

## The Effect of Leadership Style and Work Environment on Teacher Performance

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### ABSTRAK

*Penelitian ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan dan lingkungan kerja terhadap kinerja guru di SMA Negeri 1 Paciran. Penelitian ini yaitu penelitian kuantitatif dengan menggunakan pendekatan survey. Populasi dalam penelitian ini adalah 61 dan sampelnya 61 sesuai dengan populasinya. Instrumen pengumpulan data dengan menggunakan kuesioner dengan skala likert yang memiliki 5 alternatif jawaban dengan 55 butir pernyataan yang dianalisis dengan menggunakan analisis deskriptif dan analisis regresi berganda. Hasil uji analisis statistik deskriptif menunjukkan bahwa (1) gaya kepemimpinan kepala sekolah di SMA Negeri 1 Paciran masuk dalam kategori baik sekali, (2) lingkungan kerja di SMA Negeri 1 Paciran masuk dalam kategori baik, dan kinerja guru di SMA Negeri 1 Paciran masuk dalam kategori baik. Hasil uji hipotesis menunjukkan bahwa secara simultan semua variabel independen berpengaruh signifikan terhadap kinerja guru, untuk hubungan antara gaya kepemimpinan dan lingkungan kerja yang paling dominan adalah lingkungan kerja terhadap kinerja guru.*

**Kata Kunci:** Gaya Kepemimpinan, Lingkungan Kerja, Kinerja Guru

### ABSTRACT

*This research aims to determine the effect of leadership style and work environment on teacher performance at SMA Negeri 1 Paciran. This research is a quantitative research using a survey approach. The population in this research was 61 and the sample was 61 according to the population. The data collection instrument used a questionnaire with a Likert scale which had 5 alternative answers with 55 statement items which were analyzed using descriptive analysis and multiple regression analysis. The results of the descriptive statistical analysis test showed that (1) the principal's leadership style at SMA Negeri 1 Paciran was in the very good category, (2) the work environment at SMA Negeri 1 Paciran was in the good category, and teacher performance at SMA Negeri 1 Paciran was in the category good. The results of hypothesis testing indicate that simultaneously all independent variables have a significant effect on teacher performance, for the relationship between leadership style and work environment is the most dominant work environment on teacher performance.*

**Key words:** Leadership Style, Work Environment, Teacher Performance

### INTRODUCTION

Basically, the school is an institution that is used for learning activities and becomes a place to educate children which aims to provide knowledge and is run to provide services in the field of education.

Schools are organizations consisting of several people who in order to realize the

vision and mission, thus require a high level of coordination. The main requirement that must be considered in the field of education in order to contribute to improving the quality of human resources is qualified and professional teachers and principals. According to Law Number 14 of 2005 concerning Teachers and

Lecturers article 1 paragraph 1 that "teachers are professional educators with the main task of educating, teaching, guiding, directing, training, assessing, and evaluating students on the educational path. Formal, primary and secondary education".

As educators, teachers are the determining factor in improving the quality of education in schools. Therefore, teachers must be able to improve performance in carrying out their duties. To improve the quality of high teacher performance, one of them is also shown by the professionalism of the existing teachers 4 competencies, including professional, pedagogical, personality and social competencies. For this reason, performance has an important role in teaching goals so that they can be achieved optimally.

Teacher performance does not just happen, but is influenced by certain factors, both internal and external factors both have an impact on performance (Barnawi & Mohammad Arifin, 2014: 43). The human resource factor (HR) is the factor that has the biggest role in achieving organizational goals, but HR is also the most important factor in achieving organizational goals as an inhibiting factor towards achieving organizational goals.

These factors can affect teacher performance, one of which is the pattern of leadership. The effectiveness of the role of a leader in this case the principal is needed in schools. Leadership in the field of education must have skills in influencing, encouraging, motivating and directing others who have to do with the implementation of teaching and educational development so that activities can run effectively and efficiently.

The creation of a professional quality teacher performance in schools requires the support of a competent principal as a leader and manager (Wahyudi, 2009: 29-36). Where the principal acts as a leader who has a clear vision for the future, and also acts as a manager who has effective and efficient strategies to implement the decisions and policies that have been set.

The development of work spirit, harmonious cooperation, interest in the development of the quality of education and the development of the professional quality of teachers are largely determined by the leadership quality of the principal. The principal as an educational leader has a very large role in developing education.

In implementing school management effectively and efficiently, it requires principals who have leadership skills, planning and a broad view of schools and education. The principal must have authority, which must be cultivated and developed by trying to continuously improve a caring attitude, enthusiasm for learning and high work discipline and providing a conductive example.

It is not only the principal's leadership that affects teacher performance, there are many other factors. The work environment is also one of these factors. According to (Nitisemito, 2001) the work environment is everything that is around the worker that can affect him in his work carry out assigned tasks. A good work environment is related to teacher job satisfaction, so that it will increase the productivity produced by a teacher in carrying out their duties. The work environment also has a huge influence on the formation of one's personality.

To be able to think and work optimally in their work, teachers are strongly influenced by the work environment. Maybe by being in a good work environment in which there is a condition that spurs them to work well and a high sense of responsibility, thereby creating a level of teacher performance and good morale. In addition, teachers will also be able to carry out KBM, must awaken the potential of students in carrying out their duties with full responsibility if supported by body condition, mental atmosphere, facilities and infrastructure and school organizational management processes that support the emergence of high work morale.

From the few interviews conducted by researchers at SMA Negeri 1 Paciran, there are

still many teacher performances that have not been maximized and certainly need to be improved, the less than optimal teacher performance is due to time problems. And also there are still facilities that are lacking, one of which is a laboratory, which may also affect the performance of teachers and students. With the varied leadership style of the principal, it also affects the performance of teachers, some are good and some need to be improved again.

**METHOD**

This type of research is a survey approach. This research examines the "influence of leadership style and work environment on teacher performance at SMA Negeri 1 Paciran". This research can also be called correlational which aims to determine whether there is a relationship between various variables.

The type of research used in this research is quantitative method. According to Sugiyono (2019:16) Quantitative research methods are research methods based on the philosophy of positivism, used to examine certain populations or samples, use research tools to collect data, and perform quantitative data analysis to test established hypotheses. because the data obtained in the form of numbers and processed using statistical methods.

This research was conducted at SMA Negeri 1 Paciran which is located on Jl. Raya Kandangsemangkon No. 567 Paciran. This research was conducted from April to July 2021. The total population in this research were 61 teachers of SMA Negeri 1 Paciran. Arikunto (2016:134) states that if the subjects are less than 100, it is better to take all of them so that the research is a population research. So this research sample is 61 according to the population.

To make a questionnaire (Questionnaire) must use a measurement scale. According to Sugiyono (2016: 92). This research will use a Likert Scale. Sugiyono (2016: 93), the Likert scale is used to measure the attitudes, opinions

and perceptions of a person or group of people about social phenomena, hereinafter referred to as research variables. The measurement of independent variables and dependent variables is arranged in the form of a Likert scale with five alternative choices, namely: 1). SS (5) = Strongly Agree, 2). ST (4) = Agree, 3). RG(3)= Hesitating 4). TS (2)= Disagree, 5). STS(1) = Strongly Disagree. Based on the variable grid, a data collection instrument was developed which was used to collect field data.

This research also used the technique of documentation. According to Riduwan (2013:77), documentation is intended to obtain data directly from the research site, including relevant books, regulations, activity reports, photographs, documentary films of data relevant to research.

The first process to collect data is to determine research indicators and make statement items and conduct instrument trials. In this trial questionnaires were distributed to 10 teachers who were not included in the respondents, and were tested using validity and reliability tests. The results of the instrument validity test on the statement items from 70 valid only 55 statements. While the results of the reliability test are in good category and all are reliable.

**Table 1. Results of Multiple Regression Analysis**

Model	Unstandardized		Beta	T	Sig.
	Coefficients	Coefficients			
(Constant)	40,617	9,312	4.3	.0	
	7			62	00
<b>Style</b>					
Leadership	.031	0.77	.045	3.1	.0
				64	34
<b>Work</b>					
Environment	.371	0.73	.550	5.0	.0
				19	00

Questionnaires were distributed to 10 teachers who were not included in the respondents, and were tested using validity and reliability tests. The results of the instrument

validity test on the statement items from 70 valid only 55 statements. While the results of the reliability test are in good category and all are reliable.

In addition to the validity and reliability tests, this research also uses the classical assumption test which includes (1) normality test, where the data in this research states that the Asymp. Sig.(2-tailed) is 0.515. Shows that the data is normally distributed because the significance value is greater than 0.05. (2) multicollinearity test, in this test a good test result is the absence of multicollinearity symptoms. From the results of the multicollinearity test in this research, it shows that the tolerance value of the two variables is 0.999 greater than 0.1 and the VIF value of the two variables is 1.001 less than 10. It can be said that the results of the data do not show symptoms of multicollinearity. (3) heteroscedasticity test, in this research also did not occur heteroscedasticity of the data taken.

In this research also uses hypothesis testing where the hypothesis test includes multiple regression test, t test and F test.

**RESULTS**

**Regression Results**

The results of multiple regression analysis obtained research results from 61 respondents at SMA Negeri 1 Paciran teachers, the data can be seen in table 1. Multiple Regression Analysis. Based on these results, it can be seen that the regression equation is  $Y = \alpha + b_1X_1 + b_2X_2$  where  $\alpha = 40,617 + 0,031 + 0,371$

The equation has the following meaning:  
 1) Based on the regression equation above, it is known that the constant value is 40,617. This means that if the independent variables of leadership style and work environment are considered constant, it can be predicted that employee performance is 40,617 units. 2) The coefficient value of the leadership style variable (X1) is 0.031. It can be interpreted that if the value of the leadership style variable increases by 1 person and the others are

constant, it can be predicted that the value of the teacher performance variable will increase by 0.031. 3) While the coefficient value of the work environment variable (X2) is 0.371. This means that if the value of the work environment variable increases by 1 person and the others are constant, it can be predicted that the teacher's performance value will increase by 0.371.

**F Test Results**

In this research, the F test was used to determine how far the influence of the independent variables simultaneously on the dependent variable. This test is carried out by comparing Fcount and Ftable which is set with  $\text{sig} < 0.05$ . Where if  $F_{\text{count}} > F_{\text{table}}$  with a significance  $< 0.05$ , it can be interpreted that  $H_0$  is rejected and  $H_1$  is accepted. Vice versa, if  $F_{\text{count}} < F_{\text{table}}$  with a significance  $< 0.05$ , then  $H_0$  is accepted and  $H_1$  is rejected. Ftable in this research is 3.32. The results of the F test in this research can be seen in the following table:

**Table 2. F . Test Results**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	234.876	2	117.438	12.766	000 <sup>a</sup>
Residual	537.813	58	9.273		
Total		60	772.689		

Source: SPSS version 16.0 Output output

Based on the table above shows that the results of the F test are as follows: 1) The calculated F value in the table above is 12.766 where this value is greater than Ftable 3.32. With a significance value of  $0.00 < 0.05$ . This means that  $H_0$  is rejected and  $H_1$  is accepted. It can be concluded that leadership style and work environment simultaneously affect teacher performance at SMA Negeri 1 Paciran.

**The influence of leadership style on teacher performance at SMA Negeri 1 Paciran.**

From the problem formulation in the previous chapter, that from the results of hypothesis testing by conducting a t-test, it is stated that leadership style has a significant influence on teacher performance. This is because the t-count value of the t-test data is 3.164, while the t-table value is 1.671.

To find out the value of table, look for the distribution of r statistical tables with a significance of 5% by using the formula degrees of freedom (df)= n (number of respondents)-k(number of variables)-1 ( $61-2-1$ ) = 58, where the value of tcount must be greater than t table with sig < 0.05. Judging from the results of the t test on the leadership style variable is  $3.614 > 1.67$  with sig  $0.034 < 0.05$ . This means that individual leadership style has a positive and significant impact on teacher performance at SMA Negeri 1 Paciran. Based on the results of this research, it has been proven that there is a positive influence of the principal's leadership style on teacher performance. Good school leadership can make teachers confident and enthusiastic to carry out their duties optimally. Good and bad teacher performance is much influenced by the principal's leadership, the better the principal's leadership style, the better the teacher's performance in carrying out tasks. On the other hand, the worse of the leadership style of the principal, the lower the teacher's performance in carrying out their duties at school.

### **The influence of the work environment on teacher performance at SMA Negeri 1 Paciran**

From the problem formulation in the previous chapter, that from the results of hypothesis testing by conducting a t-test, it is stated that the work environment has a significant influence on teacher performance. This is because the t-count value of the t-test data is 5.019, while the t-table value is 1.671.

To find out the value of the table, look for the distribution of r statistical tables with a significance of 5% by using the formula degrees of freedom (df)= n (number of

respondents)-k(number of variables)-1 ( $61-2-1$ ) = 58, where the value of tcount must be greater than t table with sig < 0.05. Judging from the results of the t test on the leadership style variable is  $5.019 > 1.67$  with sig  $0.00 < 0.05$ . This can be interpreted that the work environment individually has a positive and significant influence on the performance of teachers at SMA Negeri 1 Paciran.

Based on the results of this research, it can be said that the better the work environment, the better the performance of teachers at SMA Negeri 1 Paciran.

### **The influence of leadership style and work environment on teacher performance at SMA Negeri 1 Paciran**

The results of this study indicate from the formulation of the problem in the previous chapter, that from the results of hypothesis testing by conducting the F test, it states that the leadership style variable and the work environment variable have a simultaneous positive and significant influence on teacher performance. This is because the Fcount value is 12.766 while the Ftable value is 3.32. To find out Ftable, look for the distribution of r statistical tables with a significance of 5% with the formula  $F_{table} = (k(\text{number of variables}): n(\text{number of respondents})-k)$  and the numbers entered are  $(2 : 61-2) = 29.5$  (rounded up) ) 30. Where Fcount must be greater than Ftable with a significance <0.05.

Judging from the results of the F test is  $12.760 > 3.32$  with a significance of  $0.00 < 0.05$ . This can be interpreted that the leadership style and work environment simultaneously have a positive and significant effect on teacher performance at SMA Negeri 1 Paciran. Teacher performance is essentially the result of the interaction between various factors including leadership style and work environment.

### **The most dominant influence between leadership style and work environment on**

### teacher performance at SMA Negeri 1 Paciran

The results of this study indicate from the problem formulation in the previous chapter, that from the results of hypothesis testing by performing multiple regression tests, t tests and F tests. To find out which variable is the most dominant, it is by comparing the Beta ( $\beta$ ) value. If ( $\beta$ ) the value is further away from (0) then the variable is the most dominant. In this study, the variable that had the most dominant influence on teacher performance was the work environment. This is because the value of Beta ( $\beta$ ) in the multiple regression test is 0.050. Where the value is further away from the number 0 with a significant less than 0.05.

### CONCLUSSION

There is a positive and significant relationship between leadership style and teacher performance in SMA Negeri 1 Paciran. With the value of tcount 3.164 > ttable 1.671. This means that the leadership style of the principal who is getting better will improve the performance of teachers in carrying out their duties. There is a positive and significant relationship between the work environment and teacher performance in SMA Negeri 1 Paciran. With tcount 5.019 > ttable 1.671. This means that the better the work environment will improve the performance of teachers in carrying out their duties at school. There is a positive and significant relationship between leadership style and work environment on teacher performance at SMA Negeri 1 Paciran. With the value of Fcount 12.766 > Ftable 3.32. This means that the better the leadership style and work environment will improve teacher performance in carrying out their duties. There is a relationship between leadership style and the most dominant work environment is the work environment on teacher performance. With a Beta ( $\beta$ ) value of 0.550 where the value is stated the most away from 0.

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