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Teacher Performance Post-Covid-19: A Study of Workload, Leadership Style, and Teacher Work Discipline at SMAN 21 Tangerang District

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Abstract.
Achieving good teacher performance will be determined mainly by leadership characteristics. The Covid-19 pandemic outbreak has affected business organization management, including organizations in schools. Each leader has their style in human resources management, likewise in schools. Teaching and learning activities that were initially face-to-face switched to using remote applications such as zoom meet, google meet, and other online teaching media or applications. This study aims to analyze the factors that influence the success of the educational field from the point of view of the teaching staff. The success of the education world in a nation is inseparable from the internal role of school stakeholders, particularly teachers. A teacher's success can be judged by how well the resulting performance is. That every teacher has a teaching workload that must be passed in teaching and learning activities to meet teaching performance. Workloads are in the form of activities that must be completed within a certain time frame. A leader's duty is to motivate teachers to achieve maximum performance. A teacher who has job discipline will be able to achieve performance following the allotted time. This study critically reviews the factors that affect teacher performance. Finally, this study will propose a model of the relationship between leadership style, workload, and discipline in predicting teacher performance post-Covid-19.

Keywords: teacher performance, workload, leadership style, work discipline

1. Introduction

For almost every company, the era of the industrial revolution 4.0 is an absolute and unavoidable phenomenon. Companies must have a strategy that is able to transform and innovate to deal with it. This is so that the companies and businesses that have been built are not crushed by the times and hampered their development [1]. The dramatic change as an effect of the industrial revolution is a form of social reality. Many

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studies discuss the social change in the industrial world. The theory used in analyzing the social change in industrial society is the theory of social change from William F. Ogburn. The theory states that there is an effect of material changes on immaterial things [2]. This means that what has changed is not only the mechanical technology but also the behavior of its human resources. Therefore, the company must already have an integrated travel map so that the direction of business development is visible.

The world health organization announced the Covid-19 pandemic on March 11, 2020. On that date, the number of positive Covid-19 cases was confirmed around 121,000. About a month later, on April 13, 2020, President Joko Widodo officially declared Covid-19 a national disaster. This determination was stated through Presidential Decree (Keppres) of the Republic of Indonesia Number 12 of 2020 concerning the Designation of Non-Natural Disasters Spreading Corona Virus Disease 2019 (Covid-19) as National Disasters (Cabinet Secretariat of the Republic of Indonesia, 2020a) [3].

Among the strategies that urgently need attention is the readiness for change in every organization, especially in global business organizations. The global competition in the current era requires the readiness to change without pause from every person in the industry. The condition of the Covid-19 pandemic that is sweeping the world, including Indonesia, necessitates a change in the latest business situation and conditions. Therefore, management is obliged to take practical and strategic steps to bring the organization out of the crisis puddle that almost drowned some companies that were not well prepared [1].

Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. The leadership style is suitable when the company's goals have been communicated and subordinates have accepted them. A leader must apply a leadership style to manage his subordinates because a leader will greatly affect the success of the organization in achieving its goals. Leaders hear ideas from subordinates before making decisions. The right leadership style will lead to a person's motivation to excel. The success or failure of employees in work performance can be influenced by the leadership style of their superiors because leadership style has a significant influence on employee performance. Leadership style will show, directly or indirectly, a leader's belief in the ability of his subordinates. That is, leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, and attitudes that are often applied by a leader when he tries to influence the performance of his subordinates [4].

Education is something that all children of the nation must get to achieve their dreams and to have a better future. To have a brilliant ability, of course, need to go through

a process that is done intentionally. Things that aim to educate the life of the nation are through a tiered educational process that can shape individual figures as human resources so that later they are able to play a major role in building the nation and state. The importance of the teacher's role in the education process in transforming educational inputs so that experts say there will be no change or quality improvement without changes and improving the quality of the teachers.

This study discusses the influence of workload, leadership style, and work discipline in schools. The role of human resources has an important role, especially in schools. The teaching and learning process in schools is not only the transfer of knowledge that is needed by students but a good attitude must be possessed by every student. For this reason, a leader's role in the organization is needed to provide direction to every teacher who teaches students. It's not just a profit organization that every school must be able to develop competitiveness that will differentiate one school from another. Each teacher has a workload that has been determined by each agency where he works. That workload will be a measure of whether a teacher achieves good performance. In addition, a teacher is also required to have discipline because in education there must be work discipline so that the teaching and learning process will run well. Discipline from attendance, teaching hours, home hours, and even discipline in completing what is the obligation of a teacher.

Many studies discuss the factors that affect teacher performance, including workload [5], leadership style [6] [7], and work discipline [8] [9].

2. Literature Review

2.1. Teacher performance

Performance is a measure of an organization in achieving better work processes in completing tasks. Performance is a measure of an organization in achieving productive work targets. Various kinds of literature, which discuss performance, show the results achieved in the sense that the achievement of goals and targets that have been or have been determined, including information on the efficiency of resource use in producing goods or services, quality of goods or services, comparison of work results with targets as well as the effectiveness of actions in achieving goals.

This performance then has a function, that is as a milestone that shows the level of achievement of a goal and also shows whether the organization is running under the direction or even deviating from the set goals. According to Mangkunegara [10], that

performance comes from Job Performance or Actual Performance (work achievement and actual achievement achieved by a person). So, the notion of performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them.

Another definition is "Performance (work performance) is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time" [11].

Teacher performance is the result of an assessment of the process and work achieved by the teacher in carrying out his duties. Functional education and training are an effort to increase teacher competence and/or strengthen insight, knowledge, attitudes, values, and skills in the teaching profession that is useful in carrying out teacher duties through institutions that have operating permits from the competent authorities (Permendiknas (regulation of the minister of national education) number 35 of 2010).

Based on the definition of performance according to the regulations and several experts above, it can be concluded that the notion of performance is work performance, work achievement/work results/for work/work conducts. Performance is the result of work achievement where employees or apparatus are required to make every effort to carry out their duties as well as possible. As a professional, the task of the apparatus as a bureaucratic apparatus in providing services should be able to provide satisfaction. The dimensions of teacher performance in Permendiknas (regulation of the minister of national education) Number 35 of 2010 concerning Instructions for the Implementation of Teacher Functional Positions and Credit Scores. A teacher must be able to: plan the learning process, implement the learning process, evaluate learning outcomes, and supervise the learning process.

2.2. Workload

The workload is a process or activity that must be completed by a worker within a certain period. If a worker is able to complete and adapt to several tasks that have been given then it will not become a workload. But, if the worker is not successful, the task and also the activity becomes a workload. According to Moekijat [12], the workload is the volume of work or records of work results that can show the volume produced by several employees in a certain section. According to Munandar [13], there are 2 aspects of workload, particularly: workload as physical demands, and workload as task demands. Workload indicators include targets to be achieved, work conditions, and work standards.

2.3. Leadership style

According to Yukl [14], leadership is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization.

Leadership is exercised when a person mobilizes institutional, political, psychological, and other resources to arouse, engage and fulfill the motivation of followers. The leadership role includes motivating subordinates and creating favorable conditions for carrying out work. Leadership seeks to make a change in an organization by (1) developing a vision of the future and strategies for making the changes needed, (2) communicating and clarifying the vision, and (3) motivating and inspiring others to achieve that vision. Also, leadership as a relationship of influence in various directions between leaders and subordinates who have the same goal of achieving actual change.

Miftah Thoha [15] states leadership style includes how a person acts in the context of the organization. So, the easiest way to discuss the various types of styles is to describe the type of organization or situation that is generated by or is suitable for a particular style. The consequence is very difficult when using only one definition of leadership that is general enough to accommodate these various meanings and specific enough to function as an operational variable.

According to Kartono [16], a person's leadership style can be seen and assessed from the following indicators:

1. Decision-Making Ability. Decision-making is a systematic approach to the nature of the alternatives faced and taking the action that according to calculations is the most appropriate action.

2. Motivating Ability. Motivating ability is the driving force that causes a member of the organization to be willing and willing to mobilize his abilities (in the form of expertise or skills) his energy and time to carry out various activities that are his responsibility and fulfill his obligations, in the context of achieving predetermined organizational goals and objectives.

3. Communication Skills. Communication Skills are the ability or ability to convey messages, ideas, or thoughts to other people with the aim of those other people understanding what is meant well, directly orally or indirectly.

4. Ability to Control Subordinates. A Leader must have the desire to make others follow his wishes by using personal power or position power effectively and in place for the long-term interest of the company. This includes telling the other

person what to do in a tone that varies from assertive to demanding or even threatening. The goal is that the tasks can be completed properly.

5. Responsibility. A leader must have the responsibility to his subordinates. Responsibility can be interpreted as an obligation that must bear, assume responsibility, bear everything or give responsibility and bear the consequences.

6. Emotional Control Ability. The ability to control emotions is very important for the success of our lives. The better our ability to control emotions, the easier it will be for us to achieve happiness

2.4. Discipline work

Correspondent to [13], work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and to increase awareness as well as one's willingness to obey all the rules and social norms that apply in a company.

According to Rivai [17], work discipline is the policy of shifting individuals to become self-responsible to comply with environmental (organizational) regulations. While according to Hadian [18], work discipline is essentially how to raise awareness for its workers to carry out the tasks that have been given, and the formation of this work discipline does not arise by itself. Discipline is a method used by managers to direct their subordinates so that they are willing to follow.

So, work discipline is behavior that is following the regulations of the company, whether written or not, ultimately aimed at achieving the effectiveness of the company's work.

Whereas Davis [19] suggests that "discipline is management action to enforce organization standards", meaning that work discipline can be interpreted as the implementation of management to strengthen organizational guidelines. Discipline must be emphasized in a company organization. Without the support of good employee discipline, it is difficult for the company to realize its goals. So, discipline is the key to the success of a company in achieving its goals.

Rivai [17] states the better the discipline carried out by employees in a company, the greater the work performance that can be generated. On the other hand, without good discipline, it is difficult for companies to achieve optimal results. The definition of work discipline shows the mutual respect of each employee in carrying out their duties in accordance with the rules and obedience of the employee.

Basically, there are many indicators that affect the level of discipline of an organization's employees. Singodimejo in [20] mentions work discipline is divided into four dimensions including:

1. Obey the rules of time. Judging from the work hours, home time, and rest hours on time in accordance with the rules that apply in the company.

2. Obey the company regulations. Basic rules about how to dress, and behave at work.

3. Obey the rules of conduct at work. Shown by ways of doing jobs in accordance with the position, duties, and responsibilities as well as how to relate to other work units.

4. Obey other regulations. Rules about what employees can and cannot do in the company.

2.5. Framework

Teacher performance as a result of work in quality and quantity that can be achieved by a person, in carrying out tasks in accordance with the responsibilities given to him. The things that support the teacher's performance are workload, work discipline, and leadership style. Based on the description above, the theoretical framework can be arranged as follows.
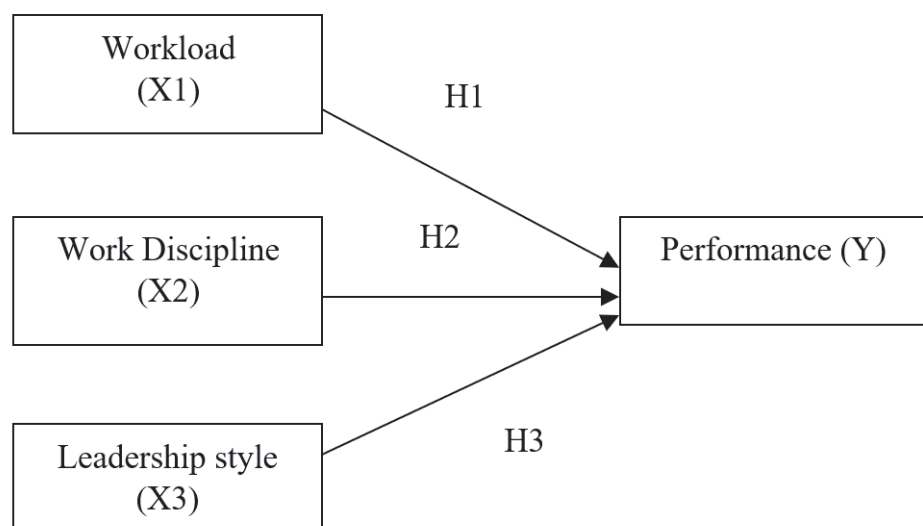

Figure 1: Thinking framework.

3. Research Methods

3.1. Research time and place

This research process begins with identifying problems and the time of this research starts from April 2022. The author chooses the object of research at SMAN 21 in Tangerang Regency.

3.2. Research design

The research design used by the author is a causal research method. According to Sugiyono [21], causal research is research that aims to find out about the causal relationship between the independent variable and dependent variable. This study is intended to determine the effect of workload, leadership style, and work discipline on teacher performance.

4. Results and Discussion

In the current era of globalization, the quality of human resources has an impact on the business sector in the world of work. Globalization has a great influence on companies and organizations to get their targeted market share. Therefore, a company must prepare quality human resources so that workers can face competition in the world of work. That is by preparing qualified and competitive human resources so that competition in the world of work can be faced efficiently. The company is an organization in which there are certain goals in running its business. In carrying out its business activities, a company has a vision and mission in achieving its goals. When making human resources the main capital in a company, which is where human resources can contribute to the company. With these human resources, the company must be able to manage human resources as well as possible.

The workload is the average activity frequency of each job within a certain period. Workload includes physical and mental workload. As a result of a workload that is too heavy or physical abilities that are too weak, an employee can suffer from work-related disorders or diseases. Results Previous research on the effect of workload on employee work effectiveness was conducted by Tri Silawati Dewi [22] which results in work motivation having a positive and significant effect on employee performance.

According to Syafrina [23], work discipline is obedience to the institution or organization along with all the provisions without using feelings, only based on awareness and awareness that without such obedience all the provisions in the organization's goals will not be achieved. In work discipline, it is required the ability to live up to the rules, norms, laws, and regulations that apply so that they will consciously implement and obey them. In work discipline, the main factor is the awareness of the rules or regulations that apply within the company. Work discipline is very important in an effort to ensure the maintenance of order and smooth implementation.

Leadership is the process of influencing the activities of a person or group of people to achieve goals in certain situations. Leadership is a process of influencing others to want or not to do something they want. There are also those who say that leadership (leadership) is the interaction relationship between followers (followers) and leaders in achieving common goals. Previously regarding the effect of job satisfaction on employee performance which resulted in Leadership Style having a positive and significant effect on teacher performance. New research in the form of hypotheses and proposal studies,

5. Conclusion

Based on the opinions of several experts from previous research, it can be said that there is an influence between workload, leadership style, and work discipline on teacher performance.

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