The Environment Teacher Performance on Leadership Style Work Motivation, and Non-Physical Work

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Abstract

This study was conducted at SDN Aren Jaya 18, involving 36 teachers as respondents. The aim of this research is to explore the influence of leadership style, work motivation, and non-physical work environment on teacher performance, both partially and simultaneously. The method used in this research is a quantitative approach. The results show that leadership style partially has a significant impact on performance, with a t-value of 1.816 > t-table 1.693 and a significance value (sig) less than 0.05. Work motivation also partially has a significant impact on performance, with a t-value of 1.880 > t-table 1.693 and a significance value (sig) less than 0.05. The non-physical work environment partially has a significant impact on performance, with a t-value of 1.747 > t-table 1.693 and a significance value (sig) less than 0.05. Simultaneously, leadership style, work motivation, and the non-physical work environment significantly influence teacher performance. The combined influence of these three variables on performance reaches 68%, while the remaining 32% is influenced by other variables not examined in this study. The theoretical implications of these findings suggest that effective leadership style, high work motivation, and a conducive non-physical work environment are important factors in enhancing teacher performance. Meanwhile, the practical implications are that the school and related parties can use these findings as a basis for designing and implementing programs for leadership development, motivation, and improving the work environment to enhance teacher performance.

Keywords: Leadership Style, Teacher Performance, Work Environment.

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INTRODUCTION

The progress of an organization or educational institution cannot be separated from the role and influence of human resources within it. Human resources play a very important role in determining the success of an organization or educational institution. Human resource management is tasked with managing, developing, and optimizing the potential and performance of the workforce within an organization or educational institution.

One aspect that is of primary concern is human resources and education. Quality human resources are the result of a good and sustainable education process. However, education in Indonesia faces serious problems related to low quality. Many argue that the low quality of education is one of the inhibiting factors in creating human resources that are able to meet the needs of national development in various sectors.

According to Sardiman in Darmawan (2021), teachers are considered as one of the human resources in the teaching and learning process, which also plays a role in efforts to form potential human resources in the field of development. Thus, teachers as the main element in the field of education are expected to play an active role and position themselves as responsible professionals.

In the context of education, teacher performance is a measure of how effectively they deliver subject matter, motivate students, and help students achieve their academic and non-academic potential. Teacher performance can be seen not only from their ability to teach in the classroom, but also their ability to manage the classroom, interact with students and parents, and contribute to the development of the school curriculum. The factors that influence performance include "leadership style, work motivation, and non-physical work environment."

Leadership style is a certain way, pattern, and ability used by a leader in behaving, communicating, interacting, to influence, direct, encourage, and control other people or subordinates to be able to do a job so that they can achieve a goal (Sudja & Mujiaati, 2017). Meanwhile, according to (Usman, 2016) Leadership style is the science and art of influencing people or groups to act as expected to achieve goals effectively and efficiently.

In addition to leadership style, another important variable for optimizing teacher performance is work motivation. In this regard, motivation is a driver for someone to act, act, and behave. The definition of work motivation according to Abraham Maslow quoted by (Mangkunegara, 2019) is: "motive is defined as a tendency to activity, started by a drive and ended by an adjustman. The adjustman is said to satisfy the motive". (Motivation is defined as a tendency to activity, starting from an inner drive (drive) and ending with self-adjustment).

Not only leadership style and motivation, variables around the workplace that also influence the improvement of teacher performance are the work environment. The work environment is a place where employees carry out activities every day. An environment that can be said to be conducive can certainly provide a sense of security and allow employees or workers to work optimally. A non-physical work environment is the creation of a harmonious working relationship between employees and superiors. The benefits of the work environment are creating work enthusiasm, so that productivity and work performance increase, besides that the work environment can also affect employee job satisfaction, this is stated according to (Muhammad Ihsan Nasution, 2022). This means that a comfortable work environment will affect the increase in employee performance, and vice versa a comfortable work environment will cause employees to be less enthusiastic about working so that employee performance decreases.

School is one of the places to study in the field of education. In Indonesia, there are many schools, especially in Bekasi City, West Java. SDN Aren Jaya 18 is a Public Elementary School located in Bekasi City. Located at Jl. Pulau Yapen Raya RT.007/RW.008, Aren Jaya Village, East Bekasi District, Bekasi City, West Java, 17111. This Elementary School has 36 teachers, with 391 male students and 359 female students.

At SDN Aren Jaya 18, the composition of staff personnel, administration, and teacher quality tend to be balanced with the educational background they have to carry out tasks in various fields of study at the School. However, the work ethic of these personnel is classified as very good. This school consistently strives to develop

and improve the motivational structure, non-physical work environment, and teacher performance. However, in a developing area, such as Bekasi City, the challenge in motivating educators is very large. Therefore, to ensure the continued development of school performance, the management of SDN Aren Jaya 18 emphasizes the importance of providing the best service in order to achieve educational targets. Of course, this must be supported by effective leadership and in accordance with the style applied by the principal. If there is no balance between leadership, work motivation, and non-physical work environment with the performance achieved by the teachers, it can have a negative impact on both the performance of the employees themselves and the overall performance of the school. Therefore, an in-depth study is needed if there is a mismatch between these factors.

From the description, it can be concluded that various activities offered by SDN Aren Jaya 18 require the best service from teachers and employees to the principal. Loyalty, sense of belonging, and effectiveness and efficiency in working will not be achieved without strong and positive work motivation from leaders, as well as a non-physical work environment that supports the performance that has been achieved by teachers.

In this study, it is expected to reveal the pattern of relationship between leadership style, work motivation, and non-physical work environment with teacher performance, so that it can provide deeper insight for the development of effective school management and administration strategies in improving the quality of basic education at SDN Aren Jaya 18. Thus, this study will be an important foundation for designing policies and intervention programs aimed at improving the quality of education and teacher welfare, as well as strengthening the education system at the elementary level.

Based on this, the author is interested in conducting research with the title "The Influence of Leadership Style, Work Motivation and Non-Physical Work Environment on Teacher Performance at SDN Aren Jaya 18."

METHODOLOGY

The analysis method in this study uses the research method quantitative . With this method, the data used will show that the phenomenon being studied can be clearly identified, because the data obtained is the result of valid data obtained directly through the main problem of the study. Therefore, this study was conducted using a quantitative research method and is expected to provide a clear picture and prove the relationship between research and the phenomenon being studied, such as the influence of leadership style, work motivation, and non-physical work environment on teacher performance at SDN Aren Jaya 18 . In this study, the method of data collection is the use of questionnaires. In this questionnaire, the assessment is carried out using a Likert scale. Respondents will rate each statement by giving a value from 1 to 5. This research questionnaire will be given to teachers, and will be distributed through an online form with relevant statements related to the variables of leadership style, work motivation, and non-physical work environment on teacher performance at SDN Aren Jaya 18. The use of secondary data in this study will help complete the understanding of the influence of leadership style, work motivation, and non-physical work environment on teacher performance at SDN Aren Jaya 18. This secondary data will be a valuable source of information to strengthen research findings and broaden insight into the phenomenon being studied. By combining secondary data with

primary data obtained through questionnaires, this study will have a strong basis for answering research statements and producing more comprehensive findings. The analysis methods used in this study are validity test, reliability test, classical assumption test, normality test, multicollinearity test, heteroscedasticity test, multiple regression test, and hypothesis test (T test, F test, and coefficient of determination test.)

Informant

This research involving 36 respondents who participated in filling out the questionnaire. From the data collected, a description of the characteristics of the respondents can be obtained, including:

Table 1. Respondent Characteristics
By Gender

Gender	Amount Respondents	Percentage
Man	8	22%
Woman	28	78%

Source : Processed Data Author , (2024)

The table above show that amount Respondent dominated by women as many as 28 people with percentage of 8%, while man as many as 8 people with percentage 22%.

RESULTS AND DISCUSSION
Validity Test Results

Table 3. Validity Test

Variables	Item	Rcount	Rtable	Information
X1	X1.1	0.841	0.423	Valid
	X1.2	0.595	0.423	Valid
	X1.3	0.694	0.423	Valid
	X1.4	0.703	0.423	Valid
	X1.5	0.527	0.423	Valid
	X1.6	0.648	0.423	Valid
	X1.7	0.746	0.423	Valid
X2	X2.1	0,618	0,423	Valid
	X2.2	0,631	0,423	Valid
	X2.3	0,739	0,423	Valid
	X2.4	0,730	0,423	Valid
	X2.5	0,708	0,423	Valid
	X2.6	0,662	0,423	Valid
	X2.7	0,679	0,423	Valid
	X2.8	0,708	0,423	Valid
X3	X3.1	0,589	0,423	Valid
	X3.2	0,688	0,423	Valid
	X3.3	0,614	0,423	Valid
	X3.4	0,556	0,423	Valid
	X3.5	0,757	0,423	Valid

	X3.6	0,795	0,423	Valid
	X3.7	0.773	0,423	Valid
Y	Y.1	0,620	0,423	Valid
	Y.2	0,577	0,423	Valid
	Y.3	0,666	0,423	Valid
	Y.4	0,462	0,423	Valid
	Y.5	0,784	0,423	Valid
	Y.6	0,689	0,423	Valid
	Y.7	0,815	0,423	Valid
	Y.8	0,717	0,423	Valid

Source : Processed Data Author , (2024)

Based on results validity test research conducted in research This with variable free style leadership , motivation work and environment non- physical work to variable bound that is teacher performance , with 30 statement items , was declared valid. With the value of each statement item has a calculated r > from the table r (0.423) and has a value of positive . With thus grain the declared valid.

Reliability Test Results

Table 4. Reliability Test

Variables	Alpha Cronback	Criteria	Information
X1	0.808	Reliable if *cronback alpha* > 0.70	Reliable
X2	0.821		Reliable
X3	0.809		Reliable
Y	0.820		Reliable

Source : Processed Data Author , (2024)

Test results reliability in research This show Cronbach's alpha value for variable X1 is 0.808; X2 is 0.821; X3 is 0.809; and variable Y is 0.820. With values this , can concluded that all statements on each variable nature reliable , because exceed standard thresholds that are generally considered as indicator reliability , namely > 0.70.

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		36
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.54251319
Most Extreme Differences	Absolute	.141
	Positive	.067
	Negative	-.141

Test Statistic	.141
Asymp. Sig. (2-tailed)	.068[c]
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	

Source : Processed Data Author, (2024)

Based on results from the *One Sample Kolmogorov-Smirnov Test* Table , the value significance obtained of 0.068. The significance value This more big from the level of significance 0.05 then can collected that distribution Leadership Style variables (X1), Motivation Work (X2), Environment Non- Physical Work (X3), and Teacher Performance (Y) in study This can normally distributed .

Multicollinearity Test Results

Table 6. Multicollinearity Test

Variables	Tolerance	VIF
X1	0.926	1,080
X2	0.910	1,099
X3	0.890	1,120

Source : Processed Data Author , (2024)

From the results testing multicollinearity is carried out known that tolerance value of each variable more big from > 0.10 (if seen from tolerance) and if seen from the Variance Inflation Factor (VIF) < 10.00 then can it is said that the regression model influence style leadership , motivation work and environment non- physical work to teacher performance is not happen symptom multicollinearity .

Heteroscedasticity Test Results

Table 7. Heteroscedasticity Test Glacier

Variables	t	Sig
Leadership Style	-0.250	0.804
Motivation Work	1,708	0.097
Environment Non- Physical Work	-1,309	0.200

Source : Processed Data Author , (2024)

With the Glejser test , it is stated that , if sig value > 0.05 then No happen heteroscedasticity .

Analysis Test Results Multiple Linear Regression

Table 8. Analysis Test Multiple Linear Regression

	Coefficients [a]					
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	19,684	9,046			2.176	.037
Leadership Style	.275	.151	.286		1,816	.039
Work motivation	.185	.180	.163		1,880	.033
Work environment Non-Physical	.291	.167	.280		1,747	.020

a. Dependent Variable: Performance

Source : Processed Data Author , (2024)

Based on equality regression on can known The Constant value (a) is 19.684 , while values of X1 X2 and X3 (b or coefficient regression) of 0.275; 0.185; and 0.291 so that equality regression can stated as following :

Y= a+b1X1 + b2X2 + b3X3 atau

Y= 19.864 + 0.275 + 0.185 + 0.291

1. a = Constants as much as 19,684 stated that If Leadership Style variables (X1), Motivation Work (X2), and Environment Non- Physical Work (X3) is considered constant then the Teacher Performance at SDN Aren Jaya 18 will positive .
2. b2 = Coefficient regression Motivation Work (X2) of 0.185 indicates that if Leadership Style (X1), and Environment Non- Physical Work (X3) is constant , then with existence improvement Motivation Increased work as well as safe so that resulting in increased teacher performance .
3. b3 = Coefficient regression Environment Non- Physical Work (X3) of 0.291 indicates that if Leadership Style (X1), and Motivation Work (X2) is constant , then with existence improvement Environment Non- Physical Work Good so that resulting in increased teacher performance .

Hypothesis Test Results
T-Test Results

Table 9. T-test (Significant) Partial)

Variables	t	Sig
Leadership Style	1,816	0.039
Motivation Work	1,880	0.033
Environment Work Non- Physical	1,747	0.020

Source : Processed Data Author , (2024)

Based on the results of the t-test above , it is known that degrees freedom (df) is n - k, with k being amount variables , so that mark df is 36 - 4 = 32. The t- table value obtained is 1,693 with mark significance not enough from 0.05.

1. Variable X1 (style leadership), t- value count is 1.816 with mark significance < 0.05, so Ho is rejected and Ha is accepted , indicating that style leadership influential significant to performance .
2. Variable X2 (motivation) work), t- value count is 1,880 with mark significance < 0.05, so Ho is rejected and Ha is accepted , indicating that motivation Work influential significant to performance
3. Variable X3 (environment) non- physical work), t- value count is 1,747 with mark significance < 0.05, so Ho is rejected and Ha is accepted , indicating that environment non- physical work influential significant to performance .

F Test Results

Table 10. F Test (Simultaneous)

ANOVA [a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	82,636	3	27,545	3,896	0.018 [b]
Residual	226,253	32	7,070		
Total	308,889	35			
a. Dependent Variable: Performance (Y)					
a. Predictors: (Constant), Leadership Style, Work Motivation, Non-Physical Work Environment					

Source : Processed Data Author , (2024)

On the results F test testing , can known that degrees freedom (df) is calculated with formula df = n – k, where n is amount sample and k is amount variables . With k = 4 and n = 36, then mark df = 36 – 4 = 32. Therefore that is , the F- table value (3;32) is 2.88.

1. Based on The results of the F test carried out were obtained F- value count of 3,896 which is more big than F- table value of 2.88 with level significance 0.018 < 0.05. This is show that in a way together style leadership , motivation work and environment non- physical work give significant influence to performance .

Coefficient Test Determination (R ^{2})

Table 11. Coefficient Test Determination (R ^{2})

Model Summary				
Model	R	R *Square*	*Adjusted* R *Square*	*Std. Error of the Estimate*
1	0.517 [a]	0.688	0.199	2,659
a. Predictors: (Constant), Leadership Style, Work Motivation, Non-Physical Work Environment b. Dependent Variable: Performance				

Source : Processed Data Author , (2024)

Based on determination test results , obtained The R square value is 0.688 or 68%. This is show that 68% of the variation in style live Korean wave can explained by the variables of fashion trends, media exposure , and community . While that , the remaining 32% influenced by other variables that are not entered in the research model This .

CONCLUSION

From the results of the research and discussion of the influence of leadership style, work motivation, and non-physical work environment on teacher performance at SDN Aren Jaya 18, the following conclusions were obtained:

1. Leadership style is proven to have a significant effect on teacher performance at SDN Aren Jaya 18, with a t-count of 1.816, exceeding the t-table of 1.693, and a significance value of less than 0.05. This shows that the better the leadership style applied, the better the teacher performance at SDN Aren Jaya 18.
2. Work motivation is also proven to have a significant effect on teacher performance at SDN Aren Jaya 18, with a t-count of 1.880, exceeding the t-table of 1.693, and a significance value of less than 0.05. This means that the higher the level of work motivation, the higher the performance of the teachers.
3. The influence of non-physical work environment on teacher performance at SDN Aren Jaya 18 was also proven to be significant, with a t-count of 1.747 which exceeded the t-table of 1.693, and a significance value of less than 0.05. This shows that improving the non-physical work environment can improve teacher performance.
4. Taken together, leadership style, work motivation, and non-physical work environment have a significant influence on teacher performance at SDN Aren Jaya 18, with a percentage of influence of 68%, while the remaining 32% is influenced by other factors .

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