

## **Performance Reviewed from Leadership, Human Resource Professionalism, Motivation and Work Discipline of Teachers at State Senior High School 1 Purwantoro**

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### **ABSTRACT**

*Teacher performance is a critical determinant of educational quality and institutional effectiveness. This study aims to examine and analyze the influence of leadership, human resource professionalism, motivation, and work discipline on teacher performance at SMA Negeri 1 Purwantoro, Wonogiri Regency. This research employed a descriptive quantitative approach. The population comprised all teachers at SMA Negeri 1 Purwantoro, totaling 53 individuals. A non-probability sampling technique with a census method was applied, in which the entire population was used as the research sample. The results indicate that leadership has a positive and significant effect on teacher performance. Similarly, human resource professionalism exerts a positive and significant influence on teacher performance. Motivation and work discipline were also found to have positive and significant effects on teacher performance. In conclusion, leadership, human resource professionalism, motivation, and work discipline are key determinants that significantly enhance teacher performance at SMA Negeri 1 Purwantoro.*

**Keywords:** *teacher performance, leadership, human resource professionalism, motivation, work discipline*

### **INTRODUCTION**

The teaching profession plays a major role and is at the forefront of an educational institution, to create quality education and character for students. A teacher is not only tasked with teaching, but more broadly, a teacher has duties including being an educator, teacher, guide, facilitator, becoming a substitute for parents during the education period, as an assessor, a source of learning as well as being an example and role model for his students.

The extraordinary role of teachers is required to be everything for the education and character of students in the current era as the researcher mentioned above, must get a positive response from the profession that carries it out so that supporting factors such as the role of leaders in providing work motivation and valid performance measurement tools, clear work discipline regulations and the professionalism of a teacher will determine the success or failure of the overall educational goals that have been determined by the government of the Republic of Indonesia.

Performance is a key factor in this research, as it determines the quality of service in educational institutions. Previous research has shown that Employee performance is the quality and quantity of results achieved by an employee when carrying out the tasks assigned to him in accordance with his responsibilities. (Putri, Al Sukri, Djamil, 2022), kperformance in general stated by Son, Riki, (2022) that the

performance of a company that has experienced, knowledgeable and skilled employees with good ethics and discipline and can manage the company optimally so that the company becomes much better. Research Fatmawati, Hartono, Istiatin, (2020) stated that performance is a form of manifestation of an employee's behavior according to his/her abilities, whereas according to Sari, Zamzam, Syamsudin, (2020) Performance is a reflection of the results achieved by a person or group of people in carrying out tasks and responsibilities according to the measures or standards applicable to each organization.

Many variables influence teacher performance, including leadership, human resource professionalism, motivation, and work discipline. Leadership is a leader's ability to influence others by eliciting positive feelings in those they lead, leading to the achievement of desired goals. (Syafri, Amang, Mas'ud, 2023) Therefore, leaders must be able to position themselves as the head of all areas in the company so they can organize employees to work well and also be able to motivate employees. According to Putri, Al Sukri, Djamil, (2022) Leadership is the ability of a person to influence others in their environment so that they are willing to achieve desired goals. A leader is someone who has subordinates or followers to achieve a goal, and their success is greatly influenced by the leadership they possess. (Fatmawati, Hartono, Istiatin, 2020) Another opinion is that leadership is a process where someone can move other people towards achieving a certain vision by providing guidance, direction, responsibility and motivation so that the achievement of organizational goals can be achieved well, whereas according to... Sari, Zamzam, Syamsudin, (2020) Leadership directly influences the achievement of organizational goals. Leaders can influence morale, job satisfaction, and the level of achievement of an organization. A leader's ability to provide direction is a crucial factor in an organization. A leader's primary role is decision-making.

Besides leadership, the next variable that determines whether performance is good or not is the professionalism of human resources. According to Putri, Al Sukri, Djamil, (2022) states that one of the internal factors that is the main seed for producing good performance is the human resources owned by the company to achieve the company's vision and mission. Quality and appropriate human resources are one of the determinants in achieving company goals. This effort aims to ensure that quality human resources can lead the company to be more innovative, developed, skilled, and creative in competing in the current era of globalization. According to Faisal, Chamariyah, Subiyanto, (2022) proper and accurate personnel management can increase company productivity and ensure the satisfaction of company members and create a high sense of loyalty, while according to Nusabelani, Sarsono, Suwarno, (2022) Professionalism is each person's commitment to a job in order to improve their professional abilities and continue to develop strategies that are used when working.

According to Syafri, Amang, Mas'ud, (2023) Motivation can be described as a leader's effort to take the initiative to motivate employees to be more efficient and successful in achieving their goals, especially for the company. Good motivation will produce high-quality employees, thus benefiting the company. Motivation is a drive

or desire that arises from within an individual, and can stem from inspiration and enthusiasm, enabling individuals to willingly and voluntarily undertake activities and tasks with full dedication and in accordance with their responsibilities. Motivation can take the form of enthusiasm, target achievement, and a person's desire to achieve goals, both individually and as a group. Putri, Al Sukri, Djamil, (2022). Meanwhile, according to Sari, Zamzam, Syamsudin, (2020) Motivation is a psychological process that drives people to do something. When motivating subordinates, a manager will face two factors that influence people's work: willingness and ability. Willpower can be addressed through motivation, while ability can be addressed through training. Therefore, it can be concluded that human performance is influenced by both motivation and ability.

The final variable in this study is work discipline. Discipline is an attitude, behavior, and actions that comply with company regulations, both written and unwritten. These regulations include employee absences, late arrivals, and early departures. Therefore, this constitutes employee indiscipline that management must address appropriately. Putri, Al Sukri, Djamil, (2022), while according to Putra, Riki, (2022) stated that with high employee discipline in a company, a leader can manage the company optimally so that the company becomes even better. According to Fatmawati, Hartono, Istiatin, (2020) He stated that work discipline involves a conscious attitude and willingness to comply with company regulations. Disciplined individuals tend to work according to established regulations and obligations, resulting in smooth work flow and improved company performance.

## RESEARCH METHODS

This study uses a quantitative descriptive approach. The author chose to use a quantitative descriptive method to determine the magnitude of influence and significance between the variables of leadership, human resource professionalism, motivation and work discipline on teacher performance. This study was conducted at SMA Negeri 1 Purwantoro, Wonogiri Regency, located at Jalan Raya Tegalrejo-Purwantoro, Tegalrejo Village, Purwantoro District, Wonogiri Regency, Central Java 57695. The study was conducted for 6 months from June to December 2025. The researcher conducted this study because of interest and curiosity about the real influence of leadership, human resource professionalism, motivation and work discipline on teacher performance at SMA Negeri 1 Purwantoro, Wonogiri Regency. The population in this study were all teachers working at SMA Negeri 1 Purwantoro, totaling 53 people. The number of samples taken in this study were all teachers of SMA Negeri 1 Purwantoro, totaling 53 people. The sampling technique used in this study was a non-probability sampling technique with a census method. The variables used in this study consist of 2 variables, namely the dependent variable is teacher performance and the independent variables consist of leadership, human resource professionalism, motivation and work discipline. After the data tabulation was carried out, the data was processed using multiple linear regression analysis tools with the help of SPSS 27 software.

**RESULTS AND DISCUSSION**

**Multiple Linear Regression Analysis**

Table 1. Multiple Linear Regression Test Results

| Variables          | Unstandardized Coefficients |            | Standardized Coefficients |
|--------------------|-----------------------------|------------|---------------------------|
|                    | B                           | Std. Error | Beta                      |
| (Constant)         | 3,494                       | 1,681      |                           |
| Leadership         | 0.203                       | 0.084      | 0.246                     |
| HR Professionalism | 0.230                       | 0.105      | 0.242                     |
| Motivation         | 0.215                       | 0.095      | 0.255                     |
| Work discipline    | 0.209                       | 0.085      | 0.273                     |

Source: Processed primary data, 2026

From these results, the multiple linear regression equation is known:

$$Y = 3.494 + 0.203X_1 + 0.230X_2 + 0.215X_3 + 0.209X_4 + e$$

From the regression equation, each can be interpreted as follows:

- a. The constant value (a) obtained was 3.494, this means that if the variables of leadership, human resource professionalism, motivation and work discipline are considered zero, then the performance of teachers at SMA Negeri 1 Purwantoro has a positive value of 18.441.
- b. The regression coefficient value of the leadership variable (X1) was obtained at 0.203, this means that if the leadership variable increases by one unit, the performance of teachers at SMA Negeri 1 Purwantoro will also increase by 0.203 with the assumption that the variables of human resource professionalism, motivation and work discipline are considered constant.
- c. The regression coefficient value of the human resource professionalism variable (X2) was obtained at 0.230, this means that if the human resource professionalism variable increases by one unit, the performance of teachers at SMA Negeri 1 Purwantoro will also increase by 0.230 with the assumption that the variables of leadership, motivation and work discipline are considered constant.
- d. The regression coefficient value of the motivation variable (X3) was obtained at 0.215, this means that if the teacher motivation variable increases by one unit, the performance of teachers at SMA Negeri 1 Purwantoro will also increase by 0.215 with the assumption that the variables of leadership, human resource professionalism and work discipline are considered constant.
- e. The regression coefficient value of the work discipline variable (X4) was obtained at 0.209, this means that if the work discipline variable increases by one unit, the performance of teachers at SMA Negeri 1 Purwantoro will also increase by 0.209 with the assumption that the variables of leadership, human resource professionalism and motivation are considered constant.

**Coefficient of Determination**

Table 2. Coefficient of Determination

| R     | R Square | Adjusted R Square | Standard Error of the Estimate |
|-------|----------|-------------------|--------------------------------|
| .843a | .710     | .686              | 1.20174                        |

Source: Processed primary data, 2026

Based on the results of the calculation of the coefficient of determination, the Adjusted R2 value was obtained = 0.686, meaning that it can be seen that the influence of the variables of leadership, human resource professionalism, motivation and work discipline on the performance of teachers at SMA Negeri 1 Purwantoro is 0.686 or 68.6%, while the remaining 31.4% is influenced by other factors that were not studied, including the work environment, organizational commitment and compensation.

**F test**

Table 3 F Test Values

|            | Sum of Squares | Df | Mean Square | F      | Sig.  |
|------------|----------------|----|-------------|--------|-------|
| Regression | 170,000        | 4  | 42,500      | 29,429 | .000b |
| Residual   | 69,320         | 48 | 1,444       |        |       |
| Total      | 239,321        | 52 |             |        |       |

Source: Processed primary data, 2026

The calculation results obtained an F count value of 29.429 with a significance value of  $0.000 < 0.005$ , meaning  $H_0$  is rejected, meaning that leadership, HR professionalism, motivation and work discipline have a simultaneous influence on the performance of teachers at SMA Negeri 1 Purwantoro.

**t-test**

Table 4. t-Test Values

| Hypothesis | t count | t table | Sig   | $\alpha$ | Conclusion     |
|------------|---------|---------|-------|----------|----------------|
| H1         | 2,427   | 2,011   | 0.019 | 0.05     | H1 accepted    |
| H2         | 2,179   | 2,011   | 0.034 | 0.05     | H2 accepted    |
| H3         | 2,260   | 2,011   | 0.028 | 0.05     | H3 is accepted |
| H4         | 2,460   | 2,011   | 0.018 | 0.05     | H4 accepted    |

Source: Processed primary data, 2026

The description of each result of the influence of each independent variable on the dependent variable is as follows:

- a. T-test of the influence of leadership variables (X1) on teacher performance (Y)

The leadership variable has a calculated t value (2.427) > t table (2.011) and significance (0.019 < 0.05), so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that leadership influences the performance of teachers at SMA Negeri 1 Purwantoro.

- b. T-test of the influence of the human resource professionalism variable (X2) on teacher performance (Y)

The human resource professionalism variable has a calculated t value (2.179) > t table (2.011) and significance (0.034 < 0.05), so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that human resource professionalism influences the performance of teachers at SMA Negeri 1 Purwantoro.

- c. T-test of the influence of motivation variable (X3) on teacher performance (Y)

The motivation variable has a calculated t value (2.260) > t table (2.011) and significance (0.028 < 0.05), so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that motivation influences the performance of teachers at SMA Negeri 1 Purwantoro.

- d. T-test of the influence of work discipline variable (X4) on teacher performance (Y)

The work discipline variable has a calculated t value (2.460) > t table (2.011) and significance (0.018 < 0.05), so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that work discipline has an effect on the performance of teachers at SMA Negeri 1 Purwantoro.

## DISCUSSION OF RESEARCH RESULTS

1. The influence of leadership on teacher performance

Based on the SPSS results in table 18, the calculated t value > t table (2.179 > 2.011) and a significance of 0.019 < 0.05, so leadership has a positive and significant effect on the performance of teachers at SMA Negeri 1 Purwantoro.

The results of this study are in line with previous research from Syafri, Amang, Mas'ud, (2023), Putri, Al Sukri, Djamil, (2022), Fatmawati, Hartono, Istiatin, (2020), Sari, Zamzam, Syamsudin, (2020) that leadership influences employee performance but is not in line with research by Nugroho, et al. (2024) that leadership does not influence employee performance.

The principal of SMA Negeri 1 Purwantoro is influential and determines the school's progress, and therefore must possess administrative skills, strong commitment, and wisdom in carrying out his duties. As a school leader, the principal must strive to improve teacher performance through coaching programs and master and be able to make policies and decisions that facilitate and improve the quality of education.

The role of the Principal of SMA Negeri 1 Purwantoro in leading the school has an impact on every element in the school, including teachers in carrying out their main tasks and functions. A successful and effective leader is one who is able to adapt his leadership style to the existing conditions, so that when the leadership of a principal is good, teacher performance will be good and increase, and vice versa, if the leadership of the principal is lacking, teacher performance will also be less good.

2. The influence of human resource professionalism on teacher performance

Based on the SPSS results in table 18, the calculated t value  $> t$  table ( $2.427 > 2.011$ ) and a significance of  $0.019 < 0.05$ , means that professionalism has a positive and significant effect on the performance of teachers at SMA Negeri 1 Purwantoro.

The results of this study are in line with previous research from Faisol, Chamariyah, Subijanto, (2022) that human resource professionalism influences employee performance, as well as Nusabelani, Sarsono, Suwarno, (2022) that professionalism influences employee performance, but is not in line with research by Ramadhani and Sullistiyawan (2023) that professionalism does not influence employee performance.

The professionalism of human resources at SMA Negeri 1 Purwantoro has a positive impact on teacher performance, indicating that increasing teacher professionalism consisting of work quality, human resource development, human resource management and external factors directly contribute to improving teacher performance, so that the higher the level of human resource professionalism, the more it improves the quality of teacher performance in carrying out their duties. Professional development can contribute to achieving optimal performance and support an effective learning process, where professional teachers will be able to manage the class well, utilize time efficiently, and create a positive and productive learning atmosphere, conversely, low teacher professionalism can hinder the teaching and learning process so that student learning outcomes can also be less than optimal.

3. The influence of motivation on teacher performance

Based on the SPSS results in table 18, the calculated t value  $> t$  table ( $2.260 > 2.011$ ) and a significance of  $0.028 < 0.05$ , so motivation has a positive and significant effect on the performance of teachers at SMA Negeri 1 Purwantoro.

The results of this study are in line with previous research from Putri, Al Sukri, Djamil, (2022), Fatmawati, Hartono, Istiatin, (2020) Sari, Zamzam, Syamsudin, (2020) who stated that motivation influences employee performance, but is not in line with research by Astuti and Raharjo (2023) who stated that motivation does not influence teacher performance.

Motivation is a driving factor for teachers' work enthusiasm, enabling them to optimally utilize their abilities and skills. Highly motivated teachers at Purwantoro 1 State Senior High School will be able to complete their work according to the targeted goals, resulting in good performance. Teacher motivation can come from within or outside themselves and has the power to inspire teachers to start work and shape its direction. This shows that work motivation can have a significant influence on teacher performance.

4. The influence of work discipline on teacher performance

Based on the SPSS results in table 18, the calculated t value  $> t$  table ( $2.460 > 2.011$ ) and a significance of  $0.018 < 0.05$ , so work discipline has a positive and significant effect on the performance of teachers at SMA Negeri 1 Purwantoro.

The results of this study are in line with previous research from Putri, Al Sukri, Djamil, (2022), Putra, Riki, (2022) and Fatmawati, Hartono, Istiatin, (2020) that work discipline has an effect on performance, but is not in line with the results of research from Mulyanto and Perkasa (2023) that work discipline does not have an effect on teacher performance.

The implementation of teacher work discipline requires teachers to work professionally which has an impact on improving their performance. Putri, et al. (2024) stated that improving the quality of human resources is a necessity for educational institutions, because teachers are the main key to the success of the teaching and learning process in schools so that teachers are also required to be disciplined in their work, because with discipline, it states that discipline forms teacher self-control and work sincerity in schools.

### **CONCLUSION AND SUGGESTIONS**

The conclusion of this study shows that leadership, human resource professionalism, motivation, and work discipline each have a positive and significant influence on teacher performance at SMA Negeri 1 Purwantoro, which is also supported by the results of the regression analysis. Based on these findings, there are a number of managerial implications that need to be carried out by the principal, including planning, organizing, implementing, and supervising policies creatively by involving all school components through deliberations to improve teacher performance, providing opportunities for teachers to continue their studies and participate in education and training, increasing equitable concern, and implementing a reward and punishment system to enforce work discipline. In addition, it is recommended that leaders continue to improve managerial capabilities comprehensively, maintain and develop human resource competencies, maintain and improve motivation, and enforce discipline as part of a sustainable work culture.

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