

## **ABSTRACT**

This study is based on the concept that the style of leadership someone applies can effect on his employees' working motivation. Therefore, this purpose of study is to describe the effect of the style of leadership applied by the headmaster of Muhammadiyah Senior High School 2 on the teachers' and the staffs' working motivation. This style consists of directive, consultative, participating, and delegating. Based on the purpose of the study above, the statement of the problems to be solved is how is the effect of the style of leadership of the headmaster on the teachers' and the staffs' working motivation either partially or collectively.

To answer the statement of the problems above, the writer got the data through questioner of the style of leadership developed by Blanchard and the questioner analyzed by Jurgenson. Those data are analyzed by using regression and T-test.

The results of the study are as follows:

1. The teachers' working motivation is lower that that of the staffs. It can be described that the teachers' motivation is 85% middle and 15% low. But the staffs' motivation is 21% high, 79% middle and 0% low.
2. Based on the teachers' responds, it can be defined that the style of leadership of headmaster applied is 51% participating (S3), 40% delegating, (S4), 6% consultative (S2) and 3% directive (S1).
3. Based on the staffs' responds, it is found that the headmaster's style of leaderships is 76% directive (S2) and 24% consultative. There is nil percent for the participating and delegating.
4. The result of F test, based on collective data as independent variable, shows that the style of leadership of the headmaster is directive (X1), consultative (X2), participating (X3) and delegating (X4) is positively significant to the teachers' and staffs' working motivation.
5. Partially, it is found that, in one hand, participating style (S1) effects significantly on the teachers' working motivation (Y). But, in the other hand, the consultative style (S2) is positively significant affecting the staffs' working motivation.
6. The teachers' working motivation has significance different from that of the staffs in 1% DF 66.

Based on the result of the study above, it can be suggested that the headmasters should apply their leadership style according to their individual teachers' and staffs' characteristic and the characteristic of the jobs in order that they can improve their work spirit. It is hoped that the teachers or the administrative staffs can advice their headmasters to apply the type of leadership that is suitable for the majority of their employees. It is very important to do to improve their work motivation.

**Proverb: The decay of a dead fish starts from the decay of its head.**