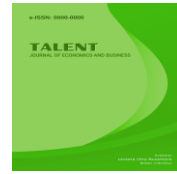




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The Effect of Physical Work Environment and Principal's Leadership on Teacher and Employee Performance

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Abstract

This research aims to find out how the physical work environment and principal leadership influence the performance of teachers and employees in the world of education. The research objects were 59 teachers and employees at educational institutions. Data collection using a questionnaire via a Google Form link. Data processing uses the SmartPLS 3.0 statistical program. The results of the research show that the physical work environment and leadership of the school principal influence the performance of teachers and employees.

Keywords: Physical Work Environment, Principal Leadership, Teacher and Employee Performance

Introduction

The performance of teachers and employees is part of the important factors in the progress or decline of an educational institution. The performance of teachers and employees illustrates whether or not an institution or organization is healthy. Employee performance is an important indicator to measure their level of achievement as an employee in an organization (Tannady et al., 2019).

Some factors that affect the performance of teachers and employees include motivation, employee competence, work environment, wage and reward system, openness and communication, training and development, organizational culture and culture, leadership. These are just a few of the many others that can affect the performance of teachers and employees. The combination of these factors is often what shapes a person's performance at work.

The work environment is one of the important factors in influencing the performance of teachers and employees. Some things that can affect the work environment include: work facilities, work relations, work culture, availability of resources, working conditions. All these factors play an important role in shaping a conducive work environment and affect the performance of teachers and employees. Therefore, the work environment needs to be considered and managed properly so that teachers and employees can work optimally.

The work environment consists of physical and non-physical work environments. Indicators of the physical working environment include: cleanliness, lighting or light in the workplace, air circulation in the workplace, safety, and working hours. While the non-physical work environment includes all conditions that occur related to work relationships, both relationships with superiors and relationships with colleagues, or relationships with subordinates (Cintia & Gilang, 2016). This physical work environment

indicator can be used as a reference in assessing and improving the condition of the physical work environment. The goal is to ensure the physical work environment meets occupational health and comfort standards, thus helping to improve the performance of teachers and employees.

The principal's leadership has a close relationship with the performance of teachers and employees. Good leadership can motivate teachers and employees and provide direction and support in work, so as to improve their performance. Here are some of how principal leadership affects teacher and employee performance namely motivation, good principal leadership can motivate teachers and employees to work well and excel. Certainty and stability, consistent and stable principal leadership can help teachers and employees work more focused and productively. Caring, the principal's leadership that has concern for teachers and employees can motivate them to work well and achieve. Vision and mission, the leadership of the principal who has a clear vision and mission can provide direction and support for teachers and employees in their work. Fair decisions, the principal's leadership that makes fair and informed decisions can motivate teachers and employees to perform well and excel.

Therefore, the principal's leadership must be considered and developed in order to help improve the performance of teachers and employees.

Teacher performance is the result of the teacher's work in fulfilling the task of educating, namely, planning teaching, teaching, leading, directing, training, and evaluating students in teaching, teacher performance can be seen based on the task whether it works well or vice versa (Putri & Imaniyati, 2017). Therefore, teacher performance is an achievement of the results of teacher work in carrying out duties and obligations to advance the nation through Education (Sulfemi, 2020). By paying attention to and improving these factors, the performance of teachers and employees can be improved, so that the organization can achieve better results.

Previous findings show the importance of the work environment in encouraging teacher performance. A good environment provides motivation so that it can move someone to do the work they want and encourage teachers to have high performance. Although there are findings that show the environment is not significant to teacher performance, but in general that the better the work environment can generate motivation for a teacher, the better the performance.

There are interesting findings where previous studies have found different findings. The results showed that partially the work environment did not have a significant effect on the performance of employees of the Public Works and Public Housing Office of Aceh Tamiang Regency (Hasibuan & Bahri, 2018). Another study also stated that there was no partial influence of work environment variables on employee loyalty in the service unit of the East Java Provincial Health Office (Fajarullaili, 2018). From the findings of this research became our basis for conducting research that was different from previous research, namely by focusing on the physical work environment. The title of our research is "The Effect of Physical Work Environment, Principal's Motivation on Teacher and Employee Performance", a case study at SDIT Ibnu Abbas Cikarang which was carried out from December 1 to 3, 2022 with 59 respondents consisting of 22 men and 37 women.

Performance

Teacher performance is the result of the teacher's work in fulfilling the task of educating, namely, planning teaching, teaching, leading, directing, training, and evaluating students in teaching, teacher performance can be seen based on the task whether it works well or vice versa (Putri & Imaniyati, 2017). Therefore, teacher performance is an achievement of the results of teacher work in carrying out duties and obligations to advance the nation through education (Sulfemi, 2020).

Employee performance is an important indicator to measure their level of achievement as an employee in an organization (Tannady et al., 2019). Performance is very important in a company agency (Kasmir, 2018) said "performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period".

Physical Work Environment and Performance of Teachers and Employees

The work environment is everything that is around workers and can affect the carrying out of the tasks assigned to them (Nitisemito & Alex, 2013). Problems that exist in the physical work environment, such as the absence of privacy space for teachers which causes discomfort for teachers in the room. While non-physical environmental problems are more directed to the social environment, such as the existence of groups / distances between teachers, allowing teachers to only interact with individuals who are close physically and emotionally. Another researcher (Lubis, 2020) There is a significant influence between the work environment on teacher performance which means that the better a teacher's work environment, the better his performance, on the contrary, the worse a teacher's work environment, the worse the teacher's performance. Previous findings (Iskandar, 2018) the school environment had a positive but not significant effect on teacher performance. Another finding (Nurfasicha et al., 2021) School Environment has an insignificant influence on Teacher Performance.

Previous findings show the importance of the work environment in encouraging teacher performance. A good environment provides motivation so that it can move someone to do the work they want and encourage teachers to have high performance. Although there are findings that show the environment is not significant to teacher performance, but in general that the better the work environment can generate motivation for a teacher, the better the performance.

H1. The physical work environment affects the performance of teachers and employees

Principal Leadership and Teacher and Employee Performance

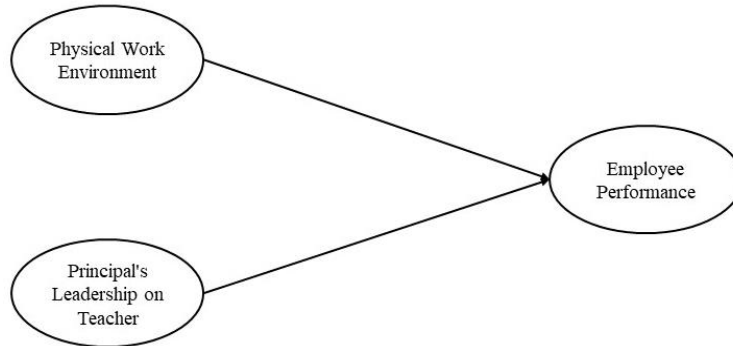
In the leadership of the principal, it plays a very important role to provide encouragement to teachers, so that with good leadership from the principal, teacher performance is expected to improve for the better (Eci et al., 2019). In the researcher (Damayani et al., 2020) there is a significant influence between the principal's leadership on teacher performance.

Previous findings (Nurhidayanti et al., 2021) there was a positive and significant influence between the principal's leadership on teacher performance. The higher the principal's leadership, the higher the teacher's performance. Previous findings show the importance of headmaster leadership in improving teacher performance. The leadership

of the principal affects performance which causes a teacher to be enthusiastic in carrying out his duties as an educator because his needs have been met.

H2. The Principal's leadership influences the performance of Teachers and Employees

Figure 1 Model Concept



Source: Author, (2022)

Table 1 Operationalization

Variable	Indicator	Scale
Physical Work Environment (Cintia & Gilang, 2016)	- Room circulation according to the number of teachers and employees	1-5
	- Secure workspace	
	- The temperature in the study is good enough	
	- Freedom to move around in the workspace	
Principal's Leadership (Rachmawati, 2013)	- The Principal always gives rewards for the achievements of employees	1-5
	- Prizes given to outstanding employees will motivate employee work	
	- The compliments given by my boss motivate me to work even better	
	- The Principal always gives awards for the achievements of employees	
	- The Principal's policy motivates me to work hard	
Employee Performance (Guterres & Supartha, 2016)	- Able to complete the work given	1-5
	- Able to complete a job neatly	
	- Able to complete work on time	
	- Fast in acting/decision-making	
	- Can use time effectively & efficiently	

Source: Theoretical summary, (2022)

Method

A quantitative approach is used to analyze the influence between variables in the model. For data analysis, the PLS (partial least square) method is used. Data processing using SmartPLS 3.0. The loading factor is used for validity tests with the provision that the loading factor is more than 0.7. Cronbach's Alpha and ρ_c (composite reliability) with more than 0.7 each as reliability requirements. Structural model testing uses a coefficient of determination with a minimum value of 0.2. The significance of the influence of the path in the model using standard estimation with a p-value less than or equal to 0.05

Data collection presents how research data is collected. The location and time of the study must be clearly disclosed along with the population, sample and sampling method (Mulyanto & Wulandari, 2010). Data collection for this study was carried out at SDIT Ibnu Abbas School Cikarang. The implementation time is from December 1 to 3, 2022. The population is all teachers and employees in the school and the sampling method uses saturation sampling / saturated sampling / the entire population.

This research is carried out using survey and causal methods with path analysis techniques that will analyze the relationship between variables to other variables. The population in this study is all teachers and employees at SDIT Ibnu Abbas Cikarang, with an affordable population of 59 people.

As for data collection techniques in this study is to use instruments in the form of questionnaires or questionnaires, which are in the form of a number of questions with answer choices that must be chosen by one of the respondents. The answer choices have a weight of values 1 to 5, in order to obtain research data on physical work environment variables (X1), principal leadership (X2).

The instruments submitted to the respondents were carried out to test the validity and calculate the reliability of the instrument items. The purpose of testing the validity of research instrument items is to see an overview related to the validity / validity of instrument items. The criteria for whether or not the question item is valid are consulted with the r table, namely the value of r calculate $>$ from the r table then the item is declared valid / valid, but if r count $<$ from r table then the item is declared invalid or fall with a significant level at $\alpha = 0.05$.

From testing the validity of physical work environment instruments, 4 valid items were obtained from 10 items, of which 6 were invalid. As for the principal's leadership instrument, 5 valid items were obtained from 10 items, and there were 5 invalid items. The reliability of research instruments refers to the assumption that an instrument can be trusted to be used as a data filtering tool, if the details of the instrument are reliable. Reliability calculation using Cronbach's Al-pha formula.

The data analysis used in this study was descriptive and inferential analysis. Descriptive data analysis is the processing of research data with the aim that the data set is meaningful. The description of this data consists of the presentation of the data, the appearance of the size / central tendency and the size / tendency of the spread. Presentation of research data with tables or lists, figures (diagrams or graphs). The central size is displayed in the form of mean (average), median (middle value), mode (data that appears frequently). Spread measures include range, deviation, variance and standard deviation. Inferential or inductive analysis is the processing of data to test hypotheses, which is then to generalize from a sample to a population, using path analysis. Before using path analysis, analysis requirements tests are carried out,

namely normality test, linearity test and significance test. As for calculating the path coefficient using the correlation coefficient of each causal relationship.

Variables in this causal relationship study are divided into two types, namely endogenous variables (bound) and exogenous variables (free). Endogenous variables are variables that are influenced by independent variables. In this study the endogenous variable was teacher and employee performance (Y). As for exogenous variables are variables that can affect endogenous variable (bound), in this study which includes exogenous variables are the physical work environment (X₁) and the leadership of the principal (X₂).

Results and Discussion

Table 2 Characteristics of Respondents

Variable	Sum	Percentage
Gender		
1. Woman	37	63
2. Man	22	37
Education		
3. SLTA	23	39
4. Diploma	8	14
5. Bachelor (S1)	28	47
Age		
6. Less than 20 years old	4	7
7. 20 – 30 years	34	58
8. 31 - 40 years	16	27
9. More than 40 years	5	8

Source: Processed questionnaire result data, (2022)

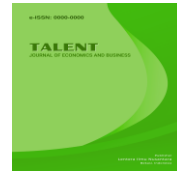
Table 2 shows the data of respondents, namely teachers and employees of SDIT Ibnu Abbas Cikarang who were the sample of 59 people. The majority of respondents are women between the ages of 20 - 30 years with undergraduate education (S1).

Analysis

Table 3 is a summary of the analysis results for instrument tests (validity-reliability).

Table 3 Outer Model

Variables/Indicators	Outer Loading	Cronbach Alpha	Composite Reliability	Conclusion
Physical Work Environment		0,819	0,881	Reliable
Room circulation according to the number of teachers and employees	0,779			Valid
Secure workspace	0,806			Valid



The temperature in the study is good enough	0,752			Valid
Freedom to move around in the workspace	0,880			Valid
Principal's Leadership		0,874	0,904	Reliable
The Principal always gives rewards for the achievements of employees	0,827			Valid
Rewards given to outstanding employees will improve employee performance	0,742			Valid
The compliments given by my boss motivate me to work even better	0,781			Valid
The Principal always gives awards for the achievements of employees	0,876			Valid
The Principal's policy motivates me to work hard	0,811			Valid
Teacher and Employee Performance		0,833	0,882	Reliable
Able to complete the work given	0,753			Valid
Able to complete a job neatly	0,727			Valid
Able to complete work on time				
Fast in acting/decision-making	0,823			Valid
Can use time effectively & efficiently	0,764			Valid
15.				
	0,800			Valid

Source: Processing Results, 2021

The validity of the instrument is illustrated by the loading factor value of more than 0.7. Reliability is illustrated by the Cronbach alpha value of Physical Work Environment 0.819; Principal Leadership 0.874; and Teacher and Employee Performance of 0.833 greater than 0.7. Reliability is also illustrated by the composite reliability value of the

Physical Work Environment 0.881; Principal Leadership 0.904; and Teacher and Employee Performance of 0.882 greater than 0.8.

Tabel 4 R Square

Endogenous Variable	R Square	Category
R2		
Teacher and Employee Performance	0,248	good

Source: Processed Primary Data, 2022

This model is fit by obtaining a coefficient of determination of teacher and employee performance greater than 0.2. The model is said to be quite good with endogenous variables of teacher and employee performance with exogenous variables of physical work environment and principal leadership.

Table 5 shows the flow of influence between variables in the model. The physical work environment is not significant to the performance of teachers and employees and the leadership of the principal is not significant to the performance of teachers and employees.

Table 5 Estimation

Flow	Kind	Std. Estimates	P-Value	Conclusion
Physical Work Environment		3,393	0,000	Significant
Performance of → Teachers and Employees	Immediatel y			
Principal's Leadership → Teacher and Employee Performance	Immediatel y	3,160	0,000	Significant

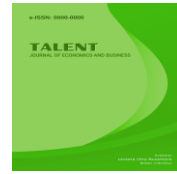
Source: Processed research data, 2022

Discussion

The Effect of Physical Work Environment on the Work of Teachers and Employees

The research produced findings that the physical work environment affects the performance of teachers and employees in the school environment with a coefficient value of 0.393 with a P Value of 0.000. The physical work environment is the main reason for teachers and employees to improve performance in the school environment. The results of this study support previous research (Lubis, 2020). There is a significant influence between the work environment on teacher performance which means that the better the work environment of a teacher, the better the performance, on the contrary, the worse the work environment of a teacher, the worse the teacher's performance will also be worse.

The physical work environment in schools can significantly improve the performance of teachers and employees. The significant influence between the physical environment on teacher and employee performance is evidence that a conducive physical environment can improve the performance of both teacher performance and employee performance.



The Influence of Principal's Leadership on Teacher and Employee Performance

This study resulted in findings that the principal's leadership in the school environment affects the performance of teachers and employees with a coefficient value of 0.160 with a p-value of 0.000 which is far below the significance of 0.05. The principal's leadership has an effect on the performance of teachers and employees in the school. This research is in line with research (Nurhidayanti et al., 2021). There is a positive influence between the principal's leadership on teacher and employee performance. The better the principal's leadership, the higher the performance of teachers and employees. Previous findings show the importance of good leadership in improving teacher performance.

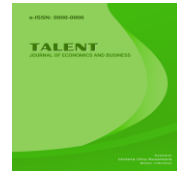
The leadership of the principal has a significant influence on the performance of teachers and employees in the school, the leadership given in the school is able to foster a sense of a teacher and employee to be enthusiastic in carrying out their duties as educators.

Conclusion

The physical work environment affects the performance of teachers and employees. Similarly, the principal's leadership affects the performance of teachers and employees. Improving the quality of education can improve the performance of teachers and employees in the school environment by improving the physical work environment and leadership of the principal. The principal must be a driving force in providing support to teachers and employees to show good performance in accordance with duties and responsibilities so as to have a positive impact on their work output. Further research is expected to discuss factors that affect employee performance beyond the variables of physical work environment and principal's leadership. Other factors in question include salary, rewards, school culture, leadership style, promotion, training and so on.

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