, CA: Sage Publications.		in interaction and meeting with workers of the school, students and the elderly
Eunice OgobiriNumai(2018)	Principals' Leadership Styles and Academic Achievement of Students in External Examinations in Bayelsa State, Nigeria.	Nigeria	Quantitative	-	headmasters as leaders are hoped to give leadership for educators and for all different classes of the school staff. Specifically, junior high educators need guidance by the headmaster as the most certain path to make the desired students of well-educated high graduates. Because each principal inclined to own a attributes pattern or individual way that is typical of guidance, it seems logical to opine that the guidance way may be connected to the standard of institutional result. The goal of the current research is to explore the probable connection between the principal's guidance style and student educational attainment
MowafaqQadach, Chen Schechter and Rima'aDas (2019)	L leadership of instruction and Teacher's Intent to Leave: The Mediating Role of Collective Teacher Efficacy and Shared Vision.	Israel	Quantitative	1700 teachers from 130 Jewish and Arabic in elementary schools	Arab and Jewish educators in Israeli schools. The Arab people are distinguished by collectivity and high-power interval, whereas the Jewish front is distinguished by personals and low-power interval (Da'as, 2017). The output, at the level of the group, there was a important and constructive correlation between the leadership of instruction and the participation of the group in vision (p <.001).

					This correlation shows primeval initial support for H1 and H2. Further, there is a relationship, at the grade of the individual, between teachers in teaching and intention to leave.
Seçil Bal Taştan et al.(2018)	The impacts of teacher's efficacy and motivation on student's academic achievement in science education among secondary and high school students.	Indonesia, Iran and Rusia	This study uses a cross-sectional questionnaire survey design.	790 students	Results reported that there are a constructive and important impact of the perception of the self-efficacy of teacher and motivation to learn of students on students' academic achievements. Besides, each dimension of teacher's self- efficacy has an important and constructive impact on academic achievement.
Timothy Edward Taylor(2018)	Student Perceptions of Their Principal Preparation. The University of North Carolina at Charlotte,	Carolina	Causal comparative research , descriptive statistics	49 graduate students	The results of one-way analysis of variance showed nine successes item has a important difference with the size of the effect. Of the nine items, six are associated with factors of success on primary school and three associated with the quality of program leadership that is effective.
Murni Mohamad Yasin et al. (2017)	The Mediating effect of School Culture in the correlation between leadership of instruction and School Academic Achievement.	Malaysia.	Quantitative with questionnaire survey	16 secondary schools in the southern zone of Malaysia	The result provides big help for the design. The output shows that there are important and constructive effects of guidance learning on educational culture. The findings indicate there is an important and constructive effect of school culture on school academic achievement. Although the principal's leadership of instruction is not linked directly to the school's educational attainment, it does own a constructive effect.

Xin Zheng, Hongbiao Yin and Zhanglin Li(2019)	Exploring The Correlation Among L leadership of instruction, Professional Learning Communities and Teacher Self-Efficacy in China.	China	Quantitative research with descriptive correlational design	1082 elementary school teachers	The output indicated that the l leadership of instruction has an important effect on the 5 expert learning aspects, four of them are: the activity of the collaborative, focus on the learning of students, the practice of de- privatization, dialogue reflective, and predicted a constructive self-efficacy of teachers. The analysis showed that the activities of the collaborative, the practice of de- privatization, and dialogue reflective is importantly mediate the influence of the leadership of instruction on the teachers' self-efficacy. Implications for educational leadership and educators' studying are examined.
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4 Discussion

Based on findings from various literatures that researchers have collected from many international journals, researchers conducted a qualitative analysis to those studies. In order to analyse the data on article about the effect of l leadership of instruction style of principal and teachers' performance easily, the researchers put all the results in the table that consist of; authors, title, country, methods, sample and finding. The analysis shows that most of the main articles focus on how the principal's leadership style and how the teachers' performance can improve students' abilities in the academic field. There are various ways of collecting data related to the principal's leadership style and teacher performance in improving students' academic achievements. The most commonly used method is survey research with a quantitative approach. Survey research is research that explains the relationship and test hypotheses. Data collection using a questionnaire. While the data analysis technique used to test the hypothesis is a simple linear task analysis and multiple correlation techniques. The data processed is data obtained from the results of research, interviews and observations.

Research on the headmaster's leadership of instruction style and teachers' performance in the world has been studied in various countries. Table 1 shows that research has been carried out in schools, including universities (higher education). The average results of the studies indicate that the principal's l leadership of instruction style in carrying out his role as a leader has an impact on teachers' performance and students' academic achievements. The results of research on elite leadership style and teachers' performance show that l leadership of instruction style and teachers' performance has a big impact to improve students' abilities in the academic field. Those results prove the theories that the principal's leadership style and teachers' performance have important correlation. This relevant with previous study is

important to stakeholders in education in helping headmaster's to implement leadership styles that will increase learners' educational achievement in junior high school [19].

5 Conclusion

Based on the discussion and analysis, researchers make general conclusion about the importance of I leadership of instruction styles and teachers' performance, and their effects on students' academic achievements. Research results from various countries show that the principal's leadership of instruction style and teachers' performance are very important for an organization, including educational institutions, and have constructive and negative impacts on academic achievement.

Such as any research in general, this review has limitations. The articles to be reviewed are only articles written in English, so, other studies are not reviewed due to language limitations. Second, dissertations and theses are not discussed in this article, because they can cause publication bias in the results. Three, the scope of the article whose review is still very limited, in Indonesia the article is only a cover in the leadership of instruction style. It was revealed that in 2003-2019 in the Research of Empirical Leadership of instruction, recently began to emerge from developing country communities in Africa, Latin America, Africa Latin America, and Asia.

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