# Analysis of Work Climate and Work Ethic on Teacher Performance with Motivation as Intervening Variables in SMP 1 Wih Pesam in Bener Meriah

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**Abstract-This study examines the influence of work climate and work ethic on teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency, with motivation as an intervening variable. Recognizing the pivotal role teachers play in achieving educational goals, the research investigates how a conducive work environment and strong work ethic can enhance teacher effectiveness. Utilizing a quantitative approach, data were collected through questionnaires distributed among 66 teachers. The analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the relationships among the variables. Findings indicate that both work climate and work ethic significantly affect teacher performance, with motivation serving as a crucial intermediary. Specifically, a positive work climate fosters higher motivation, which in turn boosts teacher performance. Similarly, a strong work ethic correlates with increased motivation levels, enhancing overall teaching effectiveness. These results underscore the importance of cultivating a positive work environment and reinforcing ethical values in educational settings to optimize teacher performance. The study contributes valuable insights to school management practices by highlighting critical factors that can be leveraged to improve educational outcomes.**

*Keywords Teacher Performance, Work Climate, Work Ethic, Motivation, PLS-SEM*

## I. INTRODUCTION

Education is the main pillar in sustainable nation development. In the context of formal education, teachers play a strategic role as curriculum implementers and learning facilitators. Therefore, teacher performance is a determining factor in achieving educational goals. According to Mangkunegara (2021), performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties according to the responsibilities given. Therefore, efforts to improve teacher performance are a central issue in the management of human resources in the school environment.

One of the factors that is believed to affect teacher performance is the work climate. A conducive work climate will encourage teachers to work more optimally and responsibly. According to Wirawan (2020), the organizational climate reflects an individual's perception of the work environment which can affect their behavior and productivity. When teachers feel safe, valued, and supported, they tend to show higher dedication to their work.

In addition, work ethic is also an important factor in influencing teacher performance. Work ethic reflects a positive mental attitude that encourages a person to work diligently, honestly, and responsibly. Sutrisno (2020) explained that work ethic is a mental attitude that reflects belief in the values of hard work, responsibility, discipline, and integrity. A high work ethic will create a commitment in teachers to provide the best in the learning process.

However, these two factors will not provide maximum results without work motivation. Motivation acts as an internal driving force that directs a person's behavior to achieve goals. Robbins and Judge (2022) state that motivation is a process that explains a person's intensity, direction, and perseverance in achieving goals. Teachers who have high motivation will still perform well despite facing the limitations of the work environment.

Motivation in this case can also play a role as an intervening variable that bridges the influence of work climate and work ethic on teacher performance. Research by Luthans (2021) shows that motivation is able to strengthen the relationship between working conditions and work outcomes. In other words, a good work climate and work ethic will have a significant impact on teacher performance if accompanied by high motivation.

Based on initial observations at SMP Negeri 1 Wih Pesam, Bener Meriah Regency, it was found that there was a variation in teacher performance that was not optimal, as well as indications of low work motivation and ununiform perception of the work climate. Therefore, this study is important to analyze the influence of work climate and work ethic on teacher performance, with motivation as an intervening variable, in order to make a scientific and practical contribution to the development of school management.

### A. Problem Formulation

- Does the work climate have a positive and significant effect on teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency?

- Does the work climate have a positive and significant effect on motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency?

- Does work ethic have a positive and significant effect on teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency?

- Does work ethic have a positive and significant effect on motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency?

- Does motivation have a positive and significant effect on teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency?

- Does the work climate have a positive and significant effect on teacher performance through motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency?

- Does work ethic have a positive and significant effect on teacher performance through motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency?

## B. Research Objectives

- To test and analyze the work climate on teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

- To test and analyze the work climate on motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

- To test and analyze work ethic on teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

- To test and analyze work ethic on motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

- To test and analyze motivation for teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

- To test and analyze the work climate on teacher performance through motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

- To test and analyze work ethic on teacher performance through motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

## II. Literature Review

### A. Theoretical Framework

#### 1) Teacher Performance

##### a) Definition of Teacher Performance

Sutrisno (2020) stated that teacher performance is the level of success of teachers in achieving learning goals, carrying out administrative tasks, and fostering social relationships in the school environment.
Teacher performance is a tangible ability shown in carrying out all their responsibilities, including learning, guidance, and social roles (Sutrisno, 2020).

##### b) Factors that affect Teacher Performance

According to Sutrisno (2020) in his book *"Human Resource Management"*, teacher performance is influenced by several main interrelated factors, namely:

1) Ability
   Ability consists of basic potential (IQ) and skills acquired through education and training. Teachers who have good skills will find it easier to carry out their duties effectively.
   *"Adequate ability allows individuals to complete work according to the expected standards.*

2) Motivation
   Motivation includes internal and external motivations that affect teachers' morale. Teachers who are highly motivated tend to show better performance.
   *"Motivation is the driving energy in achieving organizational goals, including in the context of education.*

3) Work Environment
   A good work environment, both physical and psychological, affects the comfort and productivity of teachers. Relationships between colleagues, classroom conditions, and support from school leaders greatly affect performance.
   *"A conducive work environment will encourage the creation of a productive and pleasant work atmosphere.*

4) Principal's Leadership
   The principal's leadership style that is participatory, supportive, and communicative plays a big role in creating a positive work climate for teachers.
   *"Good leadership is able to direct, foster, and motivate teachers to work more optimally.*

5) Compensation and Awards
   Proper compensation, whether in the form of salaries, allowances, and non-financial awards, affects job satisfaction and teacher performance.
   *"Fair compensation is a form of recognition of teachers' contributions in the organization.*

#### 2) Teacher Performance Indicators

Sutrisno (2020) explained that teacher performance indicators according to Sutrisno can be grouped into the following aspects:

- Working Quantity
  Describes the amount of work completed in a given time. Examples for teachers: the number of lesson plans prepared, the number of teaching hours fulfilled.
  *"Quantity shows how much work can be completed in a given period of time.*

- Quality of Work
  Refers to the quality of the work results and conformity with the specified standards.
  Examples for teachers: the effectiveness of the learning process, the achievement of learning objectives.

*"The quality of work is related to the level of precision, precision, and neatness in carrying out tasks.*

- Punctuality
Assess how quickly the work is completed according to the predetermined schedule. Examples for teachers: accuracy in arranging learning administration, collecting grades.
*"The level of punctuality shows efficiency and the ability to manage time.*

- Kehadiran (Attendance)
Frequency of attendance and discipline in carrying out duties.
*"Attendance discipline is a reflection of responsibility and commitment to work.*

- Cooperation Ability
Ability to work closely with peers, principals, and other related parties.
*"Individual performance is also influenced by the ability to cooperate in a team.*

## B. Motivation

### a) Definition of Motivation

Robbins & Judge (2022) motivation is the process that initiates, directs, and sustains goal-oriented behaviors in organizations. The focus of this definition is on the components of the process: what triggers (initiation), choice (direction), and maintains intensity and persistence (persistence) in work.

### b) Factors that affect Motivation

According to Robbins & Judge (2022):

1) Specific and Challenging Goals (Goal Setting Theory)
   o Motivation increases when individuals have clear and challenging goals.
   o Indicator:
     - Clarity of purpose
     - Objective difficulty level
     - Commitment to purpose
     - Feedback on achievements
2) Expectancy Theory - Vroom
   o Individuals will be motivated if they are confident that their efforts will result in good performance and deliver the desired results.
   o Indicator:
     - Expectancy: effort → performance
     - Instrumentality: performance → results
     - Valence: the value or attractiveness of the result
3) Justice and Balance (Equity Theory - Adams)
   o Individuals will be motivated if they feel the treatment they receive is fair compared to others.
   o Indicator:
     - Comparison of inputs (effort, experience, time)
     - Comparison of outputs (salary, awards, recognition)

- Perception of social justice/jealousy
4) Hierarchy of Needs - Maslow and ERG Theory Alderfer
   o Motivation depends on meeting needs from the basic to the higher level.
   o Indicator:
     - Physiological needs
     - Job security
     - Social relationships
     - Confession
     - Self-actualization
5) Reinforcement Theory (Skinner)
   o Behavior can be formed and maintained through reinforcement (reward/punishment).
   o Indicator:
     - Frequency of reward/punishment
     - Reinforcement type (positive/negative)
     - Consistency of actions
6) Job Characteristics Model - Hackman & Oldham
   o The aspect of the job itself can affect motivation.
   o Indicator:
     - Skill variety
     - Task identity
     - Significance of the task
     - Self-government
     - Feedback

### c) Motivation Indicators

Motivation Indicators According to Robbins & Judge (2022)

1) Goal Clarity
   The extent to which a person understands and accepts the purpose of the job.
   Indicator:
   - Have clear work objectives
   - Acceptance of the purpose
   - Efforts to achieve challenging targets
2) Ekspektasi (Expectancy)
   Belief that effort will produce good performance.
   Indicator:
   - Perception that hard work → good work results
   - Believe in one's ability to complete tasks
3) Instrumentalitas (Instrumentality)
   Confidence that performance will produce the desired results.
   Indicator:
   - The relationship between performance → reward
   - Certainty of the reward system
4) Valensi (Valencia)
   The value that an individual gives to the expected outcome.
   Indicator:
   - The extent to which the results of the work are considered interesting or important

- Motivation to achieve rewards of personal value

5) Keadilan Persepsional (Perceived Equity)
Perception of fairness in the reward and contribution system.
Indicator:
- Balance between inputs (effort, time, experience) and outputs (salary, rewards)
- Comparison with colleagues

6) Penguatan (Reinforcement)
Response to rewards and punishments received.
Indicator:
- Frequency of rewarding
- Consistency and fairness in punishment
- Behavior that changes according to consequences

7) Ciri Pekerjaan (Job Characteristics)
Structural aspects of work that can increase intrinsic motivation.
Indicator:
- Skill variety
- Task identity
- Signifikansi tugas (task significance)
- Otonomi (autonomy)
- Feedback

## C. Work Ethic

### 1) Definition of Work Ethic

Sutrisno (2020) work ethic is a mental attitude that reflects a strong belief in the values of hard work, responsibility, discipline, and integrity in carrying out duties. Work ethic determines the quality of a person's performance in the organization.

### 2) Factors that affect Work Ethic

Factors that affect work ethic according to Sutrisno (2020):

#### a) Individual factor

Include:
- Personality: An individual's innate character or temperament greatly influences the way a person works.
- Motivation: Internal drive to achieve accomplishments and work goals.
- Personal values: Individual moral principles and beliefs that influence work attitudes and behaviors.
- Needs and expectations: Expectations for rewards (financial and non-financial) encourage a high work ethic.

#### b) Organizational Factors

Include:
- Organizational culture: The values and norms that apply in the work environment shape work habits and attitudes.
- Leadership style: Leaders who are inspiring, fair, and communicative can increase morale.
- Reward and punishment system: Providing incentives or sanctions will affect the employee's work behavior.

- Work environment: The physical and psychological conditions of the workplace also determine comfort and morale.

### 3) Social and Cultural Factors

Include:
- Social environment: The support of family, friends, and the community has an effect on morale.
- Cultural values: Local or national work cultures (such as mutual cooperation cultures, discipline, etc.) influence the way individuals assess work.

### 4) Work Ethic Indicators

Indicators of Work Ethic According to Sutrisno (2020):
- Discipline
Consistency in complying with the rules and working hours.
Arrive on time and complete tasks on schedule.
- Responsibility
Awareness to get the job done well without having to be supervised.
Responsible for the results of the work done.
- Strive
Willingness and perseverance in completing work despite facing challenges.
It is not easy to give up or complain.
- Honesty
Acting and telling the truth in carrying out the work.
Do not abuse their position or authority.
- Loyalty
Loyalty to the organization and commitment to duty.
It is not easy to turn to other organizations because of personal interests.
- Initiative and Creativity
Want to find a solution on your own without always having to wait for your superior's orders.
Able to suggest improvements and new ideas in work.
- Cooperation
Able to work in a team, support each other between colleagues.
Prioritizing the common interest over personal ego.

## D. Working Climate

### 1) Definition of Work Climate

Susanto & Rahmawati (2021) Work climate is defined as psychological and social conditions in the work environment that are felt by employees, including aspects of justice, supervisor support, communication, and togetherness in the organization.

### 2) Factors influencing the Working Climate

Factors that affect the work climate according to Susanto & Rahmawati (2021):
- Leadership Style
Leaders have a great influence in creating a conducive work atmosphere, through attitudes, leadership styles, and interpersonal relationships with subordinates.

- Organizational Communication
  Effective, open, and two-way communication will create a positive work atmosphere and increase trust between members of the organization.
- Organizational Structure
  A clear structure influences employees' perception of order, clarity of roles, and coordination in the organization.
- Reward System
  Fair and transparent rewards and compensation can shape a positive perception of the work environment.
- Interpersonal Relationships in the Workplace
  Harmonious and mutually supportive working relationships between employees create a comfortable and productive work climate.
- Physical Environmental Conditions
  Aspects such as comfort, cleanliness, lighting, and work facilities are important parts in shaping the perception of the work environment.

### 3) Working Climate Indicators

Work climate indicators according to Susanto & Rahmawati (2021) are compiled based on each factor that affects them:

1) Leadership Style
   Indicator:
   - Leadership's concern for subordinates
   - Fairness in decision-making
   - Participatory leadership skills
   - Consistency of leadership attitudes in various situations
2) Organizational Communication
   Indicator:
   - Openness in conveying information
   - Clarity of messages/work instructions
   - Feedback from leadership to employees
   - Smooth communication between parts
1) Organizational Structure
   Indicator:
   - Clarity of roles and responsibilities
   - There is coordination between sections
   - Systematic work procedures
   - Clear and understood job hierarchy
2) Reward System
   Indicator:
   - Compatibility between performance and reward
   - Fairness in compensation
   - Transparency in the scoring system
   - Recognition of work performance
3) Interpersonal Relationships in the Workplace
   Indicator:
   - Mutual respect between colleagues
   - Tolerance for differences
   - Social support from fellow employees
   - Low interpersonal conflict
4) Physical Environmental Conditions
   Indicator:

- Workspace cleanliness
- Availability of decent work facilities
- Comfortable working atmosphere (lighting, ventilation, temperature)
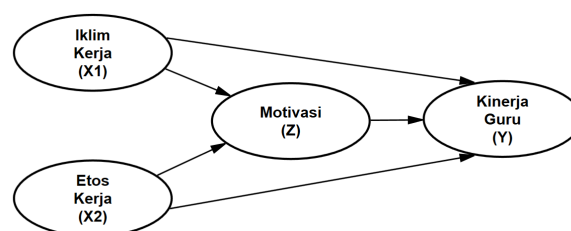- Safety in the workplace

### E. Conceptual Framework



Fig. 1. Conceptual Framework

### F. Research Hypothesis

H1: The work climate has a positive and significant effect on teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

H2: The work climate has a positive and significant effect on motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

H3: Work ethic has a positive and significant effect on teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

H4: Work ethic has a positive and significant effect on motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

H5: Motivation has a positive and significant effect on teacher performance at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

H6: The work climate has a positive and significant effect on teacher performance through motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

H7: Work ethic has a positive and significant effect on teacher performance through motivation at SMP Negeri 1 Wih Pesam, Bener Meriah Regency.

## III. RESEARCH METHODS

### A. Types of Research

The type of research that the researcher uses is quantitative research. According to Sugiyono (2022), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing the hypothesis that has been determined. This type of quantitative research was carried out to make a study that aimed to adjust a research and to analyze the analysis of work climate and work ethic on teacher performance with motivation as an intervening variable at SMP Negeri 1 Wih Pesam in Bener Meriah Regency.

### B. Research Location and Research Time

The location of the research was conducted at SMP Negeri 1 Wih Pesam, which is located in Simpang Balek, Wih

Pesam District, Bener Meriah Regency, Aceh. The research period was carried out for 3 months, from April to June 2025.

## C. Population and Sample

According to Sugiyono (2022), population is a generalized area consisting of: objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions. In this study, the population is 66 people, consisting of 52 ASN teachers and 14 PPPK teachers. The sample used in this study is a saturated sample because all populations are used as samples because the number is relatively small and it is possible to study it as a whole.

## D. Operational Definition of Research Variables

TABLE I. VARIABLE OPERATIONAL DEFINITION

| Variable Type | Definition | Indicator |
|---|---|---|
| Teacher Performance (Y) | Sutrisno (2020) that teacher performance is the success of teachers in achieving learning goals, carrying out administrative tasks, and fostering social relationships in the school environment. | Sutrisno (2020) teacher performance indicators are as follows: Working Quantity Quality of Work Timeliness Presence Collaborative Capabilities |
| Motivation (Z) | Robbins & Judge (2022) motivation is the process that initiates, directs, and sustains goal-oriented behaviors in organizations. | Motivation indicators according to Robbins & Judge (2022) 1) Clarity of Purpose 2) Expectations 3) Instrumentalitas 4) Valence 5) Perceptional Justice 6) Strengthening 7) Job Characteristics |
| Work Ethic (X2) | Sutrisno (2020) work ethic is a mental attitude that reflects a strong belief in the values of hard work, responsibility, discipline, and integrity in carrying out duties. Work ethic determines the quality of a person's performance in the organization. | Indicators of Work Ethic According to Sutrisno (2020): 1) Discipline 2) Responsibility 3) Strive 4) Honesty 5) Loyalty 6) Initiative and Creativity 7) Cooperation |
| Work climate (X1) | Susanto & Rahmawati (2021) Work climate is defined as psychological and social conditions in the work environment that are felt by employees, including aspects of justice, supervisor support, communication, and togetherness in the organization. | Work climate indicators according to Susanto & Rahmawati (2021) are compiled based on each factor that affects them: Leadership Style Organizational Communication Organizational Structure Reward System Interpersonal Relationships in the Workplace |

Source: Researcher, 2025

## E. Data Collection Techniques

Data collection by distributing questionnaires to respondents using a likert scale with primary data sources.

## F. Data Analysis Techniques

### 1) Data Analysis

In this study, the *Partial Least Squares Structural Equation Modeling* (PLS-SEM) approach is used as a data analysis method that is suitable for research in the field of management, especially when the data is not normally distributed. PLS-SEM has the advantage that it does not require normal distribution assumptions, can be used on small sample sizes, and is capable of handling complex models (Ghozali and Kusumadewi, 2023). The application used in data processing will be the SmartPLS 4.0 Program.

### 2) Measurement Model (Outer Model)
a) Validity and Reliability Test (Outer Model Evaluation)
- Convergent Validity Test
  - Indikator: AVE (Average Variance Extracted)
  - Criterion: AVE $\geq$ 0.50
b) Reliability Test
- Indicator:
  - Cronbach's Alpha
  - Composite Reliability (CR)
- Criteria: $\geq$ 0.70 (for both indicators)
c) Discriminating Validity Test
- Method:
  - Fornell-Larcker Criterion: The square root AVE of a construct must be greater than the correlation between constructs.
  - HTMT (Heterotrait-Monotrait Ratio): HTMT < 0.90

### 3) Internal Model Evaluation
R² Test (Coefficient of Determination)
Measuring how much independent variables explain dependent variables, with criteria: Hair et al. (2022)
In the context of SmartPLS and PLS-SEM, Hair suggests:
$R^2 > 0{,}75$: Substantial
$R^2 \approx 0{,}50$: Moderate
$R^2 \approx 0.25$: Weak
Uji f² (Effect Size)
To find out the effect of each latent construct on the dependent construct, with the following criteria:
0.02 = small
0.15 = medium
0.35 = large
Uji Q² (Predictive Relevance)
Using the Blindfolding method.
If $Q^2 > 0$, then the model has predictive relevance

### 4) Path Coefficient Test
a) Done by Bootstrapping (usually 5000 subsamples).
b) Generate value:
- T-statistic ($\geq$ 1.96 significant at $\alpha$ = 5%)

▪ P-value ($\leq 0.05$ significant)

*5) Mediation and Moderation Test (if there are intervening/moderating variables)*
   a) Use bootstrapping to test for indirect effects (mediation).
   b) The moderating effect test can be done by adding interaction *terms* and evaluating the significance of the path.

*6) Multicollinearity Test*
   a) Using VIF (Variance Inflation Factor).
   b) Criteria: VIF < 5 (preferably < 3.3)

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