

THE INFLUENCE OF LEADERSHIP AND WORK CULTURE ON THE PERFORMANCE OF ASN TEACHERS THROUGH WORK DISCIPLINE AT STATE HIGH SCHOOL LEVEL IN CAMPALAGIAN SUB-DISTRICT

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Abstract

This research uses a quantitative research based on the type of approach that aims to examine and analyze the influence of leadership, work culture, work discipline on the performance of ASN teachers at State Senior High Schools in the Campalagian District. The population in this study amounted to 57 people with saturated sampling, namely the entire population. This study used the Path Analysis and Sobel Test methods to determine the direct and indirect effects of variables. The research consists of independent variables of leadership and work culture, the dependent variable is the performance of ASN teachers, and work discipline as an intervening variable between the independent and dependent variables. The results of this study indicate (1) leadership has a positive and significant effect on the work discipline of ASN teachers, (2) work culture has a positive and significant effect on ASN teacher work discipline, (3) leadership has a positive and significant effect on ASN teacher performance, (4) work culture has a positive and significant effect on ASN teacher performance, (5) work discipline has a positive effect and significant effect on performance, ASN teachers (6) leadership has a positive and significant effect on performance through the work discipline of ASN teachers. and (7) work culture has a positive and significant effect on performance through the work discipline of ASN teachers at State Senior High Schools in the Campalagian District. (5) work discipline has a positive and significant effect on performance, ASN teachers (6) leadership has a positive and significant effect on performance through the work discipline of ASN teachers. and (7) work culture has a positive and significant effect on performance through the work discipline of ASN teachers at State Senior High Schools in the Campalagian District. (5) work discipline has a positive and significant effect on performance, ASN teachers (6) leadership has a positive and significant effect on performance through the work discipline of ASN teachers. and (7) work culture has a positive and significant effect on performance through the work discipline of ASN teachers at State Senior High Schools in the Campalagian District.

Keywords: *Leadership, Work Culture, Work Discipline, Performance*

A. INTRODUCTION

The task of practicing the intellectual life of the nation is the responsibility of the teacher. In Government Regulation Number 74 of 2005 concerning Teachers Article 52 paragraph 1 includes the main activities namely: Planning lessons, carrying out learning, assessing learning outcomes, guiding and training students, and carrying out assignments -additional tasks attached to the implementation of the main tasks (Kemendikbud, 2014). Success and quality development in an organization such as a

school is closely related to the condition of the teaching staff or human resources they have.

An employee with high and good performance can support the achievement of goals and objectives to be achieved. Teacher performance or performance in carrying out their roles and duties in schools, especially in the learning process in the current context requires development towards a higher quality.

A person's performance in doing his job requires a rational, objective assessment that is carried out formally. It can be seen that what kind of performance appraisal is based on the interests that are the goal. In line with the theory written by Siagian (2016) which divides the interests of performance appraisal into 2 parts, namely employee-centred assessment and organizational-centred assessment.

In the two State Upper Middle Schools in the Campalagian District, based on observations and interviews, teachers were found to be less professional, judging from how their functions and responsibilities are carried out in designing, learning is left to others, and implementation is late but administratively ASN performance assessment is the result reported supervision continues to increase.

Of the several deficiencies that indicate teacher performance mentioned above, it is necessary to receive serious attention because by further improving teacher performance, the quality of education will be achieved better. Principal leadership, teacher discipline at work, work culture as a way of behaving and behaving are factors that influence teacher performance. In line with Davis (2007) which states that performance is influenced by internal and external factors such as culture, leadership, in this case the school principal.

One that can affect the performance of teaching staff in schools is leadership. As stated by Robbins (2008) states that leadership is the ability to influence to achieve goals. leadership that often changes depending on who the leader is makes it difficult to adapt the relationship between subordinates and superiors.

Another thing that can also affect the performance of teachers is the work culture as a philosophy based on a view of life or values that become traits, habits, as well as a driving force that is cultivated in a group and is reflected in attitudes that become behavior, ideals, opinions, perspectives, and actions of a person which are manifested as work (Robbins in Ichsana Nugraha 2016)

ASN in schools that are less professional as educators can be seen in their attitude towards their work and behavior when doing their work which is a form of a bad work culture.

Work discipline is also something that can affect performance. As Rivai (2018) places discipline as one of the operational management functions. As HRM operative function becomes important to explain because the better the employee discipline, the higher the performance that can be achieved. Without good employee discipline, it is difficult for organizations to achieve maximum results.

Assessment of the ASN Teacher Annual SKP as of January to December in the two schools at the State level in the Campalagian Sub-District are as follows:

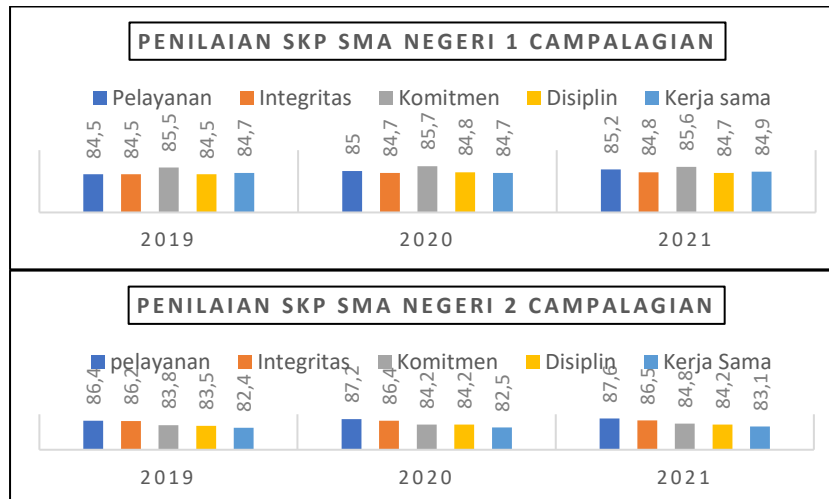


Figure 1. Assessment of Teacher's SKP

At Campalagian 1 Public High School, discipline is the lowest aspect in 2021 after an increase in 2020. While the SKP for ASN Teachers at Campalagian 2 Public High School shows that all aspects continue to increase from year to year except for the discipline aspect which is stagnant at 84.2 in two years ago.

Therefore the research entitled "The Influence of Leadership and Work Culture on the Performance of State Civil Apparatus Teachers Through Work Discipline at Public High Schools in Campalagian District" is considered important.

B. LITERATURE REVIEW

Human Resource Management

HRM is the process of human utilization as a workforce in a humane way so that all physical and psychological potentials can function optimally to achieve goals. Simply put, HRM is the use of individuals to achieve certain goals.

The important function of HRM is essentially related to implementation in the field with a combination of the main functions that must be carried out by managers, namely planning, organizing, staffing, motivating and controlling. Operational functions as a complement include procurement, development, compensation, integration, maintenance, disciplinary and termination of employment. This is important for those who manage an organization or who develop managerial function mandates for the successful achievement of goals by the organization.

Leadership

Leadership is how the implementation of the leadership function is seen and assessed by those who are led as well as by people outside their leadership, what is seen is what is usually referred to as the type or style of leadership.

Gibson (2018) Leadership is an effort to use or utilize a type of influence that is not coercion against people to achieve certain goals.

Robbins and Judge (2008) that types and styles of leadership include:

1. Charismatic Leadership Style

There are five main characteristics of charismatic leaders:

- a. Vision and articulation. Charismatic leaders have a vision stated as an ideal goal that assumes that the future is better than the status quo and is able to clarify the importance of the vision in a way that others can understand.

- b. Personal risk. Charismatic leaders are willing to take high personal risks, incur great costs, and make sacrifices to achieve the vision.
- c. Sensitive to the needs of subordinates. Charismatic leaders accept the abilities of others and take responsibility for their needs and feelings.
- d. Unconventional behavior. Charismatic leaders have behaviors that are considered new and contrary to convention.

2. Transactional Leadership Style

There are four characteristics of transactional leaders:

- a. Conditional award. Entering into a contractual exchange of rewards and effort, promising rewards for good performance, and recognizing accomplishments earned.
- b. Management by exception (active). Observe and look for deviations from the rules and standards, and take corrective action.
- c. Management by exception (passive). Intervene only when standards are not reached.
- d. *Laissez-faire*. Eschewing responsibility, avoiding making decisions.

3. Transformational Leadership Style

There are 4 characteristics of transformational leaders. The ideal influence.

- a. Providing vision and mission, instilling pride, and gaining respect and trust.
- b. Inspirational motivation. Communicate high expectations, use symbols to focus efforts, and state important goals in a simple way.
- c. Intellectual stimulation. Increase intelligence, rationality and careful problem solving. Individual considerations. Provides personal attention, treats each employee individually, and trains and advises.

Work Culture

One of the most important things at work is the attitude and behavior of the person doing the job. This is very important to note. Values, morals, traits and attitudes that are principally believed by a person and affect actualized actions at work are a form of work culture.

Arwildayanto (2013) According to him, a positive work culture can increase work productivity. Conversely, a negative or unfavorable work culture can hinder the effectiveness of individuals, groups and even the organization as a whole.

Robbins in Ichsan Nugraha (2016) Work culture is a philosophy based on a view of life as a value that becomes a trait, habits are also drivers that are cultivated in a group and are reflected in attitudes into behavior, ideals, opinions, views and actions that are manifested as Work.

Taliziduhu Ndraha in Arwildayanto (2013) is categorized into 2 parts, namely:

1. Employee Attitudes Towards Their Work
Attitude towards work, namely the preference for work compared to other activities such as relaxing, or simply obtaining self-satisfaction from the busyness of one's own work or even feeling compelled to do work just for survival.
2. Behavior of employees when doing work
The behavior of employees when doing work such as being diligent, dedicated, thorough, careful, responsible, careful and strong-willed in learning their duties and obligations and likes to help fellow employees or vice versa.

Work Discipline

Rivai (2018) places discipline as one of the operational management functions. As an operative function, HRM is important to explain because the better the employee discipline, the higher the performance that can be achieved.

In Terry's view (2020) discipline is a driving tool for employees so that each job can be completed smoothly, it is necessary for management to make an effort to apply a good form of discipline.

Work discipline is something that will make him know about what should be done, obligations, what can and should not be done because it is something that is prohibited. It will be easier to uphold discipline if there is awareness in each individual, to always obey, obey, orderly, orderly without any pressure or coercion from outside. So work discipline is a person's obedient attitude to the rules or provisions imposed in the organization

According to Siswanto (2005) that there are five factors that become dimensions in measuring employee work discipline.

1. Attendance frequency

In looking at the level of employee discipline, the higher the level of employee attendance, the higher the level of discipline.

2. Alert level

Employees who in carrying out their work are always full of calculations and accuracy have a high level of alertness both to themselves and to work.

3. Adherence to work standards

In carrying out work, people are required to comply with all standards that have been set.

4. Compliance with work regulations

Intended for comfort and smoothness in work.

5. work ethic

It is necessary for every employee in carrying out work in order to create a harmonious atmosphere, mutual respect in work among others

Performance

Performance is the result of work in quality and quantity that is achieved within a certain time by employees in carrying out their duties and functions in accordance with the responsibilities and obligations given and imposed on them.

Meanwhile, according to Mangkunegara (2015), performance is the result of a work process that is carried out in a planned manner at a certain time, a certain place as well as a person both individually and in groups in an effort to produce something in an organization which is of course relevant to its goals.

Teacher performance measurement according to PP. No. 46 of 2011 concerning Employee Performance Evaluation is separated into 2 parts, namely:

1. Employee Work Target Assessment (SKP)

- a. Quantity
- b. Quality
- c. Time
- d. Cost

2. Employee Work Behavior

- a. Service Orientation
- b. Integrity

- c. Commitment
- d. Discipline
- e. Cooperation

C. CONCEPTUAL FRAMEWORK

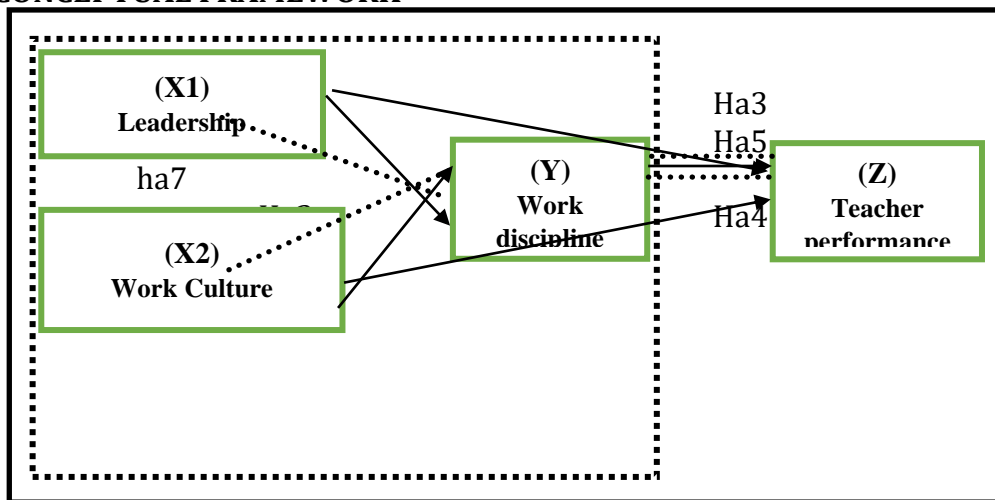


Figure 2. Thinking Framework Model

hypothesis

Based on the descriptions and drawings in the framework of thought, the following hypotheses are formulated:

Ha 1: Leadership has a positive influence on the work discipline of ASN employees at the SMA NEGERI level in Campalagian District, Polewali Mandar Regency.

Ha 2: Work Culture has a positive influence on the work discipline of ASN employees at the SMA NEGERI level in Campalagian District, Polewali Mandar Regency.

Ha 3: Leadership has a positive influence on the performance of ASN employees at the SMA NEGERI level in Campalagian District, Polewali Mandar Regency.

Ha 4: Work culture has a positive influence on the performance of ASN employees at the SMA NEGERI level in Campalagian District, Polewali Mandar Regency.

Ha 5: Work discipline has a positive effect on the performance of ASN employees at the SMA NEGERI level in Campalagian District, Polewali Mandar Regency.

Ha 6: Leadership has a positive influence on the performance of ASN employees at the SMA NEGERI level in Campalagian District, Polewali Mandar Regency through work discipline

Ha 7: Work culture has a positive influence on the performance of civil servants at the SMA NEGERI level in Campalagian District, Polewali Mandar Regency through work discipline.

D. RESEARCH METHODS

Location and Research Design

The location as the place for this research will be carried out in Campalagian sub-district, Polewali Mandar Regency, especially at public high school level schools in Campalagian Sub-district. Among them are Campalagian 1 State High School and Campalagian 2 State High School. By looking at leadership and work culture on ASN performance through work discipline as an intervening variable. This study uses a quantitative approach through path analysis and the Sobel test. Furthermore, in-depth interviews were conducted to strengthen the results of the study

Population and Sample

The population in this study were employees with ASN status at both 57 ASN schools. Meanwhile, the sample used in this study was a saturated sample where the sample was taken from the entire population to be used as research respondents.

Data analysis method

This research will use path analysis techniques (Path Analysis). Path analysis is one of the multiple linear regression techniques. This study also uses the Sobel test method to determine the indirect correlation between variables through intervening variables

The Sobel test is calculated using the formula:

$$Sab = \sqrt{b^2sa^2 + a^2sb^2 + sb^2sa^2}$$

Information

Sa : XM default error

Sb : Standard Error MY

B : MY coefficient

α : XM coefficient

To test the indirect significant effect partially, it is calculated by the formula

$$z = \frac{ab}{sab}$$

if the test is greater than 1.96 then there is a mediating or intervening effect.

Table 1. Analysis of Respondent Characteristics

No.	Characteristics of Respondents	Criteria	Frequency	Percentage
1	Gender	Man	28 People	49%
		Woman	29 People	51%
		Amount	57 People	100%
2	Age	20-30 Years	9 People	16%
		31-40 Years	18 People	31%
		>41 Years	30 People	53%
		Amount	57 People	100%
3	Last education	High School/Equivalent	There isn't any	0%
		Diploma	There isn't any	0%
		Bachelor degree)	50 People	88%
		Masters (S2)	7 People	12%
		Amount	57 People	100%
4	Years of service	0-10 Years	22 People	39%

		11-20 Years	27Person	47%
		21-30 Years	7 People	12%
		Over 30 years	1 person	2%
		Amount	57 People	100%

Data Source Processed 2023

Validity and Reliability Test

a. Validity test

Validity testing is a method used to see the validity of each research instrument from each of the variables used. In this study, four variables were tested for validity, including leadership variables, work culture variables, and Work Discipline and Performance Variables. The r table value in this study is 0.2201 with DF=N-2. The significance level used was 0.05 (5%). The instrument of the tested variables is said to be valid if the gain rate of the correlation coefficient is greater than the r table value. The results of this validity test can be seen from the following tables:

Leadership

Table 2. Leadership Validity Test Results

VARIABLE	STATEMENT ITEMS	Correlation coefficient	r Table	INFORMATION
LEADERSHIP	X1_1	0.871	0.2201	Valid
	X1_2	0.582	0.2201	Valid
	X1_3	0.665	0.2201	Valid
	X1_4	0.450	0.2201	Valid
	X1_5	0.724	0.2201	Valid
	X1_6	0.766	0.2201	Valid
	X1_7	0.608	0.2201	Valid
	X1_8	0.683	0.2201	Valid
	X1_9	0.821	0.2201	Valid
	X1_10	0.807	0.2201	Valid
	X1_11	0.782	0.2201	Valid
	X1_12	0.789	0.2201	Valid

Data source processed in 2023

Work Culture

Table 3. Work Culture Validity Test Results

VARIABLE	STATEMENT ITEMS	Correlation coefficient	r Table	INFORMATION
WORK CULTURE	X2_1	0.652	0.2201	Valid
	X2_2	0.436	0.2201	Valid
	X2_3	0.585	0.2201	Valid
	X2_4	0.784	0.2201	Valid
	X2_5	0.670	0.2201	Valid
	X2_6	0.681	0.2201	Valid
	X2_7	0.801	0.2201	Valid

	X2_8	0.829	0.2201	Valid
	X2_9	0.650	0.2201	Valid
	X2_10	0.804	0.2201	Valid
	X2_11	0.638	0.2201	Valid

Data source processed in 2023

Work Discipline

Table 4. Work Discipline Validity Test Results

VARIABLE	STATEMENT ITEMS	Correlation coefficient	r Table	INFORMATION
WORK DISCIPLINE	Y_1	0.390	0.2201	Valid
	Y_2	0.700	0.2201	Valid
	Y_3	0.782	0.2201	Valid
	Y_4	0.816	0.2201	Valid
	Y_5	0.809	0.2201	Valid
	Y_6	0.886	0.2201	Valid
	Y_7	0.708	0.2201	Valid
	Y_8	0.643	0.2201	Valid
	Y_9	0.786	0.2201	Valid
	Y_10	0.796	0.2201	Valid

Data source processed in 2023

Performance

Table 5. Performance Validity Test Results

VARIABLE	STATEMENT ITEMS	Correlation coefficient	r Table	INFORMATION
PERFORMANCE	Z_1	0.614	0.2201	Valid
	Z_2	0.549	0.2201	Valid
	Z_3	0.627	0.2201	Valid
	Z_4	0.541	0.2201	Valid
	Z_5	0.693	0.2201	Valid
	Z_6	0.764	0.2201	Valid
	Z_7	0.589	0.2201	Valid
	Z_8	0.754	0.2201	Valid
	Z_9	0.790	0.2201	Valid
	Z_10	0.763	0.2201	Valid
	Z_11	0.830	0.2201	Valid
	Z_12	0.830	0.2201	Valid
	Z_13	0.760	0.2201	Valid
	Z_14	0.654	0.2201	Valid
	Z_15	0.821	0.2201	Valid
	Z_16	0.771	0.2201	Valid
	Z_17	0.650	0.2201	Valid
	Z_18	0.751	0.2201	Valid

Data source processed in 2023

b. Reliability Test

For each variable used in this study, its reliability was tested. The results of the Reliability Test are as follows.

Table 6. Reliability Test Results

VARIABLE ITEMS	Reliability Coefficient	TEST RESULTS
LEADERSHIP	0.897	Reliable
WORK CULTURE	0.876	Reliable
WORK DISCIPLINE	0.900	Reliable
PERFORMANCE	0.936	Reliable

Source: Data Processed 2023

Based on the results of the Reliability Test, it was concluded that all the variables used in this study, namely Leadership, Work Culture, Work Discipline and Performance, were also reliable. This is because the coefficient is above 0.6. Based on the results of the analysis it was concluded that all the instruments in this study were reliable so that the questionnaire could be used to carry out further tests.

c. Path Analysis

Table 7. Path analysis test results

Variable	Influence		Q Count	Information
	Direct	Total		
X1-Y	0.219	0.219	2,259	Significant
X2-Y	0.464	0.464	6,662	Significant
X1-Z	0.164	0.164	2.006	Significant
X2-Z	0.232	0.232	2.205	Significant
YZ	0.576	0.576	5,259	Significant

Data source processed in 2023

d. Sbel test

The Sobel test was carried out with the aim of helping to determine the effect of mediating/intervening variables on work discipline. A variable is called an intervening variable if the variable affects the relationship between the independent variable and the dependent variable. To operate the Sobel test in this study is to use the results of the SPSS on the results of the hypothesis test which can be seen in the following table:

Table 8. Hypothesis Test Results

Variable	Unstandardized	Coefficients std. error	Standardized Coefficients Betas	sign.
X1-Y	0.124	0.055	0.219	0.028
X2-Y	0.606	0.091	0.646	0.000
X1-Z	0.173	0.086	0.164	0.050
X2-Z	0.406	0.184	0.232	0.032
YZ	1,074	0.204	0.576	0.000

Data source processed in 2023

From the table it can be operated to find out whether the Work Discipline Variable can mediate the effect of the Leadership Variable on the State Civil Apparatus Performance variables knowing that:

- a = Regression Coefficient X1 to Mediator(Y) = 0.124
- b = Regression Coefficient of Mediator(Y) to Z = 1.074
- sa = Standard Error X1 to Mediator(Y) = 0.055
- sb = Standard Error Mediator(Y) To Z = 0.204

Following is the Test of the influence of Leadership on Performance through Work Discipline with the formula and continued with its application as follows:

$$\begin{aligned}
 Sab &= \sqrt{b^2sa^2 + a^2sb^2 + sb^2sa^2} \\
 &= \sqrt{1,074^2 0,055^2 + 0,124^2 0,204^2 + 0,055^2 0,204^2} \\
 &= \sqrt{0,0042} \\
 &= 0.0648
 \end{aligned}$$

To test the significance level of the indirect effect of the Leadership variable on the Performance of the State Civil Apparatus through Work Discipline. then it is necessary to calculate the z value of the ab coefficient with the following formula:

$$Z = \frac{ab}{Sab} = \frac{0,124 \times 1,074}{0,0648} = 2,055$$

Value (2.055) > 1.96 (absolute z value) so that there is a significant indirect effect of leadership on the performance of state civil servants through work discipline.Z

The following is a test of the influence of Work Culture on the Performance of the State Civil Apparatus through work discipline knowing that:

- a = Regression Coefficient X2 to Mediator(Y) = 0.606
- b = Regression Coefficient of Mediator(Y) to Z = 1.074
- sa = Standard Error X2 to Mediator(Y) = 0.091
- sb = Standard Error Mediator(Y) To Z = 0.204

So that the operation of the Sobel test on the effect of work culture on the performance of state civil servants through work discipline is as follows:

$$\begin{aligned}
 Sab &= \sqrt{b^2sa^2 + a^2sb^2 + sb^2sa^2} \\
 &= \sqrt{1,074^2 0,091^2 + 0,606^2 0,204^2 + 0,091^2 0,204^2} \\
 &= \sqrt{0,0251} \\
 &= 0.158
 \end{aligned}$$

To test the level of significance of the indirect effect of the Work Culture variable on the Performance of the State Civil Apparatus through Work Discipline. then it is necessary to calculate the z value of the ab coefficient with the following formula:

$$Z = \frac{ab}{Sab} = \frac{0,606 \times 1,074}{0,158} = 4,119$$

Value (4.119) > 1.96 (absolute z value) so that there is a significant indirect effect of Work Culture on the Performance of State Civil Apparatuses through Work Discipline.Z

The results of the hypothesis can be described as follows.

- a. The Influence of Leadership on the work discipline of the State Civil Apparatus at State Senior High Schools in the Campalagian sub-district. From the above analysis, a significant value of Leadership (X1) is obtained of $0.028 < 0.05$. So it can be concluded that there is a direct significant influence of the Leadership variable (X1) on the Work Discipline variable (Y).
- b. The Influence of Work Culture on the Work Discipline of the State Civil Apparatus at State Senior High Schools in the Campalagian District. From the analysis above, it is obtained that the significance value of the Work Culture variable (X2) is $0.000 < 0.05$, so it can be concluded that there is a direct significant influence of the Work Culture variable (X2) on the Work Discipline variable (Y)
- c. The Influence of Leadership on the Performance of State Civil Apparatuses at State Senior High Schools in the Campalagian District. From the analysis above, it is obtained that the significance value of Leadership (X1) is $0.050 = 0.05$. So it can be concluded that there is a direct significant influence of the Leadership variable (X1) on the Performance variable (Z).
- d. The Influence of Work Culture on the Performance of State Civil Apparatuses at State Senior High Schools in the Campalagian District. From the analysis above, it is obtained that the significance value of the Work Culture variable (X2) is $0.032 < 0.05$. So it can be concluded that there is a direct significant influence of the Work Culture variable (X2) on the Performance variable (Z).
- e. The Influence of Work Discipline on the Performance of State Civil Apparatuses at State Senior High Schools in the Campalagian District. From the analysis above, it is obtained that the significance value of the Work Discipline variable (Y) is $0.000 < 0.05$, so it can be concluded that there is a direct significant influence of the Work Discipline variable (Y) on the Performance variable (Z).
- f. From the results of the Sobel test analysis, a Z value of $2.055 > 1.96$ (absolute Z value) is obtained. These results indicate that the Leadership Variable (X1) indirectly influences the State Civil Apparatus Performance (Z) variable through the Work Discipline variable (Y) at State Senior High Schools in Campalagian District.
- g. From the results of the analysis of the Sobel test, a Z value of $4.119 < 1.96$ (absolute Z value) is obtained. These results indicate that the variable Work Culture (X2) indirectly affects the Performance variable (Z) of the State Civil Apparatus through the Work Discipline variable (Y) at State Senior High Schools in Campalagian District.

E. DISCUSSION

Analysis of the Influence of Leadership on Work Discipline of State Civil Apparatus Employees at State Senior High Schools in Campalagian District.

The results of the analysis found that there is an influence between leadership on work discipline. So that it can be said that the better the leadership applied to state

senior high schools in Campalagian District, the better the level of work discipline of the State Civil Apparatus employees who work.

According to Mondy (2008), the leadership of a leader is able to make other people do what they want. Furthermore, the method used by a leader in influencing others is a characteristic of how the type of leadership is applied. Coupled with the views of Yulk and Djafri (2016) which explain that the purpose of the leadership influence process is so that other people under their leadership are able to understand what must be done, what is not allowed or allowed to do, how to do something in carrying out work. Things like this are in accordance with Morrison in Uno (2014) that this is a form of behavior control called discipline. According to Keith Davis (2015) explains that work discipline can be interpreted as the implementation of management to maintain guidelines within the organization. so it can be concluded that the leadership style of the leader is decisive in moving and giving direction to subordinates in carrying out work. In order to stay on target and minimize irregularities, it is necessary to apply the best possible work discipline.

The results of data processing in this study were corroborated by answers from the results of in-depth interviews conducted with employees at both schools, both for principals, senior teachers and young teachers who were willing to be respondents as well as informants. It was explained that Campalagian 2 Public High School during the current leadership period prioritized achievement of teachers who were led by conducting regular supervision to evaluate problems that existed in teachers. In this implementation it always refers to the duties and functions of the principal and also the teacher which must comply with the SKP. Sanctions are also given if deviations are found in the implementation, even if it is only in the form of a verbal warning. Meanwhile, in Campalagian 1 Public High School, the disciplinary process from the school principal to ensure teachers carry out their duties properly and in accordance with what is the responsibility of an educator is more stringent by carrying out extra supervision of the teacher on duty by installing CCTV in the classroom. there are currently only about 16 classes installed which will then be comprehensive. According to young teachers, this requires teachers to always be professional in carrying out their duties and functions as educators.

Analysis of the Influence of Work Culture on Work Discipline of State Civil Apparatus Employees at State Senior High Schools in Campalagian District.

In the results of the analysis and tests carried out it was found that there was an influence from work culture on work discipline. So it can be said that the better the work culture that exists at the State Senior High School in Campalagian District, the better the Work Discipline of the State Civil Apparatus employees who work.

According to Robbins in Ichsana Nugraha (2016) argues that work culture is a philosophy based on a view of life as a value that becomes a trait, habits are also drivers of money cultivated in a group and are reflected in attitudes that become behavior, ideas, opinions, views and actions that are manifested and implemented as work. Furthermore, in line with that, according to Kelvin (2016) the purpose of work culture is to change the attitude and behavior of Human Resources (HR). This research supports the opinion of Arwildayanto (2013) that work culture can be said as an attitude, obedience and adherence to norms and ethics that become rules and apply or are enforced in carrying out physical and mental task activities to produce positive things in the organization. According to him, a positive work culture can increase work

productivity. Conversely, a negative or unfavorable work culture can hinder the effectiveness of individuals and even groups and even the organization as a whole.

The results of data processing in this study were corroborated by answers from the results of in-depth interviews conducted with employees at both schools, both school principals, senior teachers and young teachers who were willing to be respondents as well as informants. working at both schools enjoying the work being done as a teaching staff, communicating problems when they arise, and working together to solve them. To maintain this, discipline is actualized as a form of discipline that differs in scope from the status of the school community such as teachers, leaders, staff and also students.

Analysis of the Influence of Leadership on the Performance of State Civil Apparatus Employees at State Senior High Schools in Campalagian District.

The analysis and tests carried out found that there is an influence from leadership on employee performance. So that it can be said that the better and better the level of leadership quality that is applied at the State Senior High School in the Campalagian District, the better and better the quality of the performance of the State Civil Apparatus employees who work.

According to AB. Bakker et al (2022) who explained that work performance or what is commonly referred to as work results always depends on how the leadership pattern of the leader. Furthermore, it is explained that there are significant differences found from the results of leadership research on performance depending on how the model is applied. This has also been researched by Siti Nur Aisyah and Rahmawardani (2020) who concluded that leadership is able to improve employee performance. Research on how the influence of the applied leadership style can affect the performance of these employees has also been researched by Komang MP and R Wardani (2018) which yielded that leadership style has a positive influence on performance.

In-depth interviews were conducted with employees at both schools, both school principals, senior teachers and young teachers who were willing to be respondents as well as informants on how leadership takes place with a certain vision that is pursued during tenure as well as innovative use of technology as a means of controlling subordinates, concern on teacher performance, although there are differences regarding the freedom of employees in carrying out work between leaders and employees between the perspectives of leaders and teaching staff, especially with the supervision model which is considered too tight by installing CCTV in the study room. However, making a decision still involves all parties in the school. All of that is a development effort from the school principal. According to several teachers, both senior and new, these efforts are considered to be effective in influencing the performance of all employees in carrying out their duties and obligations marked by an increase in the professionalism of employees in serving in terms of quality work results, additional assignments that are completed even on time for teachers who are burdened, budgets efficient. The creation of exemplary teachers and cooperation that exists between employees.

Analysis of the Influence of Work Culture on the Performance of State Civil Apparatus Employees at State Senior High Schools in Campalagian District.

On the results of the analysis On the results of the analysis and tests carried out it was found that there is an influence from work culture on performance. So that it can be said that the better the work culture at the State Senior High School in the Campalagian District, the better the performance level of the State Civil Apparatus employees who work.

This is in line with McGregor's Theory Y which explains that subordinates have self-control in their actions, have initiative, are given greater responsibility, and feel happy at work. Stewardship theory also explains that working collectively will create a family value where this value plays an important role in operating an organization which in this study is an educational institution. Research supports research that was conducted by Murshal Ridha (2021) concerning the effect of work culture on employee performance at the Peusangan District Office in Bireuen Regency which shows the result that work culture influences the performance of Peusangan sub-district office employees.

The results of interviews conducted with employees at the two schools, both principals, senior teachers and young teachers who were willing to be respondents as well as informants, resulted in the form of work culture in almost all ASNs who were asked about their attitude and behavior in working at both schools enjoying good jobs. carried out as teaching staff, communicating problems if any, and working together to solve them. According to the informants who were questioned in line with the application of work culture by looking at the attitude and behavior aspects above affecting the duties carried out both mandatory and additional assignments, attitudes towards students and the community outside of school, consideration of organizational and also personal interests, especially on how employees avoid irregularities official rules,

Analysis of the Effect of Work Discipline on the Performance of State Civil Apparatus Employees at State Senior High Schools in Campalagian District.

On the results of the analysis The results of the analysis and tests carried out found that there is an influence of work discipline on performance. So that it can be said that the better the work discipline at the State Senior High School in the Campalagian District, the better the performance of the State Civil Apparatus employees who work.

According to Keith Davis (2015) explains that work discipline can be interpreted as the implementation of management to maintain guidelines within the organization. So it was concluded that in order to stay on target and minimize deviations, it is necessary to apply the best possible work discipline. Hasibuan (2016) also explains that discipline at work is very important as an operative function of Management because the higher the level of discipline, the higher the performance that can be achieved. Without good discipline it is very difficult for an organization to achieve maximum results. Research supports research that was conducted by Syafrina (2017). That said that discipline can determine employee performance.

The results of data processing in this study were corroborated by answers from the results of interviews conducted with employees at the two schools, both school principals, senior teachers and young teachers who were willing to become respondents as well as informants regarding the work discipline of the State Civil Apparatus in the two schools. According to some teachers, the increase in performance occurs because of work discipline which is optimized by applying clear regulations

with scopes, equipped with clear sanctions on how to give them and who can give sanctions. According to young teachers, this requires teachers to always be professional in carrying out their duties and functions as educators.

Analysis of the Indirect Effect of Leadership on the Performance of State Civil Apparatus Employees at State Senior High Schools in the Campalagian District Through Work Discipline as an Intervening Variable.

By using the Sobel test, it was found that there was an indirect effect of leadership on the performance of state civil servants at state senior high schools in the Campalagian sub-district which was mediated through work discipline. This infers that the better the leadership that is applied which is supported by great work discipline is considered capable of increasing the performance of State Civil Apparatus employees who work at High Schools in the Campalagian District.

According to Robbin (2008) states leadership as the ability needed to influence a group to achieve certain goals and or objectives. Rivai in Jeli Nata Liyas (2017) places the leader as the spearhead or key to implementing a strategy for achieving goals where the role of the leader according to him is to set the direction of organizational movement, communicate, motivate and direct and carry out the supervisory function. To make this happen all great discipline is needed as is the opinion of Keith Davis (2015) which states that to create good performance for work and the organization certainly requires processing and strengthening the rules that apply in the organization. So it is concluded that leaders with great discipline can create good quality work with certain rules that apply. This research can support research that was conducted by Lutfih (2018) which found that leadership with several styles did not directly affect the performance of the employees he studied. However, if the leader implements his operative function as Davis (2015) said above, then the leader can influence performance through the operative function of disciplinary management.

Strengthened by the answers from the results of interviews conducted with employees at both schools, both principals, senior teachers and young teachers who were willing to be respondents as well as informants who explained that Campalagian 2 Public High School during the current leadership period prioritized achievement for teachers who were led by doing periodic supervision to evaluate problems that exist in teachers. In this implementation it always refers to the duties and functions of the principal and also the teacher which must be appropriate. Meanwhile, in SMA Negeri 1 Campalagian, the disciplinary process from the principal to ensure that teachers carry out their duties properly and in accordance with what is the responsibility of an educator is more stringent by means of a leader, in this case the principal carries out extra supervision on the teacher on duty. by installing CCTV in existing classrooms, only about 16 classrooms have been installed which will then be comprehensive. According to young teachers, this requires teachers to always be professional in carrying out their duties and functions.

Analysis of the Indirect Effect of Work Culture on the Performance of State Civil Apparatus Employees at State Senior High Schools in the Campalagian District Through Work Discipline as an Intervening Variable.

By using the Sobel Test it was found that there was an indirect effect of work culture on the performance of State Civil Apparatus employees at State Senior High Schools in the Campalagian District which was mediated through Work Discipline. This

infers that the better the work culture that exists and is implemented which is supported by great work discipline is considered to be able to improve the performance of employees.

According to Arwildayanto (2013) explains that in carrying out work, attitudes and behavior of employees in the organization it is necessary for management to pay attention to three things including employee habits, applied regulations and prevailing values. These three things are in line with Hasibuan's opinion (2016) which explains that this is like the implementation of the operative function of HR management, namely discipline as a thing that can determine the performance of employees. As according to Ghibson (2018) who says discipline is the use of several forms of sanctions if there is a deviation from the rules and values that exist in the organization.

Strengthened by the answers from the results of interviews conducted with employees at the two schools, both school principals, senior teachers and young teachers who were willing to be respondents as well as informants explained that almost the entire work culture of ASNs who were asked about their attitudes and behavior in working at both schools enjoyed work done as teaching staff, communicating problems if any, and working together to solve them. This makes the performance of employees more optimal according to the answers of employees who explain that their work is of high quality and quality with clarity of mandatory and additional assignments imposed on several teachers which can be completed on time with minimal funds, are authoritative and become role models for the school community, establish cooperation with various parties, set an example for students even though not all employees at both schools are concerned with the organization rather than personal interests. According to some teachers, the increase in performance occurs because of work discipline which is optimized by applying clear regulations with scopes, equipped with clear sanctions and how to give them and who can give sanctions.

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