

The Effect of Loyalty, Motivation and Work Discipline on Teachers' Performance: The Case of Public Junior High School in Prabumulih City

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Abstract

This study aims to determine the effect of Loyalty, motivation, and work discipline on the performance of public junior high school teachers in Prabumulih City. To determine the effect of Loyalty on the performance of public junior high school teachers in Prabumulih City, To determine the effect of motivation on the performance of public junior high school teachers in Prabumulih City, To determine the effect of Work Discipline on the performance of public junior high school teachers in Prabumulih City. This type of research is associative-causal quantitative research, which is a study that examines cause-and-effect relationships, where there are independent variables (influencing variables) and dependent variables (influenced variables) (Paramita, 2021: 33). This study was designed to determine the effect of the variables of teacher Loyalty, teacher Motivation, and teacher Discipline on teacher performance variables at public junior high schools in Prabumulih City. The sample in this study consisted of 245 respondents, using cluster random sampling. The data used in this study were primary data, including the number of respondents and the agency profile, and secondary data, using a coequal analysis method. The analysis technique used was multiple linear regression analysis. The results of the study indicate that: (1) Loyalty, motivation, and work discipline have a positive and significant influence on teacher performance at junior high schools (SMP) in Prabumulih City. (2) Loyalty, motivation, and work discipline have a positive and significant influence on teacher performance at junior high schools (SMP) in Prabumulih City. (3) Motivation has a positive and significant influence on teacher performance at junior high schools (SMP) in Prabumulih City. (4) Loyalty, motivation, and work discipline have no positive and significant influence on teacher performance at junior high schools (SMP) in Prabumulih City.

Keywords: Loyalty, Motivation; Work Discipline; Teachers' Performance.

1. Introduction

The success of an organization depends heavily on the quality and management of its human resources, as well as on their role in competing globally and achieving organizational goals. Management comes from the English word "to manage," meaning to take care of, organize, and administer. This explains the definition of management as a distinct process consisting of

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planning, organizing, and supervising actions carried out to determine and achieve established goals through the utilization of human resources and other resources. Human resource management plays a vital role in an organization. The four main benefits of human resource management are: 1) Quality: Creating quality employees according to their competencies or expertise; 2) Speed: Producing output that meets expectations through a professional workforce; 3) Leadership Cost: Reducing organizational costs through effective leadership; 4) Adaptive Learning Ability: Developing learning and adaptability within the organization. As with other definitions, human resource management is the utilization of individuals to achieve organizational goals. The government makes all work possible through the efforts of others, thus requiring effective human resource management.

Education to produce high-quality Human Resources (HR) and improve organizational work performance occupies a crucial and strategic position. Education is also a conscious effort to develop the potential of Human Resources (HR) through teaching activities. Teaching and learning activities involve several components: students, teachers (educators), learning objectives, lesson content, teaching methods, media, and evaluation. The desired learning objectives are, of course, optimal. This aligns with the goal of education, namely, preparing students to become members of society with academic and professional abilities who can apply, develop, and enrich the repertoire of science, technology, and the arts. This is crucial. Achieving optimal learning objectives in accordance with educational goals will result in high-quality human resources [Kasmir \(2019\)](#).

Performance is the output produced by a function or indicator of a profession within a specific timeframe. Therefore, performance is the result achieved by an individual in carrying out assigned tasks according to predetermined criteria. Performance is the level of achievement of results from carrying out specific tasks. Performance is also the work results achieved by an individual in carrying out assigned tasks based on skill, experience, dedication, and time. A person will demonstrate optimal work performance if they receive benefits and are fairly and reasonably stimulated or encouraged in their work. To improve performance, achievement standards need to be established through writing. Performance is a key HR study in organizations because it reflects the work teachers achieve. According to [Simanjuntak \(2018\)](#), performance is the level of achievement in achieving results from carrying out certain tasks. [Kasmir \(2019\)](#) factors that influence employee performance include abilities and expertise, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. [Afandi \(2021\)](#) states that factors that influence performance include ability, clarity and acceptance, level of motivation, competence, work facilities, work culture, leadership, and work discipline.

Loyalty as an attitude indicates the extent to which an employee identifies with the company and wishes to remain a member. Loyalty is also related to job characteristics, opportunities for social interaction, the ability to handle a task, and feedback. Employees are people who work or dedicate some of their time, energy, and abilities to a specific organization, whether in government institutions or business entities, in exchange for a salary. Loyalty is a form of employee loyalty demonstrated by the employee's willingness to safeguard and defend the company, both inside and outside of work, against those who are unaware of the company's activities ([Hasibuan, 2018](#)). Employee loyalty is the determination and ability to obey all regulations, implement them, and practice them with full awareness and responsibility. This determination and ability must be demonstrated in daily attitudes and behavior, as well as in the execution of work.

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Motivation comes from the Latin word "Movere," which means to push or to move. Motivation in management is directed solely at human resources in general and subordinates in particular. Motivation questions how to direct the energy and potential of subordinates so they are willing to work together productively and successfully achieve predetermined goals. Motivation is the driving force that creates a passion for work, enabling them to collaborate effectively and with integrity, using all their efforts to achieve satisfaction. Motivation is the fundamental driving force that drives someone to work. Motivation is the force that drives a person to act, or not, and can exist internally or externally, whether positive or negative. Work motivation is something that creates a drive/work enthusiasm/driver for work enthusiasm ([Sedarmayanti 2018](#)). Motivation is a set of forces originating from within and outside a person that encourages them to start behaving at work according to a certain format, direction, intensity, and time period.

Work discipline is the conscious compliance with all applicable regulations within a work organization, as well as the effort to carry out each job properly, in order to increase a person's awareness and willingness. Work discipline is a person's ability to work regularly, diligently, and continuously according to established rules. Work discipline is an attitude of employee compliance with existing rules within the organization, enabling organizational goals to be achieved. Work discipline is a managerial tool for communicating with employees to change behavior for the better, increase awareness, and increase the willingness to comply with established regulations ([Sutrisno, 2019](#)).

Every institution, whether educational or non-educational, must have rules and regulations that all employees must follow. This includes attendance. All teachers are required to attend the designated hours for each unit, which are adjusted based on the number of learning hours at each level. All teachers must fulfil teaching administration and assessment requirements as a responsibility to the school, including the provision of teaching and learning materials. The problem of teacher loyalty and motivation has a significant impact on work discipline and performance at SMPN, because high loyalty and motivation create commitment and encouragement to work according to the rules, which ultimately improves the quality of teacher performance as a whole, this phenomenon arises because of low loyalty and motivation which can lead to a decrease in work discipline and have a negative impact on professionalism, integrity, and the quality of education provided to students. this can be seen in the SMPN Low loyalty; There are SMPN teachers who within 10 years of agreement not to move from the school they teach but in reality apply for transfer, loyal teachers actually have a long work period at the school even though there are very good opportunities to teach elsewhere with better offers such as higher salaries, but at this SMPN they quickly propose to move schools if there is an opportunity even though it has not been long. Some teachers lack active involvement in non-curricular activities. They refuse to guide extracurricular activities, which are usually held outside of school hours. Some teachers do not accept or support management decisions, even when they disagree with them, but still implement them professionally in line with the principal's policies. Disloyal principals tend to be uncommitted to the institution's goals, which can reduce work enthusiasm and cooperation in achieving institutional success.

Dissatisfaction or a lack of appreciation can lead to decreased motivation, as seen among junior high school teachers who refuse to participate in training. Teacher motivation in schools can manifest itself in actions that demonstrate high enthusiasm, such as creating innovative teaching methods, providing appreciation and encouragement to students, and continuing to develop themselves through training or further study. Conversely, low teacher motivation can be seen

in monotonous teaching methods or a lack of initiative to develop their professionalism, both of which also impact student motivation. Low work discipline is evident among teachers: we can see junior high school teachers who are frequently late, some who are absent from class even though the subject is theirs, and some who do not prepare a lesson plan (RPS) before teaching. All of this tends to reduce work discipline. Indiscipline during teaching time: Teachers often do not attend class on time without prior notification or clear reasons. Laziness: Teachers often procrastinate or show laziness in carrying out their obligations. This is because junior high school teachers are encouraged to create and submit RPS on time as determined by their respective principals before teaching, but this is not done. Poor work discipline can negatively affect teacher performance, ultimately reducing professionalism and the quality of teaching. Based on this background and the problems, the author proposed the research title "The Influence of Loyalty, Motivation, and Work Discipline on the Performance of Junior High School Teachers in Prabumulih City."

2. Literature Review

The Effect of Loyalty on the Performance of Junior High School Teachers in Prabumulih City. [Rivai \(2019\)](#) defines loyalty as employees' willingness to protect and defend the organization, both inside and outside of work, from threats posed by irresponsible individuals. Loyalty to work is reflected in employees' attitudes of devoting their abilities and expertise.

The Effect of Loyalty on the Performance of Junior High School Teachers in Prabumulih City. Research by [Ngiode \(2016\)](#) entitled "The Effect of Principal Leadership, Work Motivation, and Work Discipline on Teacher Performance at MTs.N Batudaa, Gorontalo Regency." The results of the study indicate that: 1) there is a positive and significant influence of principal leadership on teacher performance. 2) Work motivation has a positive and significant influence on teacher performance. 3) There is a positive and significant influence of work discipline on teacher performance. 4) There is a positive and significant influence of principal leadership, work motivation, and work discipline on teacher performance at MTSN Batudaa, Gorontalo Regency. Similarities between previous research and the author's research include the use of SPSS multiple linear regression analysis. Interviews, observations, and documentation are used. The study's results indicate that work culture and work loyalty have a positive and significant influence on employee work discipline. Work culture has a positive and significant influence on employee work discipline. Work loyalty has a positive and significant influence on employee work discipline.

The Influence of Motivation on the Performance of Junior High School Teachers in Prabumulih City. According to [Kasmir \(2019\)](#), motivation is one factor influencing employee performance. When someone works hard and performs well, it is often interpreted as having high work motivation. If someone doesn't perform well or doesn't seem to be working hard enough, the opposite conclusion is drawn: they lack motivation. Motivation is a set of forces, both internal and external, that encourage a person to initiate work behavior in a specific format, direction, intensity, and duration. A research journal conducted by [Choiriyah, Abid Djazuli, Indah, Anggeraini and Ulfa \(2021\)](#) entitled "The Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance in the Regional Secretariat of Ogan Komering Ulu (OKU) Regency, South Sumatra." This study aimed to determine the influence of motivation and work discipline on employee performance. This study used quantitative methods. Data collection techniques used were interviews, observation, and documentation. The analysis showed that leadership style, motivation, and work discipline collectively influence employee

performance. Leadership style also had a significant partial effect on employee performance. Meanwhile, work motivation and work discipline did not have a significant partial effect on employee performance.

3. Research Method

This research was conducted in state junior high schools in Prabumulih City, namely at SMPN 1 (located on Jalan Mangga Wnosari, in Prabumulih City), SMPN 2 (located on Jalan KH.A.Dahlan in Prabumulih City), SMPN 3 (located on Jalan Basuki Rahmat Tanjung Rahman in Prabumulih City), SMPN 4 (located on Sudirman Patih Galung in Prabumulih City) SMPN 5 (Location on Jalan Sejahtra Muara Dua in Prabumulih City), SMPN 6 (Location on Jalan Petanang in Muara Sungai Village, Prabumulih) SMPN 7 (Jalan Baturaja in Tanjung Rambang, Prabumulih City), SMPN 8 (Jalan Sukajadi in Prabumulih City) SMPN 9 (Jalan Gunung Kemala, Prabumulih City) SMPN 10 (Location on Cambai, Prabumulih City) SMPN 11 (Location on Jalan Pertamina in Prabumulih City) SMPN 12 (Location on Ring Road Muara Dua Prabumulih City) SMPN 13 (located on Jalan Tani, Prabumulih City). This type of research is quantitative, associative-causal. The dependent variable is performance, and the independent variables are loyalty, motivation, and discipline. The indicators of performance are work quality, creativity, and cooperation. The indicators of loyalty are obedience and compliance with responsibilities, as well as a sense of belonging. Motivation indicators include achievement, recognition from superiors, and remuneration. The indicators of discipline are time use, absence, and recognition from superiors. The population consists of all SMPN teachers in Prabumulih City, totaling 634. A total of 245 samples were used in this study. The sampling technique used was simple random sampling. The data used were primary, collected using a questionnaire. The data analysis method used was multiple regression.

4. Findings and Discussions

Below is the regression result.

Table 1. Regression Result

Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	1.599	.464		3.443	.001
	Loyalty	.046	.013	.031	3.593	.000
	Motivation	.676	.035	.678	19.484	.000
	Work discipline	.480	.052	.323	9.268	.000

Based on Table 1, the following is the multiple linear regression equation:

$$Y=1.559 + 0.0461X1 + 0.6762X2 + 0.4803X3$$

From the multiple regression equation, it can be seen that: (a) A constant value of 1.559 (positive) indicates that if teacher performance remains the same, even without Work Loyalty (X1), Work Motivation (X2), and Work Discipline (X3), or none or a value of 0 (zero), then teacher performance will remain at 1.559. (b) The Work Loyalty coefficient value of 0.046 (positive) indicates that Work Loyalty has a positive effect on teacher performance. This means that if Work Loyalty (X1) increases by 0.046, teacher performance will improve. Conversely, if Work Loyalty (X1) decreases by 0.046, Teacher Performance (Y) will decrease by 0.046,

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assuming Work Motivation and Work Discipline remain constant. (c) The Work Motivation coefficient value of 0.676 (positive) indicates that Work Motivation has a positive effect on Teacher Performance. This means that if Work Motivation (X2) increases by 0.676, teacher performance will increase. Conversely, if there is a decrease in Work Motivation (X2) of 0.676, teacher performance (Y) will decrease by 0.676, assuming Work Loyalty and Work Discipline remain constant. (d) The Work Discipline coefficient value of 0.480 (positive) indicates that Work Discipline has a positive effect on Teacher Performance. This means that if there is an increase in work discipline (X3) of 0.480, teacher performance (Y) will increase; conversely, if there is a decrease in work discipline (X3) of 0.480, teacher performance (Y) will decrease by 0.480, assuming work loyalty and work motivation remain constant. The results of the multiple linear regression analysis indicate that work motivation has a stronger influence on teacher performance than work loyalty and work discipline, suggesting that it has the greatest impact.

The F test was conducted to determine the influence of loyalty, motivation and work discipline together on the performance of teachers.

Table 2. F Test

Model	Sum of Squares	df	ANOVAa		
			Mean Square	F	Sig.
1 Regression	3624.082	3	1208.027	4398.638	.000
Residual	66.187	241	.275		
Total	3690.269	244			

Determining F-table with a confidence level of 95% and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V1 = k-1 = 3- 1 = 2$ and $V2 = 245-2 = 243$, so the F-Table = 2.68. So the value of $ta1 = 2.68$. Based on Table 2, the F-Test shows an F-value of $4398.638 > F_{table}(2, 68)$, with a sig. F level of $0.000 < 0.05$ (significant), then H_0 is rejected, and H_a is accepted, meaning there is a significant influence of Work Loyalty, Work Motivation, and Work Discipline on Teacher performance in Prabumulih City. The results of the study above illustrate that the independent variables used in this study, namely Work Loyalty (X1), Work Motivation (X2), and Work Discipline (X3), have a significant impact on the performance (Y) of Public Junior High School Teachers in Prabumulih City. Leaders are not only required to create harmonious work loyalty among teachers to foster a work culture with high integrity in carrying out their duties, but also to foster good relationships with teachers. With such good relationships, teachers do not feel ordered but, voluntarily carry out their duties due to their obligations and responsibilities, but more than a partnership relationship, often also called a working relationship. The relationship between work motivation and leaders and subordinates will create healthy, comfortable work loyalty and help achieve the expected goals. In addition, a principal's firmness significantly impacts teacher performance. Teachers will be reluctant to violate agency regulations if the leader is firm with all his teachers. Furthermore, work motivation also positively contributes to teacher performance. Understandably, work motivation is very important in management because it helps the management process run smoothly and encourages teachers to perform their duties effectively (Hasibuan, 2018). If teachers work in an orderly and disciplined manner, there will be no delays in completing tasks and agency output that does not meet standards. This can improve teacher performance by aligning all existing human resources around a common goal and creating a healthy work environment that makes teachers feel at home doing their jobs. With good work discipline, it

will form basic values, systems, and goals, and the principal's communication will be delivered effectively. However, behind all that, the results show a determinant coefficient (R Square) of 0.982 (98.2%). This means that performance (Y) can be explained by Work Loyalty (X1), Work Motivation (X2), Work Discipline (X3) by 98.2%, while the remaining 1.8% is explained by other factors not included in this study that do not affect teacher performance, such as ability, knowledge, expertise, education, and interests (Rivai, 2019). Good work motivation is that which can provide or inspire, build collaboration, and deliver benefits to the organization. A good leader has integrity, competence, and the ability to adapt. Performance is an important tool for achieving the agency's goals and carrying out its responsibilities. To improve teacher performance, the work motivation factor is the most influential thing in the police agency. This means that a good leader is essential for achieving the expected goals. If a leader does not care whether the teachers are capable or not in completing the work that has been given well as a form of responsibility, it is clear that the work must be completed as quickly as possible, because the leader feels he is the most powerful so that it makes teachers feel pressured and less attention, so that when teachers complete their work in a fast and efficient time, teachers have bad work habits, in addition to the principal who is not firm with his teachers who are often lazy in working which causes teacher performance to decline and not as expected, the results of the work are not in accordance with the targets to be achieved by public junior high school teachers so that work productivity also decreases. Another problem is that teachers often lack confidence in their work. This is often the case with overburdened teachers. To improve teacher performance, work motivation is the most influential factor within an institution. Efforts to increase work motivation include establishing clear, firm work regulations for teachers. Public junior high school teachers generally have regulations to foster work motivation, which, in turn, improve their performance within their schools. High teacher performance reflects high performance within public junior high school teachers. In addition to determining and assessing teacher productivity, performance can also serve as feedback to the management of a public junior high school on the implementation of teachers' work. Achieving predetermined work standards reflects good teacher performance; if a teacher does not meet these standards, their performance is still low. This indicates that teacher work motivation positively influences teacher performance. This means that good work motivation is essential for achieving desired goals. With strong motivation and a fighting spirit, tasks and assignments assigned by the institution will be completed quickly and effectively. A good leader is one whose teachers can maintain and foster integrity and discipline in carrying out tasks related to work results. To improve teacher performance, work motivation is the most influential factor in a school environment. Based on the above description, it can be concluded that work motivation will be high if teachers maintain and foster integrity, communication, and discipline in carrying out tasks related to work outcomes. Work motivation is also closely related to teacher performance because performance is a crucial tool in achieving company goals. To improve teacher performance, work motivation is the most influential factor in an institution or public junior high school in Prabumulih City. Work loyalty is related to teacher performance. Loyalty, as an attitude, indicates the extent to which a teacher identifies with the school and desires to remain a part of it. Loyalty is also related to job characteristics, opportunities for social interaction, the ability to handle a job, and feedback. Teachers are basically people who work or dedicate some of their time, energy, and abilities in a school, both public and private, in exchange for a salary. In line with Ngiode (2016), "Employee loyalty is a strong ability and determination always to strive to carry out duties and obey all regulations with full awareness of the individual himself and a full sense of responsibility. "Loyalty is a form of loyalty from employees shown by the

willingness of employees to maintain and defend the company inside and outside of work, from people who do not know what is in the company, (Hasibuan, 2018).

A partial test (t-test) was conducted to determine the effect of the independent variable on the dependent variable, controlling for other variables. The results of the t-test analysis can be seen in the following table:

Table 3. t-test

Model	Unstandardized Coefficients		Standardize d Coefficients		t	Sig.
	B	Std.Error	Beta			
1 (Constant)	1.599	.464			3.443	.001
Loyalty	.046	.013	.031		3.593	.000
Motivation	.676	.035	.678		19.484	.000
Work discipline	.480	.052	.323		9.268	.000

Based on Table 3, the following can be seen:

a) The calculated t-value for Work Loyalty is $3.593 > 1.979$, with a significance level of $0.000 < 0.05$ (significant). Therefore, H_0 is rejected, and H_a is accepted, indicating a significant influence of Work Loyalty on the performance of Public Junior High School Teachers in Prabumulih City. The calculation results above show that work loyalty makes a significant contribution to teacher performance among public junior high school teachers in Prabumulih City. This illustrates that work loyalty affects performance. It can be seen from the respondents' responses that the most dominant respondent's answer is agree, which is 28.2%, so it can be concluded that the majority of teachers in public junior high schools in Prabumulih City think that comfortable and conducive work loyalty can improve teacher performance and productivity. Ngiode (2016) show that work loyalty influences teacher performance. In addition, according to Samson, Waiganjo, and Koima (2015), there is a strong relationship between work loyalty and performance. Work loyalty is a crucial factor influencing teacher performance. Good work loyalty can be effective if teachers can carry out their teaching activities optimally, safely, healthily, and comfortably. Poor work loyalty can negatively impact schools by preventing teachers from working efficiently. With strong work loyalty, teachers will feel comfortable, secure, and free from anxiety, enabling them to perform their duties effectively and deliver optimal results. Meanwhile, poor work loyalty can lead to a decline in teacher performance. If this condition persists for a long time, teachers will become dissatisfied, leading to inefficient, less productive performance. Therefore, fostering high-quality work loyalty is key to a school's success in improving its teachers' performance. Regarding variable X1, the following findings were observed: Disagreement was relatively rare; almost all statements had relatively high percentages of SS, S, and N responses. High levels of disagreement can undermine proportionality and lead to self-doubt.

b) The calculated t-value for Work Motivation is $19.484 > 1.919$, with a significance level of $0.000 < 0.05$ (significant). Therefore, H_0 is rejected, and H_a is accepted, indicating a significant influence of Work Motivation on Teacher Performance in Prabumulih City. The results show that work motivation significantly contributes to teacher performance at public junior high schools in Prabumulih City. This demonstrates that work motivation influences performance. The respondents' responses in Table IV.8 above showed that the most dominant response was "strongly agree," at 64.2%. Therefore, the majority of public junior high school teachers in

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Prabumulih City believe that strong work motivation is necessary to improve teacher performance in fulfilling their duties and obligations, both in quality and quantity. The issue of work motivation is evident in the respondents' responses regarding their own performance. Teachers disagreed with leaders who were arrogant when teachers performed tasks incorrectly or failed, as this was seen as unwise and disrespectful to their subordinates. This is understandable, as work motivation has a significant impact on performance achievement. Work motivation is a crucial factor in encouraging teachers, especially in today's era of openness. Therefore, work motivation that empowers teachers' enthusiasm is needed. Leaders with authoritarian, participatory, delegative, charismatic, and democratic skills can motivate their employees to deliver their best performance. Motivation is the force that drives a person to act, or not, and it exists both internally and externally, whether positive or negative. Work motivation is a drive/spirit that energizes work enthusiasm (Sedarmayanti 2018). Motivation is a set of forces originating from within and outside a person that encourages work behavior in a certain format, direction, intensity, and time period (McClelland Suwanto 2020:5). According to Kasmir (2019), one factor that influences employee performance is motivation. Research journal conducted by Choiriyah, Abid Djazuli, Indah, Anggeraini and Ulfa (2021) entitled "The Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance in the Regional Secretariat of Ogan Komering Ulu (OKU) Regency, South Sumatra". This study aims to determine the influence of motivation and work discipline on employee performance. This study uses a quantitative method. Data collection techniques used are interviews, observations, and documents. The analysis shows that leadership style, motivation, and work discipline together significantly influence employee performance. Leadership style also has a significant partial effect on employee performance. Meanwhile, Work Motivation and Work Discipline do not have a significant influence on Employee Performance. There are findings on the variable X2, the motivation of respondents who expressed relatively high disagreement. Almost all statements have a relatively high percentage of STS, TS, and RR answers. The high number of disagreement responses can affect a teacher's achievement and potential.

c) The calculated t-value for Work Discipline is $9.268 > 1.919$, with a significance level of $0.000 < 0.05$ (significant). Therefore, H_0 is rejected, and H_a is accepted, indicating a significant influence of Work Discipline on Teacher Performance in Prabumulih City. This illustrates that work discipline affects performance. The most common response was strongly agree, accounting for 63.3%. Therefore, the majority of teachers at public junior high schools in Prabumulih City believe that positive work discipline fosters a high level of commitment among all teachers. Positive work discipline also comprises principles that ensure teachers fulfill their duties and obligations, thereby improving their performance. The importance of good work discipline has not been fully recognized, so several respondents disagree on whether variables such as work discipline, trust, values, and the behavior of superiors are factors that influence work discipline and improve teacher performance. Public junior high school teachers in Prabumulih City need to improve their performance to assume greater responsibility and play a larger role in their work. Therefore, one way to improve performance is to establish a strong work ethic. The better the work discipline, the better the teacher's performance in carrying out their work. Work discipline is the willingness to consciously comply with all applicable regulations within a work organization, as well as an effort to carry out every task as it should be, increasing one's awareness and willingness. Work discipline is a person's a Ngiode (2016). Work discipline is an employee's attitude of obedience to the organization's rules to achieve organizational goals. Work discipline is a managerial tool for communicating with employees

to change behavior for the better and increase awareness and willingness to comply with established regulations and to comply with those regulations. Low work discipline among teachers is evident in work discipline; we can see that there are junior high school teachers who often arrive late, there are teachers who do not attend class even though the teacher's subject is, there are junior high school teachers who do not make RPS first before teaching. All of this tends to reduce work discipline. Indiscipline during teaching time: Teachers often do not attend class on time without prior notification or clear reasons. Teachers often delay assignments or show a lackadaisical attitude in fulfilling their obligations. Before teaching, junior high school teachers are advised to make and submit RPS on time, as determined by the respective principals, but this is not done. Impact on teacher performance: Poor work discipline can negatively affect teacher performance, ultimately reducing professionalism and the quality of teaching. There are findings in the variable X3 (work discipline) indicating relatively high disagreement among respondents. Almost all statements have a relatively high percentage of STS, TS, and RR answers. The high rate of disagreement can affect attitudes, values, and work in unexpected ways.

The coefficient of determination measures the extent to which the independent variable contributes to the dependent variable. The results of the determination analysis can be seen in the following table:

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991a	.982	.982	.524

Based on Table 4, the Adjusted R-Square value is 0.982 or 98.2%, meaning that work loyalty, work motivation, and work discipline are able to contribute to changes that occur in teacher performance, amounting to 98.2%. The remaining 1.8% (98.2%- 100%) is explained by other variables not included in this study, including work environment, compensation, competence, work enthusiasm, and leadership.

5. Conclusion

There is a significant influence of Work Loyalty, Work Motivation, and Work Discipline together on Teacher performance in Public Junior High School Teachers in Prabumulih City. There are research variables regarding Work Loyalty, Work Motivation, and Work Discipline, which are suspected to be related to Teacher performance and show a significant relationship. The three variables, namely Work Loyalty, Work Motivation, and Work Discipline, contribute to the performance variable, where Work Loyalty contributes 0.046 or 4.6% to Teacher performance, Work Motivation contributes 0.676 or 67.6% to Teacher performance, and Work Discipline contributes 0.480 or 48.0% to Teacher performance. Based on the results of the study above, the three variables above contribute to Teacher performance in Public Junior High School teachers in Prabumulih City. The role of Work Loyalty can be seen in its comfort, which reduces complaints and the level of Teacher absence, because the environment determines behavior in the workplace, thereby reducing the need for support from the leader/principal. Cultivating and developing work motivation through progressive, innovative, and enthusiastic behavior, helping the team develop and build a strong organization. Work discipline can influence performance. Work discipline can be demonstrated through positive attitudes and behavior, courtesy, and empathy, and through communication, collaboration, and coordination

to improve teacher performance at public junior high schools in Prabumulih City.

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