

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT, AND COMPENSATION ON TEACHER PERFORMANCE

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Abstract

Teacher performance plays a very important role in the advancement of education in Indonesia, if the teacher's performance is bad, then it will not lead to the best learning outcomes. All instructors must be able to complete their tasks quickly and accurately both in management and teaching. High-class sizes, a lack of student focus and dedication, and an abundance of extracurricular activities mean that teachers' attention is not only divided but also thinly spread. While rare, teacher absences and free time during courses can hinder learning. In addition, the early departure of teachers is a very demoralizing event, and there are positive aspects such as the principal's management style, unpleasant working atmosphere, and unclear salary. Teacher effectiveness plays an important role in supporting education in Indonesia. The program objectives will also not be achieved optimally if the teacher's performance is below standard. This study aims to analyze the influence of the principal's leadership style, work environment, and compensation on teacher performance. The type of research used is quantitative research. The results of this study conclude that the principal's leadership affects teacher performance, the work environment influences teacher performance, and compensation also affects teacher performance.

Keywords: Performance, Compensation, Work Environment, Leadership

INTRODUCTION

Schools are institutions prepared and operated to serve education, and schools have regulations from the principal (Lesmana, Nasution, & Indra, 2023). It is important for all education systems that require attention, but teachers are always connected with all components of the education system so whenever we talk about education, the teacher's appearance becomes a strategic highlight. There is one important function in the development of education. Especially in formal schools, teachers can assess the success or failure of students, especially in relation to learning activities.

Schools are formal learning implementing institutions, having a strategic function of transforming national education goals into learning activities. In the millennial era, the constraints of the Indonesian people are increasing. During this period, competition for human resources became very intense. In an effort to guarantee the quality of talent, skills, and discipline of educators, especially teachers, it is necessary to improve. Quality education is very dependent on the ability of teachers to carry out teaching and learning activities. Improving the quality of human resources is also influenced by the leadership style of the company's leaders (Hanafi, Almy, & Siregar, 2018).

As a leader, the principal has a leadership style that can adapt to the school environment in moving school equipment to achieve the school's wishes. In addition to the principal's leadership style, the work environment is one of the factors that can affect the productivity and work effectiveness of employees (Prihantoro, 2015). In leading, a leader has their own style which is influenced by character, education and environment. Leadership style is a style used by a leader to lead an organization by using existing resources within the organization to achieve organizational goals. Human resources are one of the resources in the organization that leaders can use to achieve organizational goals (Guterres & Supartha, 2016).

Then, besides the leadership style, there is a work environment that encourages teachers to carry out their duties professionally (Priyono, Qomariah, & Winahyu, 2018). The work environment is the natural environment, style, and work style in which people work both individually and as a group. In general, the nature of the work environment can be distinguished, namely the physical work environment then the non-physical work

environment. The physical work environment includes lighting, temperature, humidity, air flow, sound, mechanical compatibility, decay, color, decoration, music, and work safety. Non-physical environment, namely social relations in the workplace (Sedarmayanti, 2017) is the provision of compensation and services in the form of other facilities related to the applicable policies. This award is one of the stimuli that foster enthusiasm and enthusiasm for work. Teachers who are educative are believed to be able to improve their teaching and learning performance (Analysis of Factors Influencing Entrepreneurial Attitudes, 2018).

Preliminary observations by UPTD SDN 15 Pinang Damai researchers show that all teachers must be able to carry out tasks quickly and accurately, both in education and management. Teacher performance has a strategic role in facilitating education in Indonesia, especially UPTD SDN 15 Pinang Damai. If the teacher's performance is not optimal, then the program objectives are also not optimal (Jaya, 2021). Based on the important role of teacher performance in order to realize educational goals to the fullest. This study aims to analyze the influence of the principal's leadership style, work environment and compensation on teacher performance at UPTD SDN 15 Pinang Damai.

REVIEW OF LITERATURE

Performance

Performance is an achievement that is a requirement in work and can then be reflected by the amount and quality. Performance is obtained by people based on the provisions that apply in the work concerned (Bilson, 2001). Performance is the result of work with quality and quantity obtained by carrying out the accountability that has been given to him (Pelealu, 2022). Performance is the result of work obtained based on job requirements. Performance is an activity carried out by a person which is the ability to work obtained by all employees based on their function in the company (Rivai, 2010). Performance Indicators i.e (Yuliantari, K., & Ulfa, 2016): a) Effective; b) Efficient; c) Quality; d) Punctuality; e) Productivity.

Leadership Style

Leadership is an important matter of management, but it is different from management. Leadership style is the style used by leaders in human resource management

(Handoko, 2009). Leadership is a step for leaders to influence the behavior they lead so they can work together and work productively in achieving organizational goals. Leadership indicators namely (Martoyo, 2009): a) Firmness; b) Communication Skills; c) Courage; d) Analytical Ability; e) Listening Ability.

Work Environment

The work environment is all the tools and materials that must be carried out, the surrounding environment when people work, work methods, and work rules both individually and in groups (Sedarmayanti, 2017). The work environment is all work infrastructure for someone who is working and is able to influence in carrying out work (Bangun, 2012). Work environment indicators namely (Sedarmayanti, 2017): a) Lighting; b) Air temperature; c) noise; d) Space to move; e) Security.

Compensation

Rewards are appreciation for services or rewards provided by an organization to workers, because these workers have given energy and thoughts to progress towards achieving organizational goals. employees in return for their contributions. Reasonable and fair compensation of staff for their contribution to organizational goals (Handoko, 2009). Compensation is what employees get in return for what they do. Through rewards, teachers improve performance, motivation, job satisfaction, and fulfillment of life's needs. Each compensation is formed by several indicators. Compensation indicators are (Mankunegara, 2009): a) Wages and salaries; b) Incentive; c) Allowances; d) Facility; e) Insurance.

Conceptual Framework

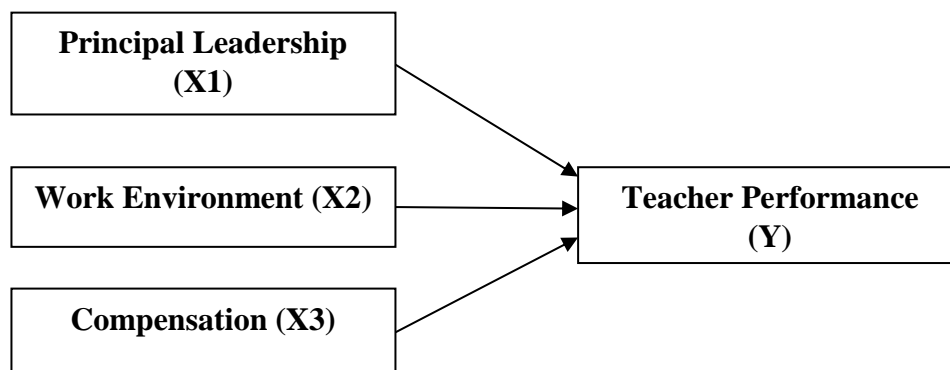


Figure 1
Conceptual Framework

Hypothesis

- H1 : There is a positive influence between the principal's leadership and teacher performance at UPTD SDN 15 Pinang Damai
- H2 : The work environment has a positive effect on teacher performance at UPTD SDN 15 Pinang Damai
- H3 : Compensation has a positive effect on teacher performance at UPTD SDN 15 Pinang Damai

RESEARCH METHOD

Types of Research

The type of research used in this research is quantitative research. Quantitative research method is a type of research whose specifications are systematic, planned and well structured, from the beginning to the creation of a research design. Research methods based on the philosophy of positivism, are used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative/ statistical in nature, with the aim of testing predetermined hypotheses (Sugiyono, 2016).

Population and Sample

Population is a general domain consisting of objects/ subjects with certain traits and characteristics that have been determined by researchers to be studied and conclusions drawn (Sugiyono, 2018). In this study, 15 teachers from UPTD SDN 15 Pinang Damai were used as the population.

The sample is part of the population that is used as an object for conducting surveys and testing data. The method used for this sampling is saturated or calculated sampling (Ghozali, 2016). Based on this understanding, it can be concluded that a saturated sample or census is a sampling method that uses all members of the population as samples. In this study, this happened because the sample could not be divided due to the small (limited) population. Therefore, researchers took as many samples as the population or called a census.

Method of Collecting Data

Data collection methods in this study. In addition, the method used is the questionnaire method. Surveys are form-based data collection techniques that include written questions to individuals or groups of individuals to obtain answers or answers and information that researchers need.

Data Analysis Method

Validity Test

Validity is a measure of the degree of validity of a device. The survey/ survey functions as a tool. Validity was carried out to determine the feasibility of the questionnaire used to enable the creation of accurate data for its size. An item, question, or indicator is valid if r count is greater than r table and the value is positive (Ghozali, 2016).

Reliability Test

Reliability measurement is carried out once and then the results are compared with other questions or measure the correlation between the answers to questions with SPSS provides the ability to measure reliability using a statistical alpha test (Ghozali, 2016).

Data Normality Test

The purpose of the normality test is to find out whether the data distribution follows or approaches normality. The normality test was carried out using the Kolmogorov-Smirnov approach. If a significant value of 5% is used and the asymp.sig (2tailed) value exceeds the significant value of 5%, this means that the residual variable is normally distributed (Ghozali, 2016).

Heteroscedasticity Test

The heteroscedasticity test is used to determine whether in a regression there is an inequality of variance from the residuals of one observation to another (Ghozali, 2016). To detect symptoms of heteroscedasticity, the Glejser test can be used. Where heteroscedasticity data is data with a significant level below 0.05.

Multicollinearity Test

The multicollinearity test is used to test whether there is a correlation between the independent variables with one another (Ghozali, 2016). A good regression model should be a good regression model should not have a correlation between independent variables.

VIF (Variance Expansion Factor) and margin of error are considered to test multicollinearity. VIF is the degree of independent variable which is explained by other independent variables, and the margin of error is the magnitude of the variation of the independent variable which is not explained by other independent variables. A good regression model (no multicollinearity) must have a VIF (Variance Expansion Factor) level $<10>0.10$.

Regression Models

The analytical method or model used in this study is a multiple linear regression method. This analysis aims to determine whether there is an influence of the independent variables on the dependent variable, so that it uses a multiple regression equation as follows:

$$Y=a+b_1x_1+b_2x_2$$

Information:

Y : Dependent variable
X : Independent variable
a,b : regression coefficient
e : double error

The analysis technique used after the model above is multiple regression which allows you to get the value of the dependent variable (employee performance) from the survey results calculated using a Likert scale. The measurement method consists of asking respondents to answer questions in a questionnaire. The above process is used using the most commonly used guideline, the Likert scale. It is a statement about someone's attitude towards something. B. For or against, happiness, unhappiness, and good, bad. Respondents were then asked to fill out statements in ordinal form in the specified number of categories.

Correlation Coefficient Analysis

Correlation coefficient analysis is a linear relationship between two or more variables from observations to test the joint hypothesis (Sugiyono, 2014). Correlation analysis of the relationship between recruitment and employee development on employee performance uses multiple analysis methods.

Tabel 1
Correlation Coefficient Analysis

Coefficient Intervals	Relationship Level
0.00-1.99	Very weak
0.199-0.399	Weak
0.40-0.599	Currently
0.60-0.799	Strong
0.8-1000	Very strong

Analysis of the Coefficient of Determination (R^2)

Analysis of the coefficient of determination is to find out the percentage of influence that has been tested using a correlation test, the following is an example of its arrangement: The coefficient of determination (R^2) shows the percentage effect of all independent variables on the dependent variable. Explains the magnitude of the contribution made by the independent variable to the dependent variable. The coefficient of determination formula can be shown as follows:

$$R^2 = (r^2) \times 100\%$$

Where:

R^2 = Determinant coefficient or determining coefficient

r^2 = correlation coefficient

Hypothesis Testing

The F-test is used to indicate the error rate of the proposed variable. This value indicates the margin of error that is borne by the researcher. If the significance level is $<$, then the 95% confidence level or 5% significance level 0.05 means that there is an influence between the independent variable and the dependent variable.

The t-test is used to test the significance of the relationship between the independent variable (X) and the dependent variable (Y), regardless of whether the independent variable affects the dependent variable individually or in part.

The criteria for the hypothesis whether accepted or rejected are as follows: a) If Sig. < 0.05 , then H_0 is rejected and H_a is accepted. This means that there is influence between the independent variable (X) and the dependent variable (Y); b) If Sig. > 0.05 , then H_0 is

accepted and H_a is rejected. This means that there is no influence between the independent variable (X) and the dependent variable (Y).

RESULTS AND DISCUSSION

Questionnaires were distributed as many as 15 samples and returned as many as 15 samples. Questionnaire return rate 100%. An overview of the distribution of the questionnaires can be seen in the following table:

Table 2
Questionnaire Distribution Table

Questionnaire	Amount	Percentage
Questionnaire Distributed	15	100%
Accepted Questionnaire	15	100%
Unreturned Questionnaires	0	0%
Processed Amount	15	100%

Source: Processed data (SPSS 22 output)

From the table above it can be seen that the respondents who met the requirements to be researched and analyzed totaled 15 respondents.

Validity Test

The results of the validity test can be seen from the table below using r-count and r-table, as follows:

Table 3
Leadership Variable Validity Table (X1)

Statement	R-count	R-table	Information
X1.1	0.712	0.4409	Valid
X1.2	0.722	0.4409	Valid
X1.3	0.779	0.4409	Valid
X1.4	0.769	0.4409	Valid
X1.5	0.737	0.4409	Valid

Source: Data management with SPSS V.22

Based on the comparison between r-count and r-table, it can be concluded that all statements for the leadership variable (X1) are valid.

Table 4
Work Environment Variable Validity Table (X2)

Statement	R-count	R-table	Information
X2.1	0.678	0.4409	Valid
X2.2	0.758	0.4409	Valid
X2.3	0.706	0.4409	Valid
X2.4	0.622	0.4409	Valid
X2.5	0.771	0.4409	Valid

Source: Data management with SPSS V.22

Based on the comparison between r-count and r-table, it can be concluded that all statements for the work environment variable (X2) are valid.

Table 5
Compensation Variable Validity Table (X3)

Statement	R-count	R-table	Information
X1.1	0.660	0.4409	Valid
X1.2	0.734	0.4409	Valid
X1.3	0.762	0.4409	Valid
X1.4	0.713	0.4409	Valid
X1.5	0.525	0.4409	Valid

Source: Data management with SPSS V.22

Based on the comparison between r-count and r-table, it can be concluded that all statements for the compensation variable (X2) are valid.

Table 6
Validity of Teacher Performance Variables (Y)

Statement	R-count	R-table	Information
X1.4	0.713	0.4409	Valid
X1.5	0.525	0.4409	Valid
X1.6	0.665	0.4409	Valid
X1.7	0.843	0.4409	Valid
X1.8	0.735	0.4409	Valid

Source: Data Management Using SPSS V.22

Based on the comparison of r-count with r-table, it can be concluded that all statements for the teacher performance variable (Y) are declared valid.

Reliability Test

The reliability test carried out obtained the following results:

Table 7
Reliability Test Results

Variable	Cronbach's Alpha	Reliability Standards	Information
Leadership	0.866	0.60	Reliable
Work Environment	0.841	0.60	Reliable
Compensation	0.852	0.60	Reliable
Teacher Performance	0.824	0.60	Reliable

Source: Results of Data Management with SPSS V.22

The Cronbach's Alpha value for all variables is greater than 0.60 so that it can be concluded that the indicators or questionnaires used are all said to be reliable and can be trusted as variables measuring tools.

Variable Analysis

The normality test is used to determine whether the data population is normally distributed or not. This test is used to measure ordinal, interval, and ratio data.

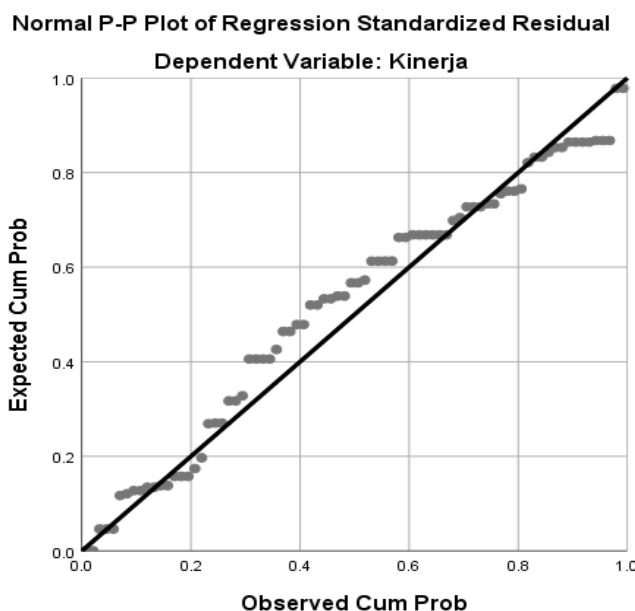


Figure 2
Normal graph of PP Plott of Regression Standardized Residual

Based on the data from the graph above because it follows a linear pattern, this data is normally distributed.

Multiple Linear Regression Analysis

This study uses multiple regression to prove the research hypothesis. This analysis uses input based on data obtained through surveys. The results of data processing using the SPSS program. Details are located in the appendix and are summarized as follows:

Table 8
Multiple Linear Regression Test Table

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Information
	B	std. Error	Betas			
1(Constant)	6,353	1,408		4,514	.025	.025
X1	.461	.086	.576	.166	.023	.001
X2	.250	.089	.300	.135	.050	.007
X3	.456	.097	.452	.024	.014	.000

Source: Results of Data Management with SPSS V.22

Based on the results of the multiple linear regression test in the table above, the regression model obtained is as follows:

$$Y = 0.023X_1 + 0.050X_2 + 0.014X_3$$

Partial Test (t-test)

This test uses the standard error of the average difference between the two samples to show the intensity results where the independent variables individually explain the difference between the two averages. The t test was used with a significance value of 5% to partially test the effect of each independent variable used in the study.

Unstandardized Coefficients				Standardized Coefficients	t	Sig
Model	B	std. Error	Betas			
1 (Constant)	6,353	1,408			4,514	.025
x1	.461	.086	.576		.166	.001
x2	.250	.089	.300		.135	.007
x3	.456	.097	.452		.024	.000

Figure 3
Partial t Test Table
Coefficients^a

Source: Results of Data Management with SPSS V.22

The T test table explains that the sig. variable X1 of 0.001, then sig. variable X2 of 0.007, then sig. variable X3 of 0.000. All of these significant values are less than 0.05, which means that variable X1, variable X2, variable X3 has a partial effect on variable Y.

Simultaneous f Test

Table 9
Simultaneous f Test Table

ANOVA ^a						
	Model	Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	695,358	2	347,679	57,619	.000b
	residual	464,629	13	6034		
	Total	1159,987	15			

a. Dependent Variable: Performance

b. Predictors: (Constant), Competence, Integrity

Source: Results of Data Management with SPSS V.22

The significance value of F (0.000) < error rate ($\alpha = 0.05$), then the hypothesis is accepted, so it can be concluded that the three variables together or simultaneously have a significant effect on teacher performance.

Coefficient of Determination (R^2)

The coefficient of determination is used to find out how big the percentage of closeness between variables is to the dependent variable. The magnitude of the percentage influence of all independent variables on the value of the dependent variable can be seen from the magnitude of the coefficient of determination (R^2) of the regression equation. The coefficient of determination can be seen from the SPSS calculation results as follows:

Table 10
Coefficient of Determination (R^2)

Summary model b				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.774a	.599	.589	2,456

a. Predictors: (Constant), Competence, Integrity

b. Dependent Variable: Performance

Source: Results of Data Management with SPSS V.22

The table above shows that the R^2 value is 0.589 or 58.9% indicating that the employee performance variable that can be explained by the three variables is 58.9%, while 41.1% is explained by other factors not included in this study.

CONCLUSION

The results of this study conclude that the principal's leadership affects teacher performance, the work environment affects teacher performance, and compensation also affects teacher performance. This shows that the teacher's performance will increase if the external factors are improved. To improve teacher performance, it is necessary to improve the leadership of the principal, work environment and compensation at the school.

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