

THE INFLUENCE OF SCHOOL PRINCIPALS' LEADERSHIP, WORK MOTIVATION AND WORK DISCIPLINE ON THE PERFORMANCE OF STATE HIGH SCHOOL TEACHERS IN THE CITY OF BIMA

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Abstrak

Tujuan penelitian ini adalah mengetahui pengaruh kepemimpinan kepala sekolah, motivasi kerja dan disiplin terhadap kinerja guru SMA Negeri se-Kota Bima. Jenis penelitian yang digunakan adalah penelitian kuantitatif dengan menggunakan populasi penelitian sebanyak 448 orang, dan sebanyak 100 orang (22%) dijadikan sebagai sampel penelitian. Instrumen penelitian adalah kuesioner yang dikembangkan dari masing-masing variabel. Teknik analisis data penelitian menggunakan analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa kepemimpinan kepala sekolah, motivasi kerja dan disiplin kerja memiliki pengaruh parsial dan simultan yang positif dan signifikan terhadap kinerja guru SMA Negeri se-Kota Bima. Penelitian ini memberi gambaran bahwa upaya meningkatkan kualitas guru maka perlu ditingkatkan kualitas kepala sekolah, motivasi dan kedisiplinan kerja.

Kata Kunci: Kepemimpinan, Motivasi, Disiplin, Kinerja Guru

Abstract

The aim of this research was to find out the influence of school principal leadership, work motivation and discipline on the performance of public high school teachers in Bima City. The type of research used was quantitative research using a research population of 448 people, and 100 people (22%) were used as the research sample. The research instrument was a questionnaire developed from each variable. The research data analysis technique used multiple linear regression analysis. The results of the research showed that the principal's leadership, work motivation and work discipline have a positive and significant partial and simultaneous influence on the performance of public high school teachers in Bima City. This research has illustrated that in efforts to improve the quality of teachers, it's necessary to improve the quality of school principal, motivation and work discipline.

Keywords: Leadership, Motivation, Discipline, Teacher Performance.

INTRODUCTION

Organizations and organizational leadership are an inseparable unit in moving and advancing the organization, so the role is leaders are absolutely necessary and of course this is not a young task, and requires various resources, and therefore leaders must understand the different behavior of their subordinates. Subordinates are influenced in such a way that they can provide their service and participation to the organization effectively and efficiently. In other words, the success or failure of efforts to achieve

organizational goals is determined by the quality of leadership.

The principal, as a person who has the authority to control the resources within the school, plays an important role in organizing and controlling the progress of the school. The school principal is an important figure as the person responsible for progressing or regressing the educational process and output. So that in this context the function of leadership can be distributed to members as

subordinates so that school developers really use all their abilities to advance the school¹.

The conduct of the principal is the work of management. Principal leadership is essentially the principal's effort to influence, encourage, guide, direct and mobilize teachers, students, parents and other stakeholders to participate in achieving the goals set for the school. In exercising leadership, they are required to succeed in many things, including success in school management, success in academic activities, human resource management, facilities and infrastructure management, financial management, school environment management and school community relations management².

The research results (Lawuningtyas, 2018) significantly affects the work of teachers. The principal is the driving force behind all school resources. As a leader, the school principal must be able to direct and lead, increase the readiness of the teaching staff, open two way communication and delegate tasks..

School principals have distinctive and special characteristics which include personality, basic skills, professional experience and knowledge, as well as administrative and supervisory knowledge. Thus, as the leader of an educational institution, the school principal must be the driving force for the running of the educational process³. The school principal always tries to devote his abilities in carrying out his duties to achieve goals. The abilities that a leader, in this case the school principal, must have, is to have a personality that is a role model for his

subordinates, the ability to motivate, make decisions, communicate and delegate authority⁴.

Teachers as teachers, educators and mentors for the students they teach so that they have knowledge, knowledge and skills in accordance with the main goals of education. Without an optimal teacher role, the learning process in education will not run well. Teacher performance will have a direct impact on students, parents and related parties. Teachers must be truly competent in their field and teachers must also be able to serve optimally. Optimal teacher performance is influenced by various factors, both internal and external⁵.

Motivation is a drive that arises from a person to develop all their potential. This is in accordance with the opinion which states that motivation is the initiative to move based on developing a person's own potential (awareness) to do something⁶. (Rusdy, 2020) motivation is a change in energy within a person which is characterized by the emergence of feelings and reactions to achieve goals). From the description above, it can be said that another factor that can improve teacher performance is work motivation. A teacher can work professionally if he has high motivation. Teachers who have high motivation will usually carry out their duties enthusiastically and energetically, because there are certain motives or goals behind these actions⁷. Research (Kulla, 2017; Rusdy, 2020) shows that motivation is important and determining in achieving optimal work.

¹ Mulyasa. (2016). *Menjadi Kepala Sekolah Profesional* (2nd ed.). Rosda

² Suderadjat, H. (2010). *Manajemen Peningkatan Mutu Berbasis Sekolah* (3rd ed.). Cipta Lekas Grafika,.

³ Raharjo, S. B., & Yuliana, L. (2016). *Manajemen Sekolah Untuk Mencapai Sekolah Unggul Yang Menyenangkan: Studi Kasus Di Sman 1 Sleman Yogyakarta*. *Jurnal Pendidikan Dan Kebudayaan*, 1(2), 203.

⁴ Suaeb. (2023). *Kepemimpinan Madrasah Dalam Perspektif Total Quality Management Untuk Meningkatkan Mutu Pendidikan Madrasah*. *Jurnal PenKoMi: Kajian Pendidikan & Ekonomi.*, 6(2), 194–202.

⁵ Rahardjo, S.B & Yuliana, L. *Op Cit.* Hal 204

⁶ Agussalim. (2022). *Pengaruh Kesejahteraan Ekonomi, Pelatihan Dan Motivasi Berperestasi Terhadap Kompetensi Guru Ekonomi*. *Jurnal PenKoMi:Kajian Pendidikan & Ekonomi*, 5(1), 36–50.

⁷ Mulyasa, *Op Cit.* Hal 55

Without motivation, teachers will stop doing and hoping for better. Motivation has an influence on high or low teacher performance (Musfah, 2016).

Work discipline is a standard in describing the quality of a school so that schools apply the concept of discipline to subordinates who violate a set of procedures is a disciplinary violation (Sutrisno, 2013). Discipline becomes a policy tool for organizing and implementing it systematically and regularly for serious work teams within an organization. Bandiyono states that discipline in management activities is to uphold guidelines that are seen as having a relationship with performance achievement⁸.

Discipline in work is closely related to character which has an impact on individual achievement. As a superior in a school, the principal has multi-functions, not only as a manager but also as a motivator and inspirer for his subordinates, including in moving the work environment to discipline during teaching and other tasks inherent in the teacher. In the concept, the existence of a school principal is a challenge and is required to be able to manage work and work discipline

In Bima City there are 5 public high schools, in the context of implementing the independent learning curriculum, only one high school is classified as a driving school, but in terms of professionalism and work discipline as well as the leadership of the school principal it meets quality standards but of course there is nothing lacking. The results of the inspection still found that the discipline of teachers and principals had to be improved further, they were still not able to fully mobilize the full potential of the school, so this had an impact on teacher motivation and achievement, which was something that was

rarely achieved by teachers, only a small number of teachers had academic achievements.

Shows that the level of teacher discipline in public high schools in Bima City is still low. This can be seen from the attendance (presence/absence) of the first (first) semester of the 2021/2022 academic year which is only an average of no more than 10%. Absenteeism every month is just under 10% at first glance it doesn't seem like a big problem, but it has an impact on the learning process so that students don't get optimal knowledge..

RESEARCH METHODS

This research is an associative quantitative research with a research population of public high school teachers in Bima City of 448 people, and 22% or 100 people were used as research samples using random sampling techniques. The research instrument is a questionnaire developed from each variable. The research data analysis technique uses multiple linear regression analysis as in the research paradigm below.

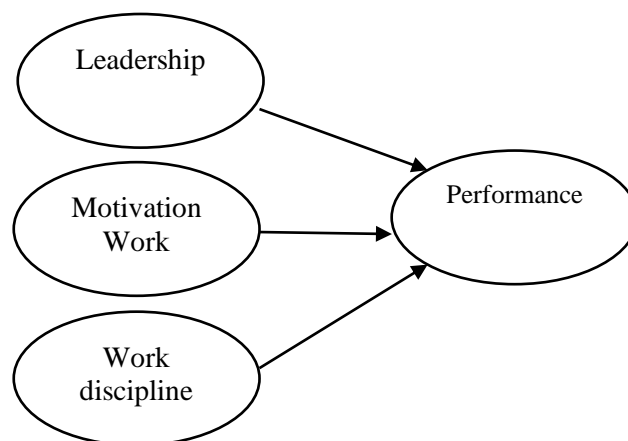


Figure. 1 Research Paradigm

Research hypothesis::

1. The leadership of the school principal has a positive and significant effect on the performance of public high school teachers throughout Bima City.
2. Work motivation has a positive and significant effect on the performance of public high school teachers throughout Bima City

⁸ Bandiyono, H. &. (2021). Pengaruh Reward Dan Punishment Terhadap Kedisiplinan Pegawai. *Jurnal Ekonomi*, 26(1), 50.

3. Work discipline has a positive and significant effect on the performance of public high school teachers throughout Bima City.
4. Principal leadership, motivation and work discipline have a significant simultaneous effect on the performance of public high school teachers throughout Bima City/

RESEARCH RESULTS AND DISCUSSION

Respondent Description

The 100 research respondents are described in Table 1 below.

Table 1. Description of Research Respondents

Characteristics	Category	Frequency
Gander	Male	33
	Famale	67
	Amount	100
Ager	20 - 30 Years	19
	31 – 40 Years	23
	41> 50 Years	42
	> 50 Years	16
Amount	100	
Education	Sarjana	86
	Magister	14
	Amount	100
Working Period	< 5 Years	9
	6 – 10 Years	23
	11-15 Years	47
	> 16 Years	21
Amount	100	

Source: Data processed by researchers, 2024.

Instrument Validity and Reliability

Table 2. Validation of Research Instruments

Item	Leadership (X1)	Work motivation (X2)	Work Discipline (X3)	Performance (Y)
1	0,334	0,355	0,576	0,475
2	0,381	0,312	0,401	0,315
3	0,314	0,404	0,542	0,532
4	0,393	0,366	0,401	0,342
5	0,462	0,353	0,301	0,352
6	0,449	0,396	0,406	0,422
7	0,397	0,421	0,501	0,463
8	0,478	0,411	0,402	0,431
9	0,451	0,422	0,351	0,362
10	0,409	0,542	0,431	0,364

Source: Data processed by researchers, 2024.

Conducting a reliability analysis of the research instrument in this case is presented in the form of Table 3.

Table 3. Instrument Reliability Results

Variable	Cronbach's Alpha	Information
Leadership	0,683	Reliabilitas
Work Motivation	0,766	Reliabilitas
Work Discipline	0,709	Reliabilitas
Performance	0,764	Reliabilitas

Source: Data processed by researchers, 2024

The results of distributing questionnaires on the variables of online advertising media, offline advertising media and buyer decisions are described in each table below.

Table 4. Leadership

Interval	Frequency	Category
10-17	-	Very low
18-25	2	Low
26-33	24	High enough
34-41	52	High
42-50	22	Very high
Amount	100	

Source: Data processed by researchers, 2024

Tabel 5. Motivasi Kerja

Interval	Frequency	Category
10-17	-	Very low
18-25	9	Low
26-33	33	High enough
34-41	41	High
42-50	17	Very high
Amount	100	

Source: Data processed by researchers, 2024

Table 6. Disiplin Kerja

Interval	Frequency	Category
10-17	-	Very low
18-25	2	Low
26-33	52	High enough
34-41	32	High
42-50	14	Very high
Amount	100	

Source: Data processed by researchers, 2024.

Table 7. Work Performance

Interval	Frequency	Category
10-17	-	Very low
18-25	1	Low
26-33	31	High enough
34-41	51	High
42-50	17	Very high
Amount	100	

Source: Data processed by researchers, 2024.

Multiple Regression Analysis

A summary of the results of the regression analysis was carried out to determine the effect of each independent variable on the dependent variable. The following is a summary of the analysis results with the help of the SPSS program.

Table 8. Coefficients Multiple Regression Analysis

Model	Unstandardized		Standardized	t
	Coefficients		Coefficients	
	B	Std. Error	Beta	
1	(Constant)	1.108	.191	2.879
	Leadership	.605	.202	.595 5.978
	Work Motivation	.581	.022	.521 4.430
	Work Discipline	.661	.143	.631 5.193

a. Dependent Variable: **Performance**

Symbol	Explanation
α	Indicating that without leadership style, work motivation and high work discipline, teacher performance is 0.108
bX_1	This implies that if the work leadership style value shifts by 1, it will shift Bima teacher performance by 0.605. The magnitude of the influence of leadership style on the performance of Bima teachers is $(0.6052) = 36.6\%$.
bX_2	This implies that if the teacher's work motivation value shifts by 1 unit, it will shift teacher performance by 0.581. The magnitude of the influence of work motivation on teacher performance is $(0.5812) = 33.7\%$.
bX_3	This implies that if the teacher's discipline value shifts by 1 unit, it will shift Bima's teacher performance by 0.661. The magnitude of the influence of work discipline on teacher performance is $(0.6612) = 43.6\%$.

The Influence of Principal Leadership on the Performance of Public High School Teachers in Bima City

The principal's transformational leadership style must start from creating a clear vision and end with building a learning culture in the organization. If this is done well, self-quality will increase, which will ultimately create an advanced organization and an efficient and competitive organization. The results of this research support research (Indra, 2019) that leadership has a big influence on subordinate performance. (Sayuti, 2016) and conveys the results of a study that leadership has a significant effect on lower performance.

Based on the results of observations and interviews in the field, the transformational leadership of the heads of public high schools in Bima City can be seen from all teachers always following every direction and all school staff always obeying the provisions of the SOP (Standard Operating Procedure) that has been set by the school. namely, Leaders must show self-confidence that what is targeted can be achieved together, thereby emphasizing the importance of involving and mobilizing other people by presenting values and benefits for them such as shared goals, integrity and harmony.

Leaders in determining and determining the vision for the future of the organization are based on the results of in-depth studies as well as the results of analysis of problems and needs so that it becomes a work standard and must be done by anyone and enthusiastically provides encouragement that what is done is very likely to be achieved by their subordinates. Leaders must also confirm the methods and habits that have been used to explore various points of view or ideas from subordinates.

The Influence of School Work Motivation on the Performance of Public High School Teachers in Bima City

The work motivation of public high school teachers in Bima Bima City in 2024,

after research was conducted using a questionnaire, was found to be relatively high, which shows the high motivation of teachers to excel, namely the need to be better than others and before. Teachers and will do better in carrying out their duties as a professional teacher. Apart from that, the data from this research shows the motivation for power. This power here is about appearing superior and being a reference for others in mastering all things related to official duties. Affiliate motivation shows the motivation to work together and work together to achieve maximum work results.

High motivation is also inseparable from the role of superiors who are always actively involved in completing subordinates' tasks, are firm and charismatic. The motivation of employees based on observations is that they always come and go home, generally at a fixed time, then every task given by teachers always works together through motivation to affiliate and what is no less important is that teachers are also required to compete to achieve high performance so it is not surprising that every teacher who has motivation work to be better than others, but still uphold cooperation and avoid unhealthy competition in order to get job promotions and quality based on superiors' assessments.

It cannot be denied that some teachers still need to improve their motivation because some teacher employees are less motivated to teach when their superiors are not in the school environment. However, in general, the work motivation of public high school teachers in Bima City is relatively high, and has an impact on high performance as well. The results of research hypothesis testing show that work motivation has a significant effect on teacher performance. Research findings support research conducted by (Kasim et al., 2016) and (Abidin, 2014a) that motivation is the main problem to pay attention to in improving one's performance because the higher the motivation will determine the high level of one's performance, because motivation refers to the

process of a person's efforts to achieve a goal. objective.

The Influence of School Work Discipline on the Performance of Public High School Teachers in Bima City

State that one of the things that supports discipline is a person's awareness/consciousness, the duties and responsibilities that exist for him will result in living discipline; is a strong basis for self-control. This self-control is a mental, psychological and physical effort that contains the ability to ensure that a person's behavior meets the requirements to achieve goals⁹.

The results of the research show that the discipline of public high school teachers in Bima City is relatively high, which shows the high level of compliance and adherence of teachers to the provisions that have been mutually agreed upon; (2) the ability to control oneself (3) obey the teacher's main duties; (4) creating a harmonious atmosphere for colleagues and superiors; (5) have a creative and innovative attitude; (6) have loyalty to the leadership¹⁰. The results of hypothesis testing show that work discipline has a positive and significant effect on the performance of state high school teachers throughout the city. Research results from (Abidin, 2014; Bagis et al., 2020; Syarkani, 2017) show that there is a significant relationship between work discipline and employee performance. Employee discipline is measured by how employees respect the importance of time, so that it is not uncommon for those who come to work not according to office hours and leave the office/go home before time

⁹ Bagis, F., Darmawan, A., & Hidayah, A. (2020). The Effect Of Leadership, Work Disiplin On Employee Performance Trough Organizational Commitment As Mediation Variables (Case study on The Workshop Company in Purwokerto). *Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal*, 4(3), 330–338.

¹⁰ Mulyasa, E. (2017). *Standar Kompetensi dan Sertifikasi Guru*. PT Remaja Karya Putra.

The Simultaneous Influence of Principal Leadership, Motivation and Discipline on the Performance of Public High School Teachers in Bima City.

Leadership in an organization is something that must exist, and the existence of leadership has an important role in achieving organizational mission. The ideal and best leadership is a leader who at work can effectively and efficiently mobilize other people to support the achievement of organizational goals. Ivancevich (2019) emphasizes that the leadership style will get a response from subordinates and will influence subordinates' attitudes towards work. Effective leadership will be able to increase the enthusiasm and work capacity of subordinates. This is supported by research findings (Suwuh et al., 2021; Setiawan & Mujiati, 2016) that leadership style is the spearhead in improving work motivation and organizational performance, including teacher performance.

Firm leadership and transformation can move subordinates to be more motivated at work. Subordinate work motivation is the main factor in increasing subordinate discipline and performance. Work motivation is very important for those who want to survive in a career, to develop their career and even to reach a higher career level, without work motivation it is impossible to achieve high work performance. Successful people are people who have high work motivation. Work motivation is very important for companies because motivation plays a role in driving employees to carry out their duties well and achieve maximum results for the organization. (Safitri, 2020; Sutrisno, 2013) through research concluded that work motivation has an impact on increasing work discipline. Work discipline is really needed by every employee, because it is a means to train the employee's personality so that they always show good performance. This is very important in influencing performance.

Someone who has high discipline will be shown to be active while working, and only for very urgent reasons to leave work, every action always refers to school rules. Work discipline is the main function in human resource management policies and functions as the main condition for realizing the organization's great mission.

CONCLUSIONS AND SUGGESTION

Conclusion

Based on the results of the research and discussion, the research has arrived at the conclusion stage, namely: Principal leadership, work motivation and work discipline have a positive and significant partial and simultaneous influence on the performance of public high school teachers throughout Bima City. Demonstrating higher and better leadership of the school principal, work motivation and teacher discipline will have an impact on improving teacher performance. Therefore, it is important to adjust the school principal's leadership style in mobilizing organizational resources, motivating and disciplining teachers as an effort to improve teacher performance.

Suggestion

For school principals to improve teacher performance, it is necessary to implement a leadership style that is participative, directive and transformative and requires the formulation of reward and compensation policies as an effort to increase teacher motivation and work discipline. Then, teachers should evaluate themselves as professional educators so that they can always motivate themselves to improve discipline and performance. Whatever the school principal's leadership model, teachers should remain as motivated as possible in teaching, because teachers are a functional position. Furthermore, other researchers should carry out in-depth studies on teacher performance, not only looking at motivation and work discipline, but also looking at teacher

competence, as well as carrying out various analyzes that are more varied in research variable models.

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