

The Influence of Leadership, Compensation, Work Environment, and Spirituality on Teacher Performance at the Al Hikmah Foundation, Boyolali

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ABSTRAK

Tujuan penelitian ini adalah untuk menentukan dan menjelaskan pengaruh kepemimpinan, kompensasi, lingkungan kerja, dan spiritualitas terhadap kinerja guru di Yayasan Al Hikmah, Boyolali. Bahan dan metode. Populasi penelitian ini adalah 114 guru di Yayasan Al Hikmah, dan sampel sebanyak 114 guru dipilih menggunakan teknik pengambilan sampel jenuh. Pengumpulan data menggunakan kuesioner. Analisis data menggunakan Analisis Linier Berganda. Hasil. Kepemimpinan, Kompensasi, Lingkungan Kerja, dan Spiritualitas memiliki pengaruh yang signifikan terhadap kinerja guru di Yayasan Al Hikmah Boyolali. Ini berarti bahwa variabel Kepemimpinan, Kompensasi, Lingkungan Kerja, dan Spiritualitas berkontribusi sebesar 62,8% terhadap kinerja guru, sedangkan sisanya sebesar 37,2% dijelaskan oleh variabel lain yang tidak termasuk dalam penelitian ini. Kesimpulan. Kepemimpinan, Kompensasi, Lingkungan Kerja, dan Spiritualitas memiliki pengaruh yang signifikan terhadap kinerja guru di Yayasan Al Hikmah Boyolali. Ini berarti bahwa variabel Kepemimpinan, Kompensasi, Lingkungan Kerja, dan Spiritualitas berkontribusi sebesar 62,8% terhadap kinerja guru, sedangkan sisanya sebesar 37,2% dijelaskan oleh variabel lain yang tidak termasuk dalam penelitian ini.

Kata kunci: kinerja, kepemimpinan, kompensasi, lingkungan kerja dan spiritualitas, guru

ABSTRACT

The study purpose was to determine and explain the influence of leadership, compensation, work environment, and spirituality on teacher performance at the Al Hikmah Foundation, Boyolali. Materials and methods. The population of this study was 114 teachers at the Al Hikmah Foundation, and a sample of 114 teachers was selected using a saturated sampling technique. Data collection used a questionnaire. Data analysis used Multiple Linear Analysis. Results. Leadership, Compensation, Work Environment, and Spirituality have a significant influence on teacher performance at the Al Hikmah Boyolali Foundation. This means that the variables of Leadership, Compensation, Work Environment, and Spirituality contribute 62.8% to teacher performance, while the remaining 37.2% is explained by other variables not included in this study. Conclusions. Leadership, Compensation, Work Environment, and Spirituality have a significant influence on teacher performance at the Al Hikmah Boyolali Foundation. This means that the variables of Leadership, Compensation, Work Environment, and Spirituality contribute 62.8% to teacher performance, while the remaining 37.2% is explained by other variables not included in this study.

Keywords: *performance, leadership, compensation, work environment and spirituality, teachers*

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INTRODUCTION

The quality of national education is the goal of the Indonesian national education standards, which are to ensure the realization of programs to educate the nation and shape the character and civilization of a dignified nation. Government Regulation No. 4 of 2022 concerning National Education Standards outlines several standards that must be met in implementing education. These standards

encompass various important aspects of education, including curriculum, assessment, facilities and infrastructure, education management, and, most importantly, teachers. One of the standards assessed directly related to graduate quality, as indicated by graduate competencies, is the standard for educators and education personnel. This means that to achieve the desired graduate quality, the quality of educators (teachers) and education personnel (principals, supervisors, laboratory assistants, librarians, administrative staff, and errand runners) must be improved.

Teachers play a strategic and crucial role in human resource development through education, and therefore, serious attention is needed to ensure they possess the competencies to adapt to the rapid changes of the times, even to become agents of change and to control those changes. One way to improve the quality of human resources is through education. Furthermore, education is also a crucial human need, as it broadens knowledge and shapes human values, attitudes, and behavior.

Performance in the Indonesian Dictionary is something that is achieved or a demonstrated achievement or work ability. Performance is what an employee (staff) does or does not do in carrying out his main tasks. (Eti et al., 2022) Performance is the quality and quantity of work results achieved by an employee (including teachers in education) in carrying out their duties in accordance with the responsibilities assigned to them. Performance is also a combination of ability and motivation.

Performance comes from the word "job performance," which means the work achievements achieved by an individual. Performance is a measure of the quality and quantity achieved by an individual in carrying out tasks according to assigned responsibilities. Therefore, employee performance is a combination of opportunity, ability, and effort assessed from work results. It also represents the outcome or level of success of an individual during a certain period in carrying out tasks when compared to various possibilities, such as predetermined work standards, targets, and criteria that have been mutually agreed upon (Ahmad et al., 2022).

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization (Siregar & Rambe, 2022).

In many countries, principals are considered key agents of change within a school. Effective principal leadership has been shown to significantly impact various aspects of school life, including teacher performance and student achievement. A principal who is able to provide clear direction, build a positive school climate, and support teacher professional development will help improve the quality of education in their school. However, weak or ineffective leadership can be a barrier to quality learning. (Rosdah, 2024).

Compensation is an important element in improving performance, which can inspire teachers to work. Compensation is all income, whether in cash, in-kind, or indirect, received by employees in exchange for services rendered to the company. Compensation is something that is equivalent to something else that is comparable. Employees receive financial rewards as payment for their services in the workplace.(Octavianti & Nihayatul, 2023). Compensation is one way to foster enthusiasm for work. Teachers who are passionate about teaching easily improve their performance. Compensation can also improve teacher well-being and impact teacher performance.(Juliani & Suharti, 2023).

The work environment is everything around employees that can influence them in carrying out their assigned tasks. The work environment in an organization is important for the individuals who work within it, because the environment will influence individual satisfaction at work.(Eti et al., 2022)The work environment can create a binding working relationship between the people within it. The work environment is everything around employees in the workplace, both physical and non-physical, directly or indirectly, that may affect them and their work while working. Employees in an organization will feel satisfied if they work in a comfortable environment that can support their performance.

Spirituality is an individual's belief in the existence, presence, and involvement of a deified transcendent being in everyday life. This belief is accompanied by activities aimed at drawing closer to that transcendent being (God). Spirituality fosters a desire or sense of togetherness, connection, and unity with nature and all living things, thus becoming a path for individuals to find meaning and purpose in their life experiences. Good spirituality improves coping, optimism, and hope, reduces anxiety, and supports feelings of comfort and calm (Darojad, 2022).

Al Hikmah Boyolali Foundation is located at Jalan Sawungrono, KM 0.2, Trayon Hamlet, Kebonan Village, Karanggede District, Boyolali Regency, Central Java Province. Established in 2000, it is now 25 years old and has educational units such as PAUD (early childhood education), TKIT (Islamic kindergarten), SDIT (Islamic elementary school), MTsT (Islamic junior high school), SMAIT (Islamic senior high school), and Islamic boarding school (Islamic boarding school).

The Al Hikmah Foundation had a staff of 113 in 2025. This number fluctuates annually, with some staff turnover significantly disrupting the performance of teachers at the Foundation. The primary cause of this turnover and poor performance remains unknown, whether it is due to leadership, the work environment, compensation, spirituality, or other factors.

The importance of leadership, compensation, work environment, and spirituality on teacher performance, made researchers want to conduct this research to find out and test the influence of these variables on performance.

METHOD

This study uses a quantitative descriptive approach. The author chose to use a quantitative descriptive method to determine the magnitude of influence and significance between variables of leadership, compensation, work environment, and spirituality on teacher performance. This study was conducted at the Al Hikmah Boyolali Foundation located at Jalan Sawungrono KM 0.2, Trayon Hamlet, Kebonan Village, Karanggede District, Boyolali Regency, Central Java Province. The study was conducted for 3 months, namely January-March 2026. The population in this study were all teachers working at the Al Hikmah Boyolali Foundation, totaling 114 people. The sample in this study was all teachers of the Al Hikmah Boyolali Foundation, totaling 114 people or respondents because the researcher chose the best option to achieve the highest validity. The sampling technique used in this study was the census technique. The variables used in this study consisted of 2 variables, namely the independent variable and the dependent variable. The independent variable consisted of principal leadership, compensation, work environment, and spirituality and the dependent variable was teacher performance. The data obtained was then processed using multiple linear regression with the help of SPSS 22 software.

FINDING AND DISCUSSION

Table 1. Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	1,304	Positive
2	Leadership	.391	Positive
3	Compensation	.134	Positive
4	Work environment	.130	Positive
5	Spiritual	.386	Positive

Source: Data processing

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 1.304 + 0.391 X_1 + 0.134 X_2 + 0.130 X_3 + 0.386 X_4$$

From this equation it can be explained that:

1. Constant

The constant value of 1.304 indicates that the variables of Leadership, Compensation, Work Environment and Spirituality if the value is 0 then Teacher Performance at the Al Hikmah Boyolali Foundation has a Teacher Performance level of 1.304.

2. Leadership Coefficient (b1)

The Leadership coefficient or Leadership variable (β_1) is 0.391 with a positive value. This means that for every one-fold increase in Leadership, Teacher Performance at the Al Hikmah Boyolali Foundation will increase by 0.391, assuming other variables remain constant.

3. Compensation Coefficient (b2)

The Compensation coefficient or Compensation variable (β_2) is 0.134 with a positive value. This means that for every 1x increase in Compensation, Teacher Performance at the Al Hikmah Boyolali Foundation will increase by 0.134, assuming other variables remain constant.

4. Work Environment Coefficient (β_3)

The Work Environment value or Work Environment variable (β_3) is 0.130 with a positive value. This means that for every one-fold increase in the Work Environment, Teacher Performance at the Al Hikmah Boyolali Foundation will increase by 0.130, assuming other variables remain constant.

5. Spiritual Coefficient (β_4)

The Spiritual Value or Spiritual variable (β_4) is 0.386 with a positive value. This means that for every one-fold increase in Spiritual Value, Teacher Performance at the Al Hikmah Boyolali Foundation will increase by 0.386, assuming other variables remain constant.

Model Feasibility Test

Table 2 Model Testing Results

Model	F count	Ftable	Sig.	Standard	Information
Regression	48,646	2.46	0,000	0.05	Eligible Model

Source: Data processing

From the results of the model feasibility test, $F_{count} > F_{table}$ of $48.646 > 2.46$ was obtained with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. In other words, there is a simultaneous and significant influence between Leadership, Compensation, Work Environment and Spirituality on Teacher Performance at the Al Hikmah Boyolali Foundation and meets the requirements for the model feasibility test.

Hypothesis Testing

Table 3 Hypothesis Testing Results

Hypothesis	thitung	ttable	Sig.	Standard	Information
H1	3,551	>1,658	.001	0.05	Ha Accepted
H2	3,716	>1,658	.000	0.05	Ha Accepted
H3	2,938	>1,658	.043	0.05	Ha Accepted
H4	2,806	>1,658	.008	0.05	Ha Accepted

Source: Data processing

Based on the results of the t-test in the table above, it can be explained in the following form:

1. The Influence of Leadership on Teacher Performance at the Al Hikmah Foundation, Boyolali

The Leadership variable has a calculated t value $> t$ table ($3.551 > 1.658$) and a significance of $0.001 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Leadership on Teacher Performance at the Al Hikmah Boyolali Foundation.

2. The Influence of Compensation on Teacher Performance at the Al Hikmah Foundation, Boyolali
The Compensation variable has a calculated t value $> t$ table ($3.716 > 1.658$) and a significance of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Compensation on Teacher Performance at the Al Hikmah Boyolali Foundation.
3. The Influence of the Work Environment on Teacher Performance at the Al Hikmah Foundation, Boyolali
The Work Environment variable has a calculated t value $> t$ table ($2.938 > 1.658$) and a significance of $0.043 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is an influence of the Work Environment on Teacher Performance at the Al Hikmah Boyolali Foundation.
4. Spiritual Influence on Teacher Performance at the Al Hikmah Foundation, Boyolali
The Spiritual variable has a calculated t value $> t$ table ($2.806 > 1.658$) and a significance of $0.008 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Spirituality on Teacher Performance at the Al Hikmah Boyolali Foundation.

Coefficient of Determination Test (R²)

Table 5. Results of the Determination Coefficient

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Information</i>
1	.801a	.641	.628	Eligible Model

Source: Data processing

Based on the calculation results, the adjusted R square value was 0.628. This means that the variables of Leadership, Compensation, Work Environment, and Spirituality contributed 62.8% to Teacher Performance, while the remaining 37.2% was explained by other variables not included in this study.

DISCUSSION

The Influence of Leadership on Teacher Performance at the Al Hikmah Foundation, Boyolali

The Leadership variable has a calculated t value $> t$ table ($3.551 > 1.658$) and a significance of $0.001 < 0.05$, so leadership has a positive and significant effect on Teacher Performance at the Al Hikmah Boyolali Foundation.

The results of research on Leadership have a positive and significant effect on Teacher Performance at the Al Hikmah Boyolali Foundation in line with research conducted by Putri, 2022; Rosdah, 2024; Nurhayati, et al., 2022; Suryadi, et al., 2024; Mukti et al., 2022 obtained the results of Leadership having an effect on Teacher Performance at the Al Hikmah Boyolali Foundation.

The Influence of Compensation on Teacher Performance at the Al Hikmah Foundation, Boyolali

The Compensation variable has a t-value $> t$ -table ($3.716 > 1.658$) and a significance of $0.000 < 0.05$, so compensation has a positive and significant effect on Teacher Performance at the Al Hikmah Boyolali Foundation.

The results of research on Compensation have a positive and significant effect on Teacher Performance according to Juliani & Suharti, 2023; Octavianti & Nihayatul, 2023; Hayaroh & Tumanggor, 2024; Roji & Muhammad, 2024; Kartika et al., 2022; Nur, 2022. obtained the results that Compensation has a positive and significant effect on Teacher Performance.

The Influence of the Work Environment on Teacher Performance on Teacher Performance at the Al Hikmah Boyolali Foundation.

The Work Environment variable has a calculated t value $> t$ table ($2.938 > 1.658$) and a significance of $0.043 < 0.05$, so the work environment has an effect on Teacher Performance at the Al Hikmah Boyolali Foundation.

Research on the Work Environment on Teacher Performance at the Al Hikmah Boyolali Foundation is in accordance with research by Nurhayati, et al., 2022; Eti, et al., 2022; Ahmad, et al., 2023; Nafisah et al., 2023 found that work experience had a positive and significant effect on teacher performance.

Spiritual Influence on Teacher Performance at the Al Hikmah Foundation, Boyolali

The Spiritual variable has a calculated t value $> t$ table ($2.806 > 1.658$) and a significance of $0.008 < 0.05$, so spirituality has a positive and significant effect on Teacher Performance at the Al Hikmah Boyolali Foundation.

The results of the Spiritual research on Teacher Performance at the Al Hikmah Boyolali Foundation have a positive and significant influence according to research conducted by Siregar & Rambe, 2022; Darojad, 2022; Carolina, 2024. Susilowati, et.al. (2020); Guntoro, Taufiq & Suhardi (2024) obtained results that Spirituality has a positive and significant effect on Teacher Performance.

CONCLUSIONS

This study aims to test and analyze teacher performance, so the researcher raised the research title The Influence of Leadership, Compensation, Work Environment and Spirituality on Teacher Performance at the Al Hikmah Boyolali Foundation. This research is a descriptive quantitative study with a population and sample of 114 people using a saturated sampling method. The research instrument is a questionnaire with a Likert scale and multiple linear regression analysis. Based on the results of the study, Leadership, Compensation, Work Environment and Spirituality have a significant influence on Teacher Performance at the Al Hikmah Boyolali Foundation. Based on the calculation results, an adjusted R square value of 0.628 was obtained. This means that the variables of Leadership, Compensation, Work

Environment and Spirituality contribute to Teacher Performance by 62.8% while the remaining 37.2% is explained by other variables not proposed in this study.

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