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The Effect Of *Servant Leadership* And Work Culture On Elementary School Teachers' Performance In Kayuagung District

Suci Amalia
Educational Management, PGRI University of Palembang
Rohana
Educational Management, PGRI University of Palembang
Andi Rahman
Management, PGRI University of Palembang

Corresponding Author: Suciamalia1606@gmail.com [1] rohana@univpgri - palembang.ac.id [2], andiplg25@gmail.com [3]

Abstract

This study aims to identify and analyze the influence of servant leadership and work culture on teachers' performance in primary schools in the Kayuagung District. The problem arises because the implementation of servant leadership and work culture has not been optimal, while similar research in schools is still limited. The study uses a quantitative method with a population of 134 teachers and a sample of 100 teachers determined using the Slovin formula. Data were collected using questionnaires and analyzed through simple regression as well as multiple regression. The results of the study indicate that: (1) Servant leadership has a significant influence on the performance of primary school teachers in the Kayuagung District; (2) Work culture has a significant influence on teachers' performance; and (3) Servant leadership and work culture simultaneously have a significant effect on the performance of primary school teachers in the Kayuagung District, while the remainder is influenced by factors outside the study. These findings emphasize the importance of servant leadership and work culture. These findings emphasize the importance of servant leadership and a positive work culture in improving teacher performance.

Keywords : Servant Leadership, Work Culture, Teacher Performance

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INTRODUCTION

Teacher performance is one of the factor the main determining factor the success of the educational process in schools . Teacher performance can understood as results from teacher perceptions of the work he does is influenced by various factors factors , good internal and external factors external factors the covering condition work , policy head school , procedures work , style leadership head school , and connection with colleague Work fellow teachers (Dewi et al., 2024). Teacher performance reflects implementation of a purposeful learning process For optimize activity Study teach to walk in a way effective and efficient so that objective education can achieved in a way maximum (Muthia Kuku et al., 2023).

Teachers play a crucial role in the educational process due to their strategic position as the primary implementers of learning. The success of education in schools is inextricably linked to the quality of teachers' performance in designing, implementing, and evaluating the learning process. However, in practice, various problems related to teacher performance persist, such as a lack of competence in lesson planning, low innovation in teaching methods, and suboptimal learning evaluation. These conditions can hinder the achievement of desired educational goals and contribute to low educational quality (Fiannisa et al., 2024).

One factor influencing teacher performance is the principal's leadership. The principal plays a strategic role in creating a conducive work climate for teachers. Effective principal leadership can motivate teachers, increase work enthusiasm, and direct all available resources to achieve educational goals (Juniarti et al., 2020). Therefore, principals are required to possess strong leadership skills, such as the ability to make decisions, communicate effectively, provide motivation, and serve as role models for teachers.

One of approach assessed leadership relevant in context education is servant leadership. The concept of servant leadership was first introduced by Greenleaf (1970) who emphasized that leaders basically is a waiter for member organization . In approach this , leader focus on efforts serve , empower , and support development member organization to be able to reach potential the best . Servant leadership believed capable build connection harmonious work , improving motivation work , and push improvement performance member organizations , including teachers at schools (Agustianawati , 2023).

Besides Leadership , another factor that comes into play influence teacher performance is culture work . Culture Work is values , attitudes , and pattern developing behavior in something organizations that influence method member organization in work . In environment school , culture positive work can encourage teachers to Work in a way disciplined , responsible answer ,

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and own high commitment to task professionalism (Hamonangan et al., 2021). On the other hand , the culture lack of work Good can cause various problems , such as low discipline , lack of innovation , as well as attitude not enough care towards the learning process (Arasyiah , 2020).

Culture strong work is necessary in institution education Because can create atmosphere harmonious work , improving motivation work , and push teacher professionalism . With existence culture good job , teacher can Work in a way more productive so that quality education at school can increased (Mursito et al ., 2019). Therefore that , head school own role important in build and develop culture positive work in the environment school .

Based on results observation pre - research conducted , found that in some Public Elementary Schools in the District Kayuagung Still there is problem related implementation leadership head school and culture teacher work . Some teachers stated that head school has make an effort embracing and accompanying teachers in operate his duties . However however , still there is aspect suboptimal leadership , such as lack of attention head school in listen opinion or input from teachers. This condition has the potential to affect teachers' motivation and performance in carrying out their duties.

Furthermore, the work culture in several elementary schools in Kayuagung District also exhibits several issues, such as low teacher discipline in carrying out tasks, late arrivals to class, and a lack of creativity in the learning process. Some teachers also continue to focus solely on delivering material without considering students' level of understanding. This indicates that the work culture developing in the school environment does not fully support optimal teacher performance improvement.

Many studies have been conducted on teacher leadership and performance. However , some big study about servant leadership more Lots carried out in the organization business or company . Research that examines servant leadership in context education , especially in schools basic , still relatively limited . Therefore that , research This own uniqueness Because study the influence of servant leadership and culture Work to teacher performance in context school base .

Based on description said , research This aim For analyze the influence of servant leadership on teacher performance , influence culture Work to teacher performance , as well as the influence of servant leadership and culture Work in a way together to teacher performance at Public Elementary Schools in the District Kayuagung .

RESEARCH METHODS

This research uses a quantitative research method . The research design uses an *ex post*

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facto research design . *Ex post facto* research is research that aims to investigate events that have occurred and then look back to find out the factors that caused the event.

Population and Sample

The population in this study was all teachers at SD Negeri 3 Kayuagung, SD Negeri 12 Kayuagung, SD Negeri 14 Kayuagung, SD Negeri 15 Kayuagung, and SD Negeri 16 Kayuagung, totaling 125 people, both teachers with civil servant and non-civil servant status.

With a population of 134 teachers, the sample size was determined using the Slovin formula, namely:

$$n = \frac{134}{1+134(0,05)^2} = \frac{134}{1+134(0,0025)} = 100.37$$

Rounded to 100, so the sample in this study was 100 teachers.

Based on the calculations above, the sample obtained was 100 respondents.

Table 1

Research Population

No	School name	Gender		Total
		L	P	
1	Beti Jaya 1 Public Elementary School	2	13	15
2		1	7	8
3	Kijang Ulu 1 Public Elementary School	2	7	9
4		1	17	18
5	Kayuagung 5 Public Elementary School	4	7	11
6		6	37	43
7	Kayuagung 7th State Elementary School	4	16	20
8		1	9	10
	Kayuagung 8th State Elementary School			
	Kayuagung 14th State Elementary School			
	Kayuagung 15 Public Elementary School			
	Kayuagung 18 Public Elementary School			
Amount		21	113	134

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RESULTS AND DISCUSSION

RESULTS

This study analyzes teacher performance in Kayuagung District Elementary School through 5 indicators, namely work quality (*Quality of work*), punctuality (*Pomptness*), initiative (*Initiative*), ability (*Capability*), communication (*Communication*). Through a questionnaire containing 26 statements, the results of descriptive research on the performance factors of Kayuagung District Elementary School teachers can be seen in the following table.

Table 4.1 Descriptive Statistics of Elementary School Teacher Performance Variables in Kayuagung District

		Competence
N	Valid	100
	Missing	0
Mean		101.10
Median		94
Mode		94
Standard Deviation		15.38
Minimum		61
Maximum		122

Source: Data Management Using SPSS 26

From the results of the table above, the following is obtained, namely a mean score of 100.47, median 94, mode 121, standard deviation 15.87, minimum score 70, and maximum score 122. The following are the results of the frequency distribution analysis of the data on the performance variables of elementary school teachers in Kayuagung sub-district.

DISCUSSION

The hypothesis is a temporary answer because it is based on theory through the researcher's framework of thought. 1) There is an influence *of servant leadership* on the performance of elementary school teachers in Kayuagung sub-district. 2) There is an influence of work culture on the performance of elementary school teachers in Kayuagung sub-district. 3) There is an influence *of servant leadership* and work culture on the performance of elementary school teachers in Kayuagung sub-district.

After all data requirements have been met, the next step is to conduct hypothesis testing

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to determine the effect of the independent variables on the dependent variable, both partially and simultaneously. In this study, the independent variable tested is *Servant. Leadership* (X_1) and Work Culture (X_2), while the dependent variable is Teacher Performance (Y). Testing was conducted using simple and multiple linear regression analysis with the help of the SPSS version 26 program.

CONCLUSION

Based on the results of data analysis and hypothesis testing regarding the influence of *Servant Leadership* and work culture on the performance of elementary school teachers in Kayuagung District, the following conclusions were obtained:

1. *Servant leadership* has been shown to significantly influence the performance of elementary school teachers in Kayuagung District. This means that the better the principal implements *servant leadership principles* , the higher the teacher performance. Leadership that emphasizes compassion, humility, trust, vision, and empowerment of subordinates can significantly impact teacher performance.
2. Work culture has also been shown to significantly influence the performance of elementary school teachers in Kayuagung District. A positive work culture, characterized by discipline, openness, responsibility, and strong cooperation among teachers, significantly improves teacher performance in carrying out their professional duties.
3. *Servant leadership* and work culture simultaneously have a significant impact on elementary school teacher performance in Kayuagung District. Both complement each other in creating a supportive, collaborative, and productive work environment, thus collectively improving elementary school teacher performance in Kayuagung District.

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