

Research.

## **The Effect of Work Discipline, Motivation and Leadership Style on Junior High School Teacher Performance**

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**Abstract.** School is one of the educational institutions that plays an important role in improving the quality of human resources. In conducting its vision and mission, the school needs a professional workforce, organisational procedures and supportive resources. The purpose of this research was to prove the effect of work discipline, motivation, leadership style on the performance of teachers of State Junior High School 1 Kaliori Rembang District. The population chosen for this research is the teachers of State Junior High School 1 Kaliori, Rembang District which totalled 40 teachers. The sampling technique in this research used a saturated sample of 40 teachers. The analysis technique in this research used multiple linear regression analysis technique. Obtaining data in this research was through efforts to distribute questionnaires purposeed at 40 teachers. The results showed that work discipline has a significant positive effect on teacher performance at State Junior High School 1 Kaliori, Rembang District. Meanwhile, motivation and leadership style have an insignificant positive effect on the performance of teachers at State Junior High School 1 Kaliori, Rembang District.

**Keywords:** *work discipline, motivation, leadership style, performance*

### **INTRODUCTION**

Education is one of the institutions that prepares human resources to be better and of better quality, especially in school institutions which play a very important role in educating the nation's children and increasing achievement, creativity and making students have good behavior. To achieve all this, qualified teaching staff are needed who have a good work ethic and have discipline, high work motivation, who are good and have good and appropriate leadership qualities in teaching and educating students at school.

As stated in the general explanation of Law no. 14 of 2005 teachers are professional educators who have the main task of educating, teaching, guiding, directing, training, assessing and evaluating students in primary and secondary education. In this case, teachers not only teach formal education but also other education can become role models for their students. Teachers must also be able to motivate their students so that they can become students who excel and have high creativity and a good attitude at school, and have good discipline.

According to Wijaya & Susanti (2017) performance is the work achievement shown by an employee in supporting and supporting his duties and functions. According to Nanang in Eliyanti (2018) Performance is the result of the quality and quantity achieved by an employee in conducting his duties in accordance with his responsibilities in completing his work. According to this theory, it can be interpreted that teacher

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performance is the achievement of tasks, responsibilities and work performance in supporting and implementing the vision, mission and goals in accordance with the school work program. Performance is a very important thing and must be paid attention to by all management, both at small and large organizational levels. The work results achieved by the organization or employees are a form of accountability to the organization or the public. Likewise with teacher performance. A teacher can be said to be successful if he has good performance and work ethic in conducting his work. In determining performance, it is not only seen from one aspect but also from the teacher's level of work discipline, the teacher's motivation and the teacher's leadership style. These three aspects can be aspects that determine whether a teacher's performance is good or not.

Work discipline can be said to be a factor that effects performance because if someone is disciplined in conducting their duties then the results achieved will be effective and efficient but if someone does not have discipline in work then the tasks conducted will be less than optimal and tend to be irresponsible. in doing his work.

According to Sutrisno (2017) Work discipline is a person's willingness to obey and follow the regulatory standards that apply around him. Meanwhile, according to Persilawati (2016) work discipline is a measure of organizational activities to utilize existing capabilities and capabilities optimally to achieve goals by complying with all established regulations. Discipline is reflected in attitudes and behavior that come from within and from outside. Teacher discipline can be seen from the teacher's attitudes and actions in complying with applicable regulations and norms.

Persilawati's research results (2016) explain that work discipline has a significant positive effect on performance. So the higher the teacher's work discipline, the teacher's performance will increase.

According to Priansa (2017) motivation is encouragement, driving force or force that causes an action or deed. According to Hasibuan (2016) motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work objectively, and integrate with all their efforts to achieve satisfaction.

According to Eliyanto (2018), the right work motivation will be able to advance and develop the organization because employees will conduct tasks according to their field on the basis of awareness. Motivation is a driving factor for employees to do work according to work standards, motivation is also needed to increase employee enthusiasm to achieve work goals. Without motivation at work, employees will feel heavy and make their work a burden. The results of Eliyanto's (2018) research show that motivation has a significant positive effect on performance. So the higher the motivation, the more performance will increase.

Leadership style is a particular method, method and ability that a leader uses to effect, guide, encourage and control other people or subordinates to achieve goals through behavior, communication and interaction. Every leader has a different leadership style and one leadership style is not necessarily better or worse than another. Kepe, I, pina style is also one of the factors that effect performance, because a good leadership style will make an organization have harmonious relationships with each of its members as well as in the school environment, good relationships will be established between all school members, and make Students will develop and will increase their creativity and achievement

According to Sutrisno (2014) leadership is a process of activity in which someone moves other people by leading, guiding and influencing other people, doing something to achieve the desired results.

According to Fahmi et al (2018) leadership is a person's ability to control or effect other people towards certain achievements. Because a person's leadership is very influential in organizing and implementing the process of collaboration between leaders and individuals within an organization. If a leader has a good leadership style then the goals in the organization will be successful. The research results of Fahmi et al (2018) show that leadership style has a significant positive effect on performance.

State Junior High School 1 Kaliori is located on Jl Raya Kaliori-Rembang, RT 1 RW 2, Kaliori Klori, Tambakagung, Kaliori Sub-district, Rembang District, Central Java. School is one of the education systems that serves to help improve human resources.

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The education received by the nation's children in school will be able to change the mindset and creativity to create a country with a good level of welfare and an increasing economy. Likewise, State Junior High School 1 Kaliore Rembang District in order to improve work discipline, motivation and leadership style, the purpose of this research is to determine the effect of work discipline, motivation and leadership style on the performance of teachers of State Junior High School 1 Kaliore Rembang District.

Schools not only expect teachers to be able and capable, skilled, and good at teaching but also must have high discipline in doing work to achieve maximum work results. In addition to work discipline, other factors that effect teacher performance are motivation and leadership style, these two factors are very important in influencing teacher performance because if each teacher has high work motivation in doing work and is supported by a good leadership style, teacher performance will increase.

Judging from the regulation of the State Personnel Agency Number 8 of 2019 concerning Guidelines for Procedures and Implementation of Measuring the Professionalism Index of the State Civil Apparatus, the State Personnel Agency has determined the category of the professionalism level of the State Civil Apparatus (ASN) as follows:

1. 90-100 with the designation of a very high level of ASN professionalism.
2. 81-90 with the designation of high ASN professional level.
3. 71-80 with the designation of a medium level of ASN professionalism.
4. 61-70 with the designation of a low level of ASN professionalism.
5. 60 and below with the designation of a very low level of ASN professionalism.

The following is data on the work performance of teachers at State Junior High School 1 Kaliore Rembang District

**Table I**  
**Results of Job Performance Assessment for State Junior High School 1**  
**Kaliore Rembang District Teachers**  
**Year 2022**

| Work Behavior        | Score   | Score Goals          | Description |
|----------------------|---------|----------------------|-------------|
| Service orientation  | 82.485  | 91-100 (strong high) | High        |
| Integrity            | 80.485  | 91-100 (strong high) | Fair        |
| Commitment           | 80.364  | 91-100 (strong high) | Fair        |
| Discipline           | 80.394  | 91-100 (strong high) | Fair        |
| Cooperation          | 80.030  | 91-100 (strong high) | Fair        |
| Leadership           | 89.700  | 91-100 (strong high) | High        |
| <b>Total</b>         | 493.458 |                      |             |
| <b>Average score</b> | 82.243  |                      | High        |

Source: Data on Teacher Work Achievement Results of State Junior High School 1 Kaliore, 2023

According to the table data above, the number obtained is 493,458 with a high average score of 82,243, which is not in accordance with the desired value for State Junior High School 1 Kaliore Rembang District. Apart from that, there are still work behaviors that get moderate marks so they still need to be improved in order to get strong high scores. The researcher wants to analyze and investigate what problems or factors effect the performance of State Junior High School 1 Kaliore Rembang District teachers who do not

meet the desired State Junior High School 1 Kaliore Rembang District achievement scores.

### **Formulation of the Problem**

1. How does work discipline effect the performance of teachers at State Junior High School 1 Kaliore Rembang District?
2. How does motivation effect the performance of teachers at State Junior High School 1 Kaliore Rembang District?
3. How does leadership style effect the performance of teachers at State Junior High School 1 Kaliore Rembang District?

## **LITERATURE REVIEW**

### **Goal Setting Theory**

Goal Setting Theory is a theory that states the importance of goals in conducting activities, the process obtained from determining goal setting goals greatly effects the level of performance. According to Locke in (Ghozali 2023), research has shown that more specific and ambitious goals are more effective than simple or general goals.

According to Locke in Ghozali (2020) goal setting can effect results in four ways, namely:

- a. Choice of goal selection can narrow a person's attention and direct it towards activities that are relevant to the goal and away from activities that are not relevant to the goal
- b. Effort of goals can motivate someone to work harder
- c. Persistence of purpose can make a person ready to overcome setbacks.
- d. Cognition of goals can make someone willing to improve and change their behavior

According to the description above, to achieve organizational goals, human resources are needed that can improve the quality of the organization. Good performance can be effectd by work discipline, motivation and leadership style. These factors are encouragement for employees to improve their work results.

### **Performance**

According to Mangkunegara (2019) employee performance is the result of work in terms of quality and quantity that can be achieved by an employee in conducting tasks in accordance with the responsibilities given to him.

According to Supardi (2014) teacher performance is the teacher's ability to conduct learning tasks by increasing students' learning potential.

The performance indicators according to Supardi (2014) are as follows:

- a. Work quality  
Measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities
- b. Work quantity  
It is the amount produced expressed in terms such as number of units, number of activity cycles completed.
- c. Punctuality  
It is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities.
- d. Work ability  
It is the ability achieved by a person in conducting tasks at work
- e. Communication  
It is the ability to communicate and interact with someone to collaborate in work.

### **Work discipline**

Work discipline is an important thing in conducting company activities, because the better work discipline an employee has, the higher the work effectiveness they will achieve.

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According to Hasibuan (2015) states that discipline is a person's awareness and willingness to obey all the rules and social norms that exist in an organization.

According to Supomo & Nurhayati (2018) work discipline can be defined as an attitude of respect, respect and obedience to applicable regulations, both written and unwritten.

The discipline indicators according to Supomo (2018) are as follows:

- a. Attendance  
Attendance is a performance assessment criterion that cannot be abandoned. At least this presence gives an idea of how disciplined employees are at work
- b. Comply with applicable regulations  
Companies can provide assessments for employees who comply applicable regulations, compliance with these rules effects the level of employee discipline. Written and unwritten rules and regulations are created so that the goals of an organization can be achieved well, for this reason employees are required to be loyal to the rules that have been set.
- c. Complete work on time  
Completion of work on time is something that is expected of all employees, which can only be achieved if time is managed effectively and efficiently.

### **Motivation**

According to Hasibuan in Sutrisno (2017) Motivation is a stimulus for desire and a driving force for a person's willingness to work because each motive has a specific goal.

According to Abraham Maslow in Budi Utami (2017) motivation is an internal driving force that causes humans to do something and try to fulfill their needs.

The motivation indicators according to Maslow in Hasibuan (2016) are as follows:

- a. Physiological needs  
This is the lowest level need or also known as the most basic need. The need to defend life from death. These most basic needs are the need for food and drink, housing, clothing, which must be fulfilled by a person in an effort to defend themselves from hunger, thirst, cold, heat and so on.
- b. Safety Needs  
The need for protection from threats, dangers of conflict and the environment, not only in the physical sense, but also mentally, psychologically and intellectually.
- c. Social Relationships Needs  
This need can only be fulfilled with society, because other people can fulfill it, not yourself. For example, every normal person needs affection. loved, respected, recognized by others.
- d. Recognition Needs  
Every normal person needs self-respect and self-esteem from their environment. The higher a person's status and position in the company, the higher the need for personal prestige of the person concerned
- e. Actualization needs  
The need to use abilities, potential, the need to have opinions and express ideas, provide assessments and criticism of something.

### **Leadership Style**

According to Rivai in Sudaryono (2014) leadership style is a set of characteristics that leaders use to effect subordinates so that targets are achieved.

According to Hutaeen (2021) leadership style is a characteristic, habit, temperament, character and unique personality of a leader that can differentiate him from other people, thereby coloring his behavior and the way he leads.

According to Kartono (2015) leadership style is a person's ability to effect other people to jointly conduct certain activities to achieve goals.

The leadership style indicators are as follows:

- a. Ability to make decisions  
A leader's ability to make good and appropriate decisions
- b. Ability to communicate  
The ability to convey messages, ideas and thoughts to someone
- c. Ability to control subordinates  
A leader must have the desire to follow his wishes by using personal power or position power effectively and appropriately
- d. Ability to control emotions  
A leader must be able to control his emotions, in order to make good and appropriate decisions.

## **RESEARCH METHODS**

### **Operational Definition of Variables**

#### **1. Dependent Variable**

In the research conducted, the dependent variable was teacher performance. According to Supardi (2014) teacher performance is the teacher's ability to conduct learning tasks by increasing students' learning potential. According to Mangkunegara (2019) employee performance is the result of work in terms of quality and quantity that can be achieved by an employee in conducting tasks in accordance with the responsibilities given to him.

#### **2. Independent Variable**

##### **a. Work discipline**

Work discipline is an important thing in conducting company activities, because the better work discipline, an employee has, the higher the work effectiveness they will achieve. According to Hasibuan (2015) states that discipline is a person's awareness and willingness to obey all the rules and social norms that exist in an organization. According to Supomo & Nurhayati (2018) work discipline can be defined as an attitude of respect, respect, and obedience to applicable regulations, both written and unwritten.

##### **b. Motivation**

In the Big Indonesian Dictionary (KBBI) motivation is an urge that arises from within a person to do or think with a certain goal, whether consciously or unconsciously.

According to Hasibuan in Sutrisno (2017) Motivation is a stimulus for desire and a driving force for a person's willingness to work because each motive has a specific goal.

According to Abraham Maslow in Hasibuan (2016) motivation is an internal driving force that causes humans to do something and try to fulfill their needs.

##### **c. Leadership style**

Leadership style is a particular method, method and ability that a leader uses to effect, guide, encourage and control other people or subordinates to achieve goals through behavior, communication and interaction. According to Sutrisno (2014) leadership is a process of activity in which someone moves other people by leading, guiding and influencing other people, doing something to achieve the desired results.

According to Kartono (2015) leadership style is a person's ability to effect other people to jointly conduct certain activities to achieve various goals.

#### **Data Collection Technique**

Questionnaires were used in this research. According to Sugiyono (2020) questionnaire is a data collection technique that is conducted by giving a set of questions or written statements to respondents to answer. The questionnaire used is a closed questionnaire, namely where the respondent just has to choose one of the answers that is considered correct

The measurement scale in the questionnaire uses a Likert scale. According to Sugiyono (2019) the Likert scale is to measure the attitudes, opinions and perceptions of a person or social group. This research uses statements that are favorable and unfavorable. A favorable statement is a statement that supports the direction of the hypothesis, while an unfavorable statement is a statement that does not support the direction of the hypothesis.

The scores for favorable statements are as follows:

1. Strong agree score: 5
2. Agree score: 4
3. Undecided/neutral score: 3
4. Disagree score: 2
5. Strong disagree score: 1

The scores for unfavorable statements are as follows:

1. Strong agree score: 1
2. Agree score: 2
3. Undecided/neutral score: 3
4. Disagree score: 4
5. Strong disagree score: 5

#### **Data Types and Sources**

This type of research uses subject data. According to Indriantoro & Supomo (2014) subject data is a type of research data in the form of opinions, attitudes, experiences or characteristics of a person or group of people who are research subjects or respondents.

The data source in the research used was primary data. According to Soegiono (2019) primary data is a data source that directly provides data to data collectors. To obtain primary data, this is done by distributing questionnaires to the research objects.

#### **Population and Sample**

According to Sugiyono (2019) population is a generalized area consisting of objects that have certain quantities and characteristics. In the research conducted as a population were teachers of State Junior High School 1 Kaliori Rembang District.

According to Sugiyono (2019) the sample is part of the number and characteristics of the existing population. In the research, the sampling technique was conducted using a saturated sampling technique. So, the research sample conducted was 40 teachers.

#### **Data Analysis Technique**

The data analysis technique used in this research is multiple linear regression analysis. The multiple linear regression analysis method is a regression model that contains more than one independent variable.

## **RESULTS AND DISCUSSION**

### **A. Instrument Test**

The research instrument test purposes to determine the validity and reliability stated in the questionnaire statement items used. In this research, researchers

used 35 statements related to the variables of work discipline, motivation and leadership style on the performance of State Junior High School 1 Kaliori Rembang District teachers.

1. Validity Test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is declared valid if the statements in the questionnaire are able to reveal something that will be measured by the questionnaire with a significance level of 5%. The significance test is conducted by comparing the  $r_{count}$  value and the  $r_{table}$  value, while for degree of freedom ( $df$ ) =  $n-2$ . According to Ghozalu (2018), whether a statement item instrument is valid or not is said to be valid if  $r_{count}$  is greater than  $r_{table}$  with a significance level of 0.05. Meanwhile, if  $r_{count}$  is smaller than the table then the statement item is invalid.

a. Validity test results of work discipline variables

**Table 2**  
**Discipline Validity Test (X1)**

| Statement | $R_{count}$ | $r_{table}$ | Remarks |
|-----------|-------------|-------------|---------|
| 1         | 0.389       | 0.3338      | Valid   |
| 2         | 0.457       | 0.3338      | Valid   |
| 3         | 0.556       | 0.3338      | Valid   |
| 4         | 0.731       | 0.3338      | Valid   |
| 5         | 0.738       | 0.3338      | Valid   |
| 6         | 0.746       | 0.3338      | Valid   |
| 7         | 0.571       | 0.3338      | Valid   |

Source: primary data processed in 2023

According to this data, it shows that the  $r_{count}$  value shows more than 0.3338 which is greater than  $r_{table}$ , it can be concluded that all statements are valid.

b. Validity test results of motivation variables

**Table 3**  
**Motivation Validity Test (X1)**

| Statement | $R_{count}$ | $r_{table}$ | Remarks |
|-----------|-------------|-------------|---------|
| 1         | 0.389       | 0.3338      | Valid   |
| 2         | 0.631       | 0.3338      | Valid   |
| 3         | 0.675       | 0.3338      | Valid   |
| 4         | 0.348       | 0.3338      | Valid   |
| 5         | 0.679       | 0.3338      | Valid   |
| 6         | 0.719       | 0.3338      | Valid   |
| 7         | 0.702       | 0.3338      | Valid   |
| 8         | 0.711       | 0.3338      | Valid   |



|    |       |        |       |
|----|-------|--------|-------|
| 9  | 0.518 | 0.3338 | Valid |
| 10 | 0.673 | 0.3338 | Valid |

Source: primary data processed in 2023

According to this data, it shows that the  $r_{count}$  value is more than 0.3338, which means that the  $r_{table}$  is greater, it can be concluded that all statements are valid.

c. Validity test results of leadership style variables

**Table 4**  
**Leadership Style Validity Test (X3)**

| Statement | $R_{count}$ | $r_{table}$ | Remarks |
|-----------|-------------|-------------|---------|
| 1         | 0.841       | 0.3338      | Valid   |
| 2         | 0.864       | 0.3338      | Valid   |
| 3         | 0.906       | 0.3338      | Valid   |
| 4         | 0.819       | 0.3338      | Valid   |
| 5         | 0.857       | 0.3338      | Valid   |
| 6         | 0.780       | 0.3338      | Valid   |
| 7         | 0.735       | 0.3338      | Valid   |
| 8         | 0.545       | 0.3338      | Valid   |

Source: primary data processed in 2023

According to this data, it shows that the  $r_{count}$  value is more than 0.3338, meaning it is greater than  $r_{table}$ , it can be concluded that all statements are valid.

d. Validity test results of performance variables

**Tabel 5**  
**Uji Validitas Kinerja (Y)**

| Statement | $R_{count}$ | $r_{table}$ | Remarks |
|-----------|-------------|-------------|---------|
| 1         | 0.818       | 0.3338      | Valid   |
| 2         | 0.855       | 0.3338      | Valid   |
| 3         | 0.795       | 0.3338      | Valid   |
| 4         | 0.796       | 0.3338      | Valid   |
| 5         | 0.867       | 0.3338      | Valid   |
| 6         | 0.762       | 0.3338      | Valid   |
| 7         | 0.571       | 0.3338      | Valid   |
| 8         | 0.869       | 0.3338      | Valid   |
| 9         | 0.736       | 0.3338      | Valid   |
| 10        | 0.730       | 0.3338      | Valid   |

11                      0.479                      0.3338                      Valid

Source: primary data processed in 2023

According to the data above, it shows that the  $r_{count}$  value is more than 0.3338, meaning it is greater than  $r_{table}$ , it can be concluded that all statements are valid.

2. Reliability Test

**Table 6**  
**Reliability Test Results**

| Variable              | Standardized Cronbach Alpha | Standardized Reliable | Remarks  |
|-----------------------|-----------------------------|-----------------------|----------|
| Work Discipline (X1)  | 0.817                       | 0.70                  | Reliable |
| Motivation (X2)       | 0.860                       | 0.70                  | Reliable |
| Leadership style (X3) | 0.940                       | 0.70                  | Reliable |
| Performance (Y)       | 0.939                       | 0.70                  | Reliable |

Source: primary data processed in 2023

According to the results of the reliability test, it is known that the Cronbach Alpha for all variables is greater than standardization, more than 0.70, so it is declared reliable.

3. Multiple linear regression test results

**Table 7**  
**Regression Test Results**

| Variables                       | Unstandardized Coefficients |            | Unstandardized Coefficients B | t     | Sig.  |
|---------------------------------|-----------------------------|------------|-------------------------------|-------|-------|
|                                 | B                           | Std. Error |                               |       |       |
| Constant                        | 4.825                       | 5.549      |                               | 0.870 | 0.391 |
| Work Discipline X <sub>1</sub>  | 1.113                       | 0.182      | 0.712                         | 6.116 | 0.000 |
| Motivation X <sub>2</sub>       | 0.142                       | 0.173      | 0.132                         | 0.822 | 0.417 |
| Leadership Style X <sub>3</sub> | 0.072                       | 0.177      | 0.066                         | 0.408 | 0.686 |

Source: primary data processed in 2023

According to this table, the value B is obtained in the unstandardized coefficient column S as the regression coefficient. Thus the multiple linear regression analysis is as follows:

$$Y = 4.825 + 1.113 X_1 + 0.142 X_2 + 0.072 X_3$$

Where

Y : Performance

X<sub>1</sub> : Work Discipline

X<sub>2</sub> : Motivation

X<sub>3</sub> : Leadership Style

According to the regression equation above, it can be explained as follows:

- a. The constant value is 4,825, meaning that if the independent variables of work discipline, motivation and leadership style (X) are considered constant, then the performance variable (Y) has a value of 4,825
- b. The regression coefficient value for the work discipline variable (X<sub>1</sub>) is 1.113, meaning that if the work discipline variable increases by one unit, teacher performance will increase by 1.113.
- c. The regression coefficient value for the motivation variable (X<sub>2</sub>) is 0.142, meaning that if the motivation variable increases by one unit, teacher performance will increase by 0.142.
- d. The regression coefficient value for the leadership style variable (X<sub>3</sub>) is 0.072, meaning that if the leadership style variable increases by one unit, teacher performance will increase by 0.072
- e. From the regression equation, the most dominant factor influencing teacher performance is work discipline because it has the highest coefficient value, namely 1.113 compared to other factors.

#### 4. Hypothesis Test

**Table 8**  
**Hypothesis Test Results**

| Variables                       | Unstandardized Coefficient | sig  | Regression Test Results | Conclusion |
|---------------------------------|----------------------------|------|-------------------------|------------|
| Work Disciplin X <sub>1</sub>   | 1.113                      | 0,05 | 0,000                   | Accepted   |
| Motivation X <sub>2</sub>       | 0.142                      | 0,05 | 0,417                   | Rejected   |
| Leadership Style X <sub>3</sub> | 0.072                      | 0,05 | 0,686                   | Rejected   |

Source: Data Processing 2023

##### a. Hypothesis 1 Test Results

According to the test of the effect of work discipline on teacher performance in Table 7, a significant value of 0.000 was obtained, thus it can be stated that hypothesis 1, which states that it is suspected that work discipline has a significant positive effect on teacher performance, is accepted, because the research results show that the sig value is less than 0.05. It is concluded that work discipline has a significant positive effect on the performance of State Junior High School 1 Kaliori Rembang District teachers.

b. Hypothesis 2 Test Results

According to the test of the effect of work motivation on teacher performance in Table 7, a significance value of 0.417 was obtained, thus hypothesis 2 which stated that motivation had a positive effect on performance was rejected, because the research results showed a sig value of more than 0.05. It is concluded that motivation has an insignificant positive effect on the performance of State Junior High School 1 Kaliori Rembang District teachers.

c. Hypothesis 2 Test Results

According to the test of the effect of work motivation on teacher performance in Table 7, a significance value of 0.417 was obtained, thus hypothesis 2 which stated that motivation had a positive effect on performance was rejected, because the research results showed a sig value of more than 0.05. It is concluded that motivation has an insignificant positive effect on the performance of State Junior High School 1 Kaliori Rembang District teachers.

## **B. Discussion**

### **1. The Effect of Work Discipline on the Performance of Teachers at State Junior High School 1 Kaliori Rembang District**

According to the results of the hypothesis test, it is known that work discipline has a significant positive effect on teacher performance because the significance value is less than 0.05. This means that increasing work discipline which includes attendance indicators, complying with applicable regulations, has an effect on teacher performance. It can be said that teachers at State Junior High School 1 Kaliori Rembang District have a high level of work discipline; In accordance with the theory from Sutrisno (2017) that work discipline is an attitude of willingness and willingness to obey and adhere to the regulatory norms that apply around him. Work discipline is a very important operative function of human resource management. In Persilawati's (2016) theory, work discipline is a measure of activities and contributions or abilities that exist optimally to achieve goals by complying with established regulations. In martial arts theory it is also said that work discipline has a significant positive effect on performance. The better the employee's discipline, the more performance will increase. The results of this research are in line with the results of previous research from Sutrisno and Wicaksono (2023), as well as Teri from Persilawati (2016) that work discipline has a significant positive effect on performance.

### **2. The Effect of Motivation on Teacher Performance of State Junior High School 1 Kaliori Rembang District**

According to the results of the hypothesis test, motivation has a positive and insignificant effect on teacher performance, because the significance value is

more than 0.05. According to the results of research conducted, the motivation of State Junior High School 1 Kaliori Rembang District teachers is good because motivation has a positive but not significant effect. According to Priansa (2017) motivation is encouragement, driving force or force that causes an action or deed. According to Anwar in Eliyanto (2018) motivation is a condition that moves employees to be able to achieve the goals of their motivation. The results of research from these three experts say that motivation has a significant positive effect on performance. This means that it can be said that the results of this research are in line with the results of previous research from Priansa (2017), Eliyanto (2018) and Priyono et al (2018) showing that motivation has a significant positive effect on performance, but the difference in this research is not significant. So there is an effect of motivation on the performance of State Junior High School 1 Kaliori Rembang District teachers, but the effect is only small.

3. The Effect of Leadership Style on Teacher Performance of State Junior High School 1 Kaliori Rembang District

According to the results of the hypothesis test, leadership style has a positive and insignificant effect on teacher performance, because the significance value is less than 0.05. This means that increasing leadership style which includes indicators of the ability to make decisions, communication skills, the ability to control subordinates, the ability to control emotions has an effect on increasing employee performance. According to Fahmi et al (2018) leadership is a person's ability to control or effect other people or different communities towards certain achievements. The results of research by Fahmi et al (2018) state that leadership style has a significant positive effect on performance. The results of this research are in line with previous research that leadership style has a positive effect on teacher performance, but what is different is that in this research the positive effect is not significant.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

According to the results and discussion, a conclusion can be drawn, namely: Work discipline has a significant positive effect on the performance of State Junior High School 1 Kaliori Rembang District teachers and in line with previous research, Motivation has an insignificant positive effect on the performance of State Junior High School 1 Kaliori Rembang District teachers and in line with previous research but what is different is that in previous research it was said that motivation had a significant positive effect on performance, whereas in this research it was said that motivation had an insignificant positive effect on performance. Leadership style has an insignificant positive effect on the performance of teachers at State Junior High School 1 Kaliori Rembang District and is in line with previous research but what differentiates it is that in previous research it was said that leadership style had a significant positive effect, whereas in this research leadership style had an insignificant positive effect on performance.

### **Recommendation**

The researcher's recommendation for State Junior High School 1 Kaliori Rembang District is that all teachers can improve discipline in working and increase motivation in conducting each job and develop a better leadership style so that they can guide students to further improve their abilities, creativity and can improve his achievements. For future researchers to add other variables besides the three variables used in this research to

maximize results. For future researchers, further research needs to be conducted covering other fields, so that further research can improve existing research.

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