



The Influence of Leadership Style, Discipline and Work Environment on Performance with Work Motivation as a Mediator for MtsN 3 Banyuwangi Teachers and Education Staff

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Abstract: The performance of educators and education personnel is a key factor in determining student success and the reputation of educational institutions. This study aims to analyze the influence of leadership style, work discipline, and work environment on work motivation and performance among educators and education personnel at MTsN 3 Banyuwangi. Additionally, it examines the role of work motivation as a mediating variable in the relationship between leadership style, work discipline, and work environment with performance. This study employs a quantitative approach, collecting data through questionnaires distributed to 87 respondents, consisting of educators and education personnel at MTsN 3 Banyuwangi. Data analysis is conducted using path analysis with the assistance of SmartPLS V3 software. The findings reveal that leadership style, work discipline, and work environment each have a direct impact on work motivation. Furthermore, these factors also directly influence performance. Work motivation itself significantly affects performance. However, the indirect influence of leadership style, work discipline, and work environment on performance through work motivation as a mediator is not significant. Thus, this study concludes that leadership style, work discipline, and work environment play a crucial role in directly enhancing the motivation and performance of educators and education personnel. Therefore, direct management of these factors should be a top priority in improving performance at MTsN 3 Banyuwangi.

Keywords Performance, Leadership Style, Work Discipline, Work Environment, Work Motivation

1. INTRODUCTION

The performance of educators and education personnel plays an important role in determining the success of the learning process and the achievement of educational goals at various levels. Good performance not only has an impact on student development, but also increases the operational efficiency of educational institutions as a whole. (Bahar et al., 2024; Yansyah et al., 2024).

Employee performance, including educators and education personnel, is influenced by various internal and external factors. Internal factors include work motivation, competence, work discipline, and organizational commitment. Meanwhile, external factors include leadership style, work environment, supporting facilities, and organizational culture. Variations in employee performance often reflect the influence of a combination of these factors.

The phenomenon of employee performance is often a concern because it has a direct impact on the success of students. MTsN 3 Banyuwangi, as one of the junior high school educational institutions that has a great responsibility in producing quality future generations, faces similar challenges. The performance of educators and education personnel at this school

is an important element that not only determines the success of students in the teaching and learning process, but also affects the reputation and credibility of the school in the eyes of the community.

Based on observations and initial interviews conducted by the author at MTsN 3 Banyuwangi on July 26, 2024, at around 09.00 WIB, several interesting notes were found to be raised as problems in this study. One of the educators said that there had been miscommunication between leaders and subordinates. One of the educators revealed that there had been miscommunication between leaders and subordinates. This was also confirmed by other educators and education personnel who stated that errors in the relationship between leaders and subordinates had occurred. From here, the author concludes that there is a problem of ineffective communication between leaders and subordinates in that environment.

In addition to communication, the author also observed problems in work discipline. During the observation, the author saw that there were several educators and education personnel who were late for work. This phenomenon turned out to occur quite often, and is one of the common violations committed by several employees. Regarding the work environment, one of the education personnel said that he had felt uncomfortable in the teacher's room and the administration section. This discomfort can certainly affect overall performance.

Factors such as ineffective leadership styles, low work discipline, and an uncondusive work environment can slow down the work process and ultimately reduce employee performance.(Helmina et al., 2023; Ihsan, 2021; Lunnardi & Turangan, 2021; Maha & Herawati, 2022; Sari & Sontani, 2021; Tandelilin & Widyadana, 2023). In addition, the author feels that work motivation also needs to be considered as an important factor that can support educators and education personnel in increasing their productivity. As stated byMediana & Khoiri (2023); Ningmabin & Adi (2022); Sari (2019), work motivation is an important driving force for someone to increase their productivity.

The leadership style applied by a leader also plays a crucial role in shaping the attitudes of his subordinates. Poor leadership can cause subordinates to behave arrogantly, resulting in tasks and responsibilities becoming unfocused, which can ultimately harm the organization by decreasing productivity and achievement. Previous research byChandra et al. (2022); Fauzi & Suryani (2023); Semet et al. (2022), confirming the influence of leadership style on employee performance. However, there is also research that shows that leadership style does not always have an effect on employee performance.(Suwarno & Bramantyo, 2019; Yanti et al., 2022).

Work discipline is a crucial factor in determining employee performance (Kristin Juwita & Nanda Rizky Permatayuny, 2021; Luthfihani et al., 2024). The higher the level of

work discipline, the better the performance outcomes achieved. However, research conducted by Suherman (2021) indicates that work discipline does not always have a direct impact on employee performance.

In addition, a safe and comfortable work environment can enhance employee focus and overall performance, as highlighted by Chandra et al. (2022), Herlambang et al. (2022), and Zahratulfarhah et al. (2022). However, other studies suggest that the influence of the work environment on employee performance is not always positive and may vary, with some findings even showing negative effects, as noted by Sheikh et al. (2024).

Moreover, high work motivation has the potential to boost employee productivity. It serves as a mediating factor that can either strengthen or weaken the impact of various performance-related factors. Work motivation acts as an internal driver that enhances productivity, especially when leadership style, work discipline, and the work environment are supportive. This motivational role is essential, bridging external influences and optimal performance outcomes. Prior studies have shown that work motivation affects performance (Goni et al., 2021; Mahardika et al., 2020; Patta et al., 2021). However, other research suggests that motivation does not always significantly influence performance (Maharani et al., 2023; Sumiatai & Purbasari, 2019).

Based on the various research results, there are significant differences or gaps related to the influence of leadership style, discipline, work environment, and motivation on performance. Therefore, the author is interested in testing and confirming these variables in the MTsN 3 Banyuwangi educational unit, with the hope of providing a meaningful contribution to research and practice in the field of education.

2. LITERATURE REVIEW

1.1 Employee Performance

Performance is a crucial aspect of any organization or company. It reflects the extent to which targets, objectives, missions, and visions outlined in the organization's strategic plan have been achieved. Employee performance refers to the actual behaviors exhibited by individuals in carrying out their roles within an organization or company. Strong employee performance plays a vital role in enhancing overall productivity. Since each employee possesses different levels of skills and competencies, performance remains an individual attribute, influencing how effectively tasks are completed..

1.2. Leadership Style

Maulidiyah et al. (2022) explains that leadership is a very important management function in directing organizational resources to increase efficiency and achieve predetermined goals. Furthermore, citing Northouse (2019), leadership can be defined as a process in which an individual influences a group of individuals to achieve common goals. Effective leaders are those who are able to provide clarity of purpose, motivate, and guide members of the organization to realize the organization's mission.

1.3 Work Discipline

Work discipline is a very important aspect for companies or government agencies in achieving their goals. Without good work discipline, it is difficult for an organization to achieve optimal results. Good discipline shows a person's responsibility for the tasks given to him.

Discipline is one of the main functions in human resource management. High discipline in employees contributes directly to improving work performance. Without good discipline, the company will have difficulty achieving optimal performance.

According to Hasibuan (2019:193), "discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms." Meanwhile, Latainer in Sutrisno (2019:87) defines discipline as "a force that develops within employees, which enables them to conform voluntarily to high decisions, rules, and values in work and behavior."

1.4 Work Environment

According to Nitisemito (1992), the work environment includes all elements around employees that can affect the performance of their tasks. The quality of the work environment, good or bad, can affect employee performance in carrying out their tasks. Rohman et al. (2023) stated that the work environment consists of all aspects that affect work, including lighting arrangements, noise control, workplace cleanliness, and work safety. Both of these opinions emphasize that a supportive work environment around employees can affect both work and task performance.

1.5 Work Motivation

Motivation is the drive that drives an individual to act or behave in a certain way. It refers to the factors that are the reasons for the emergence of behavior, including what drives a person to do or not do something. Motivation can be understood as the desire to achieve higher status, power, and recognition for each individual. As a basis for achieving success in various aspects of life, motivation plays an important role in improving a person's abilities and willingness.

3. METHODS

The research was conducted at MTsN 3 Banyuwangi located at Jalan Raya Srono No.171, Krajan, Kebaman, Kec. Srono, Banyuwangi Regency, East Java 68471. The population is the total of all research locations. As Sugiyono (2018) stated, population is a collection consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population of this study was all educational and administrative staff totaling 87 employees. This research is a causal type. Causal research is a type of research that aims to identify causal relationships between two or more variables (Sugiyono, 2018a). Data analysis methods consist of Data Instrument Testing (Validity Test and Reliability Test), Classical Assumption Test (Normality Test, Multicollinearity Test, and Heteroscedasticity Test), and Hypothesis Testing (Partial Effect Test (t-Test)).

4. RESULTS

Table 1 Results of Direct Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style→Motivation	0.381	0.390	0.123	3,090	0.002
Discipline→Motivation	0.399	0.388	0.133	2,990	0.003
Environment→Motivation	0.221	0.228	0.079	2,803	0.005
Leadership Style→Performance	0.241	0.245	0.111	2,170	0.030
Discipline→Performance	0.285	0.268	0.137	2,080	0.038
Environment→Performance	0.248	0.241	0.088	2,811	0.005
Motivation→Performance	0.299	0.313	0.139	2,155	0.032

Source: data processed by researchers, 2024

This analysis reveals the direct influence between the variables in the research model, using statistical p-values <0.05 or t-values> 1.96 in evaluating the significance of each relationship. The table titled "Results of Direct Influence" provides statistical findings on the direct effects of leadership style, work discipline, and work environment on both work motivation and employee performance. The table includes key statistical values such as

Original Sample (O), Sample Mean (M), Standard Deviation (STDEV), T-Statistics, and P-Values to assess the significance of these relationships. The findings indicate that leadership style, work discipline, and work environment all have significant positive effects on work motivation, as reflected by their P-values being below 0.05. Specifically, leadership style has an original sample value of 0.381 with a P-value of 0.002, work discipline has a sample value of 0.399 with a P-value of 0.003, and the work environment has a sample value of 0.221 with a P-value of 0.005. These values confirm that all three factors significantly contribute to employee motivation, which plays an important role in enhancing workplace productivity.

Beyond motivation, the study also examines the direct influence of leadership style, work discipline, and work environment on employee performance. Leadership style positively affects performance, as shown by its original sample value of 0.241 and P-value of 0.030, meaning that effective leadership directly improves employee output. Similarly, work discipline has an original sample value of 0.285 and a P-value of 0.038, indicating that employees with strong work discipline tend to perform better. Likewise, the work environment also contributes positively to performance, with an original sample value of 0.248 and a P-value of 0.005, reinforcing the idea that a supportive and comfortable work environment enhances productivity. These results suggest that focusing on leadership quality, employee discipline, and workplace conditions can significantly boost organizational performance.

In addition to these direct effects, the study also evaluates the role of work motivation as a mediating variable in influencing performance. Work motivation itself has a direct effect on performance, with an original sample value of 0.299 and a P-value of 0.032. This implies that employees who are highly motivated tend to perform better, as motivation acts as an internal driving force that enhances efficiency and productivity. Moreover, motivation serves as a bridge between external workplace factors—such as leadership style, discipline, and environment—and optimal performance outcomes. While these external factors are important, employee motivation plays a crucial role in translating them into tangible performance improvements.

Overall, the findings from the table emphasize the importance of leadership, discipline, and work environment in shaping employee motivation and performance. Organizations aiming to enhance productivity should prioritize these factors, as they have a direct and measurable impact on performance outcomes. Furthermore, fostering motivation among employees can amplify the effects of these external factors, ensuring sustained productivity and success. Therefore, effective management strategies should focus on improving leadership

practices, enforcing discipline, and creating a conducive work environment while also maintaining high levels of employee motivation to achieve the best possible results.

Meanwhile, the results of the indirect influence with motivation as a mediating variable, obtained the following analysis:

Table 2 Indirect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style→Motivation→Performance	0.114	0.121	0.068	1,683	0.093
Discipline→ Motivation→ Performance	0.119	0.124	0.075	1,593	0.112
Environment→Motivation→Performance	0.066	0.072	0.041	1,600	0.110

Source: data processed by researchers, 2024

The table titled "Indirect Results" presents the statistical findings on the indirect effects of leadership style, work discipline, and work environment on employee performance through work motivation as a mediating variable. The table includes key statistical indicators such as Original Sample (O), Sample Mean (M), Standard Deviation (STDEV), T-Statistics, and P-Values, which help determine whether the indirect effects are statistically significant. In contrast to the direct influence results, the P-values in this table are all above 0.05, indicating that the indirect relationships between leadership style, work discipline, and work environment on performance through motivation are not statistically significant.

The first row represents the indirect effect of leadership style on performance through work motivation, with an original sample value of 0.114, a T-statistic of 1.683, and a P-value of 0.093. While the positive coefficient suggests a potential relationship, the P-value indicates that the effect is not statistically significant. This implies that although leadership style positively influences work motivation and performance separately, motivation does not significantly mediate the relationship between leadership style and performance.

Similarly, the second row examines the indirect effect of work discipline on performance through work motivation, with an original sample value of 0.119, a T-statistic of 1.593, and a P-value of 0.112. These values suggest that while work discipline plays a crucial role in improving employee motivation and performance independently, work motivation does not significantly mediate this relationship. This finding indicates that while disciplined employees tend to perform better, the role of motivation as an intermediary factor is weak.

The third row presents the indirect effect of the work environment on performance

through work motivation, with an original sample value of 0.066, a T-statistic of 1.600, and a P-value of 0.110. This result suggests that a positive work environment contributes to both motivation and performance, but motivation does not significantly mediate the relationship. Overall, the findings indicate that leadership style, work discipline, and work environment directly influence both motivation and performance, but their indirect effects through motivation are not significant. This suggests that improving these factors directly, rather than relying on motivation as a mediator, should be the primary focus of management strategies aimed at enhancing employee performance.

5. DISCUSSION

The Influence of Leadership Style on the Work Motivation of Teachers and Educational Staff at MTsN 3 Banyuwangi

Based on the results of the study, it was found that leadership style has a significant influence on the work motivation of educators and education personnel at MTsN 3 Banyuwangi. This is indicated by the acceptance of the working hypothesis (H1.1), which states that leadership style has a direct influence on the work motivation of educators and education personnel at MTsN 3 Banyuwangi.

The Influence of Discipline on the Work Motivation of Teachers and Educational Staff at MTsN 3 Banyuwangi

Based on the results of the study, work discipline has a significant influence on the work motivation of Educators and Education Personnel at MTsN 3 Banyuwangi. This can be seen from the acceptance of the working hypothesis (H1.2), which shows that work discipline has a direct influence on the work motivation of educators and education personnel at MTsN 3 Banyuwangi. The results of this study are in line with (Parinduri et al., 2017).

The Influence of the Work Environment on the Work Motivation of Teachers and Educational Staff at MTsN 3 Banyuwangi

Based on the results of the study, it was found that the work environment has a significant influence on the work motivation of educators and education personnel at MTsN 3 Banyuwangi. This is proven by the acceptance of the working hypothesis (H1.3), which shows that the work environment has a direct influence on the work motivation of educators and education personnel at MTsN 3 Banyuwangi.

The Influence of Leadership Style on the Performance of Teachers and Educational Staff at MTsN 3 Banyuwangi

Based on the results of the influence of leadership style on the performance of Educators and Education Personnel of MTsN 3 Banyuwangi, namely H1.4 is accepted, namely leadership style has a direct effect on the performance of educators and education personnel of MTsN 3 Banyuwangi. The results of the study are in line with Semet et al. (2022); Khoiri & Oktavia (2019) leadership style has an influence on performance. This shows that the way a leader carries out his leadership function can directly improve the quality of employee performance.

The Influence of Discipline on the Performance of Teaching and Education Personnel at MTsN 3 Banyuwangi

Based on the results of the study, work discipline has a direct effect on the performance of teaching and education personnel at MTsN 3 Banyuwangi, as indicated by the acceptance of the working hypothesis (H1.5). Most respondents gave the response "Agree" to each item of the discipline statement, and the response "Strongly Agree" was most often given to the statement "I always contribute to team work." This study is in line with (Lestari, 2022; Luthfihani et al., 2024).

The Influence of the Work Environment on the Performance of Teachers and Educational Staff at MTsN 3 Banyuwangi

Based on the results of the study, the work environment has a direct effect on the performance of teaching and education staff at MTsN 3 Banyuwangi, as indicated by the acceptance of the working hypothesis (H1.6). Most respondents gave the response "Strongly Agree" to each item of the work environment statement, with the highest response to the statement "The work atmosphere at MTsN 3 Banyuwangi supports productivity." This study is in line with Herlambang et al. (2022); Zahratulfarhah et al. (2022).

The Influence of Leadership Style on Performance through Work Motivation as a Mediator of Teachers and Education Personnel at MTsN 3 Banyuwangi

Based on the results of the study, the hypothesis H1.7 is rejected which states that leadership style does not indirectly affect performance through work motivation as a mediation of educators and education personnel of MTsN 3 Banyuwangi. Leadership style affects performance without going through work motivation as a mediation of educators and education personnel of MTsN 3 Banyuwangi. This finding shows that although leadership style and work

motivation each have an influence on performance, the relationship between leadership style and performance is not fully mediated by work motivation.

The Influence of Discipline on Performance through Work Motivation as a Mediator of Teachers and Education Personnel at MTsN 3 Banyuwangi

Based on the results of the study, the hypothesis H1.8 which states that discipline does not have an indirect effect on performance through work motivation as a mediator of educators and education personnel of MTsN 3 Banyuwangi is rejected, which means that discipline has an effect on performance without going through work motivation as a mediator of educators and education personnel of MTsN 3 Banyuwangi. These results indicate that although discipline has a direct effect on performance, the relationship is not significantly mediated by work motivation.

Influence Work Environment on Performance through Work Motivation as a Mediator between Teachers and Education Personnel of MTsN 3 Banyuwangi

Based on the research results, the hypothesis H1.9 which states that the work environment does not have an indirect effect on performance through work motivation as a mediation of the teaching and education staff of MTsN 3 Banyuwangi is rejected, which means that the work environment has an effect on performance without going through work motivation as a mediation of the teaching and education staff of MTsN 3 Banyuwangi.

The Influence of Work Motivation on the Performance of Teachers and Education Personnel at MTsN 3 Banyuwangi

Based on the research results, hypothesis H1.10 which states that work motivation has a direct effect on the performance of teaching and education staff at MTsN 3 Banyuwangi is accepted, which means that work motivation has an important role in improving employee performance.

6. CONCLUSION

This study began with various phenomena related to employee performance at MTsN 3 Banyuwangi. From initial observations, four aspects were identified that were suspected of influencing employee performance, namely leadership style, discipline, work environment, and motivation. Literature review and empirical research support the selection of these four aspects as research variables. By using SmartPLS Version 3 for data analysis, the results of the study

showed that leadership style, discipline, and work environment were proven to have a direct effect on employee performance, while motivation did not act as a mediating factor. A good leadership style can encourage the work enthusiasm of educators and education personnel, thus contributing to improving their performance. Work discipline also has a significant effect, where employees who have a high level of discipline tend to show better performance. In addition, a comfortable and conducive work environment plays a role in increasing work enthusiasm and effectiveness. Although motivation has a direct effect on performance, this study found that motivation does not significantly mediate the relationship between leadership style, discipline, and work environment with employee performance. This means that although these factors increase motivation, the final effect on performance is more direct than through motivation as an intermediary variable. With these findings, this study emphasizes the importance of strengthening leadership, implementing consistent discipline, and creating a supportive work environment to improve the performance of teaching and education staff at MTsN 3 Banyuwangi.

7. LIMITATION

This study has problem limitations that are the scope of its implementation. The main focus of this study is the teaching and education staff assigned to MTsN 3 Banyuwangi. Thus, the results of this study will only reflect the conditions that occur in the teaching and education staff environment at the madrasah without covering other agencies outside the research object. In addition, this study is limited by a certain time period. Its implementation was carried out in the 2024/2025 academic year, with a time span starting from October to December 2024. This time limit aims to ensure that the research can be well structured and obtain relevant data according to the specified period. With this limitation, research can be more focused and obtain accurate results according to the objectives to be achieved. This also allows for a more in-depth analysis of the conditions of teaching and education staff during that period.

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