

# Teacher Performance at State Middle School

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## Abstract

Kinerja guru ditinjau dari motivasi kerja, komitmen organisasi, gaya kepemimpinan, dan budaya organisasi pada SMP Negeri 1 Ngawen Blora. Penelitian ini bertujuan untuk mengetahui dan menjelaskan pengaruh motivasi kerja, komitmen organisasi, gaya kepemimpinan, dan budaya organisasi terhadap kinerja guru di SMP Negeri 1 Ngawen Blora. Populasi penelitian ini adalah seluruh guru di SMP Negeri 1 Ngawen Blora yang berjumlah 46 orang dengan teknik sampel jenuh. Pengumpulan data menggunakan kuesioner. Teknik analisis data menggunakan metode Analisis Linier Berganda. Hasil penelitian menunjukkan bahwa motivasi kerja, komitmen organisasi, gaya kepemimpinan, dan budaya organisasi berpengaruh terhadap kinerja guru di SMP Negeri 1 Ngawen Blora sebesar 72,1% sedangkan sisanya sebesar 27,9% dijelaskan oleh variabel lain yang tidak disampaikan dalam penelitian ini. Saran dari penelitian ini, guru di SMP Negeri 1 Ngawen Blora dapat meningkatkan motivasi kerja, komitmen organisasi, dan budaya organisasi yang baik melalui gaya kepemimpinan yang sesuai untuk mencapai hasil kinerja yang maksimal bagi SMP Negeri 1 Ngawen Blora.

**Keywords:** *Kinerja, Motivasi Kerja, Komitmen Organisasi, Gaya Kepemimpinan, Budaya Organisasi.*

## Abstract

Teacher performance reviewed from work motivation, organizational commitment, leadership style, and organizational culture at SMP Negeri 1 Ngawen Blora. This study aims to determine and explain the effect of work motivation, organizational commitment, leadership style, and organizational culture on teacher performance at SMP Negeri 1 Ngawen Blora. The population of this study was all teachers at SMP Negeri 1 Ngawen Blora totaling 46 people with a saturated sample technique. Data collection using a questionnaire. Data analysis techniques using the Multiple Linear Analysis method. The results of the study showed that work motivation, organizational commitment, leadership style, and organizational culture influenced teacher performance at SMP Negeri 1 Ngawen Blora by 72.1% while the remaining 27.9% was explained by other variables not proposed in this study. Suggestions from this study, teachers at SMP Negeri 1 Ngawen Blora can improve work motivation, organizational commitment, and good organizational culture through a leadership style that is suitable to achieve maximum performance results for SMP Negeri 1 Ngawen Blora.

**Keywords:** *Performance, Work Motivation, Organizational Commitment, Leadership Style, Organizational Culture*

## INTRODUCTION

Teacher performance greatly determines the quality of education because teachers are the spearhead in the learning process. Teachers have a central role in developing student potential, and for that, optimal teacher performance is needed. Teacher performance not only affects student learning outcomes, but also the quality of graduates who are able to compete in the world of work or continue their education to a higher level. Thus, teacher performance is one of the important components that must be considered in efforts to improve the quality of education. Superior human resources will make a country reckoned with, therefore teachers are the determinants in creating superior human resources.

The National Education System according to Law Number 20 of 2003 Article 1 paragraph 1 concerning the mandate that education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have spiritual religious strength, self-control, personality and intelligence, noble morals and skills possessed by themselves, society, nation and state.

Teachers consistently have the motivation to achieve from time to time and are not satisfied with what has been produced. Because motivation is the spirit in carrying out their profession as educators, which ends with efforts to improve performance. Teachers who are passionate about having their needs met will be seen from their motivation to do their best, want to cooperate, work effectively and be supported by the environment or their competence to produce results for students and schools (Yusuf & Kamarudin, 2023).

Motivation in a person is a driving force that will create a behavior to achieve the goal of self-satisfaction. The organization must be able to motivate employees to master the work well according to the direction of supervision by orienting themselves on the results achieved later. Motivation is a tool and factor that influences organizational commitment. With the right motivation, employees will be encouraged to do their best in carrying out their duties so that they can support increased productivity and company performance (Permatasari & Rohwiyati, 2021).

The principal as the driving force for improving teacher performance is required to have a broad vision, mission, and insight as well as adequate professional skills in planning, organizing, implementing and supervising the implementation of education. In addition, it is required to have the ability to build harmonious cooperation with various parties related to the education program in the school. Ability will certainly affect the performance of teachers in carrying out their duties. One of the performance indicators is assessed based on the implementation of tasks and roles. One of the very important roles is as an administrator and supervisor in an effort to improve teacher performance in preparing themselves to teach both in the readiness of the learning implementation plan and so on (Harmandi, Lian & Wardanita, 2021).

Factors that influence performance include organizational factors, including organizational structure, organizational culture, job design, leadership and reward systems (Amri, 2022). The problem of improving performance is closely related to the problem of how to motivate employees, how supervision is carried out, and how to develop an effective work culture and how to create a comfortable and conducive work environment, so that employees can and are willing to work optimally and so that they can support the achievement of organizational goals (Famiha, 2022).

SMP Negeri 1 Ngawen is one of the junior high schools with a good reputation in Blora Regency. This school is known for its commitment to improving the quality of education and developing teacher professionalism. With a diverse number of teaching staff and varied educational backgrounds, SMP Negeri 1 Ngawen requires teachers' work motivation to be very high when carrying out teaching duties and a high organizational commitment to the school in order to be able to show good performance according to expectations. In addition, a supportive school environment and adequate facilities are supporting factors for this study, where interactions between teachers, students, and can be observed directly. In addition, the leadership style at SMP Negeri 1 Ngawen is one of the important aspects that will be analyzed in this study. which leads with a participatory approach and prioritizes a positive work culture sometimes still cannot be applied by all teachers so that a good organizational culture cannot be achieved.

## RESEARCH METHODS

This type of research is a quantitative research. Place and Time of Research. This research was conducted at SMP Negeri 1 Ngawen Blora. The research time was carried out for one month, namely in November - December 2024. The population used in this study were teachers at SMP Negeri 1 Ngawen in the 2024/2025 Academic Year totaling 46 people. In this study, the sampling technique used was nonprobability sampling with the technique taken being saturated sampling (census). Therefore, the researcher chose a sample using the saturated sampling technique because the population was relatively small, so the sample used in this study was 46 people. To test whether the independent variable affects the dependent variable as stated in the hypothesis,

this study uses multiple regression analysis or multiple linear regression analysis. The multiple linear regression equation is:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

Where

- Y : Performance Variables Teacher  
 X1 : Work Motivation Variables  
 X2 : Organizational Commitment Variable  
 X3 : Leadership Style Variables  
 X4 : Organizational Culture Variables  
 e = error, other variables that are not included in the model

## RESULTSL AND DISCUSSION

**Table 1 Multiple Linear Regression Results**

| No | Variables                 | Unstandardized B | Information |
|----|---------------------------|------------------|-------------|
| 1  | (Constant)                | 4.156            | Positive    |
| 2  | Work motivation           | 0.103            | Positive    |
| 3  | Organizational Commitment | 0.223            | Positive    |
| 4  | Leadership Style          | 0.309            | Positive    |
| 5  | Organizational culture    | -0.055           | Negative    |

Source: Data processed in 2024

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 4.156 + 0.103 X_1 + 0.223 X_2 + 0.309 X_3 - 0.055 X_4$$

From this equation it can be explained that:

- Constant (a)  
The constant value of 4.156 shows that the variables of Work Motivation, Organizational Commitment, Leadership Style and Organizational Culture if the value is 0 then the performance of Teachers at SMP Negeri 1 Ngawen, Blora has a positive constant at 4.156.
- Work Motivation Coefficient ( $b_1$ )  
The value of the Work Motivation coefficient or Work Motivation variable ( $\beta_1$ ) of 0.103 with a positive value. This means that every increase in Work Motivation by 1 time, the performance of Teachers at SMP Negeri 1 Ngawen, Blora will increase by 0.103 assuming other variables are constant.
- Organizational Commitment Coefficient ( $b_2$ )  
The value of the Organizational Commitment coefficient or Organizational Commitment variable ( $\beta_2$ ) of 0.223 with a positive value. This means that every increase in Organizational Commitment by 1 time, the performance of Teachers at SMP Negeri 1 Ngawen, Blora will increase by 0.223 assuming other variables are constant.
- Leadership Style Coefficient ( $b_3$ )  
Leadership Style Value or Leadership Style variable ( $\beta_3$ ) of 0.309 with a positive value. This means that every increase in Leadership Style by 1 time, the performance of Teachers at SMP Negeri 1 Ngawen, Blora will increase by 0.309 assuming other variables are constant.
- Organizational Culture Coefficient ( $b_4$ )  
Organizational Culture Values or Organizational Culture variables ( $\beta_4$ ) of 0.055 with a negative value. This means that every decrease in Organizational Culture by 1 time, the performance of Teachers at SMP Negeri 1 Ngawen, Blora will decrease by 0.055 assuming other variables are constant.

## Model Feasibility Test

**Table 2 Model Testing Results**

| Model      | Fcount | Ftable | Sig.  | Standard | Information    |
|------------|--------|--------|-------|----------|----------------|
| Regression | 7,5444 | 2.88   | 0,000 | 0.05     | Eligible Model |

Source: Data processed in 2024

From the results of the feasibility test of the model obtained  $F_{count} > F_{table}$  of  $7.544 > 2.88$  with a significance of 0.000 meaning that this analysis is significant with a significance level of less than 0.05 then  $H_0$  is rejected and  $H_a$  is accepted. In other words, there is an influence between Work Motivation, Organizational Commitment, Leadership Style and Organizational Culture simultaneously and significantly on the performance of Teachers at SMP Negeri 1 Ngawen, Blora and meets the feasibility test of the model.

### Hypothesis Testing

**Table 3 Hypothesis Testing Results**

| Hypothesis | count | table  | Sig.  | Standard | Information |
|------------|-------|--------|-------|----------|-------------|
| H1         | 2.386 | >1,687 | 0.005 | 0.05     | Ha Accepted |
| H2         | 2.445 | >1,687 | 0.008 | 0.05     | Ha Accepted |
| H3         | 2,049 | >1,687 | 0.009 | 0.05     | Ha Accepted |
| H4         | 2.387 | >1,687 | 0.001 | 0.05     | Ha Accepted |

Source: Data processed in 2024

Based on the results of the t-test in the table above, it can be explained in a hypothesis in the following form:

- The Influence of Work Motivation on Teacher Performance at SMP Negeri 1 Ngawen, Blora  
The Work Motivation variable has a tcount value  $> t_{table}$  ( $2.386 > 1.687$ ) and a significance of  $0.0005 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence of motivation on teacher performance at SMP Negeri 1 Ngawen, Blora.
- The Influence of Organizational Commitment on Teacher Performance at SMP Negeri 1 Ngawen, Blora  
The Organizational Commitment variable has a tcount value  $> t_{table}$  ( $2.445 > 1.687$ ) and a significance of  $0.008 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence of Organizational Commitment on Teacher performance at SMP Negeri 1 Ngawen, Blora.
- The Influence of Leadership Style on Teacher Performance at SMP Negeri 1 Ngawen, Blora  
The Leadership Style variable has a value of t count  $> t_{table}$  ( $2.049 > 1.687$ ) and a significance of  $0.009 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence of Leadership Style on Teacher Performance at SMP Negeri 1 Ngawen, Blora.
- The Influence of Organizational Culture on Teacher Performance at SMP Negeri 1 Ngawen, Blora  
The Organizational Culture variable has a value of t count  $> t_{table}$  ( $2.387 > 1.687$ ) and a significance of  $0.001 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence of Organizational Culture on Teacher Performance at SMP Negeri 1 Ngawen, Blora.

### Coefficient of Determination Test ( $R^2$ )

**Table 4 Determination Coefficient Results**

| Model | R      | R Square | Adjusted R Square | Information    |
|-------|--------|----------|-------------------|----------------|
| 1     | 0.697a | 0.786    | 0.721             | Eligible Model |

Source: Data processed in 2024

Based on the calculation results, the adjusted R square value is 0.721. This means that the variables of Leadership, Discipline, Leadership Style and Organizational Culture contribute to Teacher Performance by 72.1% while the remaining 27.9% is explained by other variables not proposed in this study.

### The Influence of Work Motivation on Teacher Performance at SMP Negeri 1 Ngawen, Blora

Based on the test presented in Table IV.10, it shows that the Work Motivation Variable has a tcount value  $> t_{table}$  ( $2.386 > 1.687$ ) and a significance of  $0.0005 < 0.05$ , so  $H_0$  is rejected

and  $H_a$  is accepted. It can be concluded that motivation has a positive and significant effect on Teacher performance at SMP Negeri 1 Ngawen, Blora.

The results of the study on Work Motivation having a positive and significant effect on Teacher performance at SMP Negeri 1 Ngawen, Blora are in line with the research results of Hartini, Rahmawati & Asmin (2021) and Yusuf & Kamarudin (2023) which found that Motivation, organizational commitment, and competence have a positive and significant effect on performance.

Teachers of SMP Negeri 1 Ngawen Blora have quite high motivation in carrying out their work and obligations at school. In everyday situations, teachers seem very enthusiastic in giving lessons to students by using various teaching methods that are adjusted to the type of lesson being taught and also according to the conditions or abilities of their students.

Employee work motivation is one of the keys to the success of an institution. Because motivation includes commitment, drive, and energy that employees bring every day to their job responsibilities. Institutions with employees who do not have work motivation can be at risk of experiencing decreased employee productivity and performance, lower output levels and the possibility that the company will fail to achieve its important goals.

### **The Influence of Organizational Commitment on Teacher Performance at SMP Negeri 1 Ngawen, Blora**

Based on the test presented in Table IV.10, it shows that the Organizational Commitment Variable has a  $t_{count}$  value  $> t_{table}$  ( $2.445 > 1.687$ ) and a significance of  $0.008 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that Organizational Commitment has a positive and significant effect on Teacher performance at SMP Negeri 1 Ngawen, Blora.

The results of the study on Organizational Commitment have a positive and significant effect on teacher performance at SMP Negeri 1 Ngawen, Blora in accordance with research by Permatasari & Rohwiyati (2022) and Balela, Aslamiah & Sulaiman (2024) found that Transformational Leadership, Work Culture, and Organizational Commitment have a positive and significant effect on Teacher Performance.

Teachers of SMP Negeri 1 Ngawen Blora have a very high commitment to the school, so that in their daily work practices, they always show enthusiasm to advance the school both in terms of improving student achievement in various types of subjects and in general together with other teachers or employees to realize the school's vision, namely the realization of students who are noble, intelligent, creative, have the character of Pancasila Students, and are environmentally friendly by implementing the 5 missions to achieve the vision to achieve the school's goals, both short-term, medium-term and long-term goals.

### **The influence of leadership style on teacher performance at SMP Negeri 1 Ngawen, Blora.**

Based on the test presented in Table IV.10, it shows that the Motivation Variable has a  $t_{count}$  value  $> t_{table}$  ( $2.049 > 1.687$ ) and a significance of  $0.009 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that leadership style has a positive and significant effect on Teacher performance at SMP Negeri 1 Ngawen, Blora.

Research on leadership style towards Teacher Performance at SMP Negeri 1 Ngawen, Blora. has a significant influence according to research by Harmendi, Lian & Wardanita (2021) and Hartini, Kozlova & Masitoh (2020) which found that certified teachers and leadership have a partial and simultaneous influence on teacher performance.

The principal as the highest leader at SMP Negeri 1 Ngawen Blora has implemented a leadership style that is appropriate or in accordance with the conditions of the teachers and the school environment by coordinating a lot or often with all teachers and school employees after listening to the aspirations or input from all employees at the school regarding the conditions that occur for the progress of the school. A suitable leadership style is essential in strengthening this culture; a good leader will exemplify core values and serve as a role model for employees.

## **The Influence of Organizational Culture on Teacher Performance at SMP Negeri 1 Ngawen, Blora**

The Organizational Culture variable has a  $t_{count}$  value  $> t_{table}$  ( $2.387 > 1.687$ ) and a significance of  $0.001 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that Organizational Culture has a positive and significant effect on Teacher performance at SMP Negeri 1 Ngawen, Blora.

The results of the study of Organizational Culture on Teacher Performance at SMP Negeri 1 Ngawen, Blora have a positive and significant effect according to research by Prayetno (2022) and Amri (2022) which found that Organizational Culture, Interpersonal Communication and Competence have a positive and significant effect on Teacher Performance.

Teachers and staff at SMP Negeri 1 Ngawen Blora have maximally carried out their daily work in their respective capacities by implementing the culture or habits or norms that have been established by mutual agreement in a large meeting between the school leadership and all teachers and staff, so that the agreements formed will be implemented happily without coercion because it is a mutual agreement in order to achieve the vision, mission and goals of the school.

Organizational culture plays a crucial role in determining the performance of a school. Within an institution, organizational culture serves as an unwritten guide that guides employee behavior and decisions through shared values and norms. These values, when practiced consistently, can increase productivity by creating a cohesive and energized work environment. For example, schools with a strong organizational culture often perform better because their teachers and employees are more motivated and feel deeply involved in the school's goals. A study shows that companies with strong organizational cultures, such as Google and Zappos, not only excel in innovation and customer service, but also have a long line of potential employees eager to join. To develop an effective organizational culture, institutions should involve all levels of employees in the process of shaping these values, ensuring that every voice is heard and translated into daily practices. Thus, a strong organizational culture not only improves employee performance but also contributes to the long-term success of the institution.

### **CONCLUSION**

This study aims to test and analyze the Influence of Work Motivation, Organizational Commitment, Leadership Style, and Organizational Culture on Performance at SMP Negeri 1 Ngawen Blora. This study is a quantitative descriptive study with a population and sample of 46 (forty-six) employees of SMP Negeri 1 Ngawen Blora. The research instrument is a questionnaire with a Likert scale and multiple linear regression analysis. Based on the results of the study on the Influence of Work Motivation, Organizational Commitment, Leadership Style, and Organizational Culture on Performance at SMP Negeri 1 Ngawen Blora, it can be concluded that Work Motivation, Organizational Commitment, Leadership Style, Organizational Culture have a positive and significant effect on the performance of teachers at SMP Negeri 1 Ngawen

From the results of the analysis that has been done, the suggestions that can be put forward are Increasing the awareness and motivation of teachers to carry out tasks from the school in daily work activities. Maintaining the leadership style of the principal that is already suitable for the school environment in order to improve the performance of teachers and school employees in general.

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