

The Effect of Principal Leadership, Work Commitment, and Work Discipline on Teacher Performance with Job Satisfaction as a Moderation Variable in Junior High School Dr. Wahidin Sudirohusodo Medan

Jackie Harry¹, Syaifuddin², Salman Faris³, Sofiyan⁴

^{1,2,3,4}Department of Economics, Universitas Prima Indonesia, Medan, Indonesia

Corresponding author: Jackie Harry Email: syaifuddin@unprimdn.ac.id

DOI: <https://doi.org/10.52403/ijrr.20230307>

ABSTRACT

Teacher's performance at Junior High School Dr. Wahidin Sudirohusodo Medan is affected by many factors. Research on this topic intends to assist schools in formulating policies to improve teacher's performance. This research aims to analyze the influence of the principal's leadership, work commitment, and work discipline on teacher's performance with job satisfaction as a moderating variable at Junior High School Dr. Wahidin Sudirohusodo Medan. The subject in this research is the teacher in Junior High School Dr. Wahidin Sudirohusodo Medan totaling 51 people. The sample in this research was taken using the census method. The variables examined in this research include leadership, work commitment, work discipline, performance and job satisfaction. In analyzing data, researcher conducted the validity and reliability tests, t-test, and test of the coefficient determination using the Smart PLS 4 application. The result of the validity and reliability tests showed that all variables met the requirements and were reliable. The result of the t-test show that leadership has no effect on performance with a T-Statistics value of $0.202 < 1.96$, work confidence has an effect on performance with a T-Statistics value of $3.838 > 1.96$, work discipline has an effect on performance with a T-Statistics value of $2.867 > 1.96$, job satisfaction has an effect on performance with a value of T-Statistics $2.032 > 1.96$, job satisfaction is not able to moderate the

effect of leadership on performance with a value of $0.936 < 1.96$, job satisfaction is not able to moderate the effect of work commitment on performance with a value of $0.169 < 1.96$, and job satisfaction is able to moderate the effect of behavior on performance with a value of $1.976 < 1.96$. Based on the results of the determination coefficient test, an R square of 0.443 was obtained and it could be concluded that leadership, work commitment, and work discipline affected performance by 44.3% while 55.7% were affected by other variables which are not discussed in this research.

Keywords: Discipline, Leadership, Job Satisfaction, Performance, Commitment

INTRODUCTION

Education is the process of changing the attitudes and behavior of a person or group of people in an effort to mature humans through teaching and training. Education is able to open human insight so that they are able to evaluate things and put themselves in positions that were not thought of before. With this education we can do something that we could not before to make ourselves self-directed. Education can occur anywhere, one of which is in schools. School is a formal educational institution that plays an important role in improving the quality of education. National education functions to develop capabilities and shape

the character and civilization of the nation. Quality resources are able to bring changes to a better life in society. Efforts to improve and develop human quality must always be improved in order to create good quality human resources.

At present the potential of a nation does not only depend on its natural resources but on the potential of human resources formed through educational institutions. The importance of education is in line with the function and purpose of education itself, namely to provide quality human resources for the nation and state. Through education, personality, intelligence, skills and insights become wider so that they can improve and develop their potential. Human resources in a school consist of several, namely school management, school principals and staff, teachers and students. Everything is related to one another and cannot be separated to create learning.

The teacher is one of the central factors in learning, especially at school. All other components starting from the curriculum, infrastructure will be meaningless if the priority in learning, namely the interaction between teachers and students is not of good quality. This means that good and superior education depends on the condition of the teacher's quality.

If the teacher's performance increases, it will affect the quality of the output. Therefore, it needs support from various schools to improve teacher performance. The success of education in schools is also determined by the success of the principal in managing the educational staff in the

school. The school principal is responsible for administering education.

The principal as the highest leader who is very influential and determines the progress of the school, must also have a high commitment in carrying out his duties. Appropriate school principal leadership can seek to improve teacher performance through various education staff capacity building programs, such as workshops, seminars, sharing of good practices, and others.

There are several factors that can affect the performance of a teacher. One of the factors that can affect a teacher's performance is the leadership of the school principal. The principal as a leader should be able to direct his subordinates to achieve the goals of the school. School organizations need leaders who have a leadership style that prioritizes or encourages all elements or elements of the school (teachers, students, employees/staff, parents of students and so on) to work properly so that the vision and mission of the school can be achieved.

The next factor that will affect the performance of a teacher in an education unit is work commitment. How big the dream you aspire to will not come true if there is no commitment embedded in a leader (in this case the principal). When the principal states a commitment to be obeyed together, the principal and all elements of the school must comply with the commitment on the basis of the vision and mission that will be achieved together. Teacher performance at Dr. Wahidin Sudirohusodo Medan can be seen in table 1.1. following:

Table 1.1. Middle School Teacher Performance Dr. Wahidin Sudirohusodo Medan in 2022

Month	Total Employees (Person)	Teacher Reprimanded for Negligence		Teacher Reprimanded Due to Late Completion of Assignments		Teachers Reprimanded Due to Undisciplined	
		Orang	%	Orang	%	Orang	%
July 2021	42	3	7	10	24	23	55
Agust 2021	42	2	5	5	12	20	48
September 2021	42	5	12	4	10	16	38
October 2021	42	7	17	0	0	14	33
November 2021	42	4	10	7	17	10	24
December 2021	42	1	2	8	19	10	24
January 2022	42	2	5	12	29	8	19
February 2022	42	3	7	6	14	12	29
March 2022	42	1	2	3	7	15	36

April 2022	42	1	2	3	7	7	17
May 2022	42	3	7	2	5	6	14
June 2022	42	0	0	3	7	8	19
Average		-	6	-	13	-	30

Source: Junior High School Dr. Wahidin Sudirohusodo Medan, 2022

Doing something that has been determined together, over and over again without trying to avoid or making mistakes is a form of discipline. The work discipline of a school principal will also be very influential because it is an example for all elements of the school. One of the most in need of a picture of a disciplined leader is the teacher. The nature of the work discipline of a school principal will certainly be a very good and appropriate example for teachers because it will affect the level of a teacher's expectations of his school principal. The teacher's high expectations for a school principal will be fulfilled if the principal has

the right leadership, is committed to work, and has high work discipline. Then there will be job satisfaction from a teacher to the principal.

Job satisfaction can have a positive or negative influence on teacher performance. If the school does not pay attention to the teacher's wishes, the teacher will feel dissatisfied. But on the contrary, if the school pays attention to the teacher's wishes, the teacher will feel satisfied. Based on the pre-survey, the state of teacher job satisfaction at Dr. Wahidin Sudirohusodo Medan as in table 1.2. following:

Table 1.2. Conditions of Job Satisfaction for Middle School Teachers Dr. Wahidin Sudirohusodo Medan in 2022

Job Satisfaction Factors	Satisfied (Person)	Percentage (%)	Dissatisfied (Person)	Percentage (%)
Wages	20	48	22	52
Facility	25	60	17	40
Training	30	71	12	29
Working time	21	50	21	50
Work colleague	24	57	18	43
Average	-	57	-	43

Source: Junior High School Dr. Wahidin Sudirohusodo Medan, 2022

Based on the theory presented above, the authors would like to present research on: "The Influence of Principal Leadership, Work Commitment, and Work Discipline on Teacher Performance with Job Satisfaction as a Moderating Variable at Junior High School Dr. Wahidin Sudirohusodo Medan.

MATERIALS & METHODS

In this study, researchers used the Smart Partial Least Square (SmartPLS) 4 application as a data analysis tool. According to Abdillah and Hartono (2015: 179), PLS is a multivariate SEM statistical method designed to deal with structural problems involving many variables or constructs when the sample size is small, missing data or missing values, and multicollinearity. According to Wiyono (2011: 395) PLS is a structural equation model (SEM) technique that is able to

analyze latent variables, indicator variables and measurement errors directly. In SmartPLS 4, exogenous terms for independent variables and endogenous for dependent variables.

Validity test

Validity consists of external and internal validity. External validity means that the results of a study are valid which can be generalized to all different objects, situations and times. Internal validity means the ability of the research instrument to regulate what should be measured from a concept (Hartono in Abdillah and Hartono, 2015: 194).

Reliability Test

To measure the internal consistency of the measuring instrument, PLS performs a reliability test. Reliability shows the

accuracy, consistency and accuracy of measuring instruments when making measurements (in Abdillah and Hartono, 2015: 196). There are two methods that can be used to test the reliability of PLS, namely Cronbach's alpha method and composite reliability. Cronbach's alpha measures the lower bound of the reliability value of a construct, while composite reliability measures the actual value of the reliability of a construct.

Hypothesis test

The size in PLS that researchers use for decision making is based on P-Values, namely:

- 1) P-Values > 0.05, then H0 is accepted and Ha is rejected.
- 2) P-Values < 0.05, then H0 is rejected and Ha is accepted.

RESULT

Validity test

Table 1.3 Results of the Principal's Leadership Test

Question Items	Value
X1_1	0.852
X1_2	0.811
X1_3	0.928

Source: SmartPLS 4 Data Processing Results

Based on table 1.3, all leadership factor loading values are greater than 0.5. Therefore, convergent validity for leadership is valid.

Table 1.4 Work Commitment Test Results

Question Items	Value
X2_1	0.793
X2_2	0.877
X2_3	0.767
X2_4	0.832
X2_5	0.758

Source: SmartPLS 4 Data Processing Results

Based on table 1.4, all loading factor values for work commitment are greater than 0.5. Therefore, convergent validity for work commitment is valid.

Table 1.5. Work Discipline Testing Results

Question Item	Value
X3_1	0.670
X3_2	0.680
X3_3	0.792
X3_4	0.630
X3_5	0.866
X3_6	0.700

Source: SmartPLS 4 Data Processing Results

Based on table 1.5, all work discipline loading factor values are greater than 0.5. Therefore, convergent validity for work discipline is valid.

Table 1.6 Teacher Performance Testing Results

Question Item	Value
Y_1	0.812
Y_2	0.893
Y_3	0.744
Y_4	0.687
Y_5	0.841

Source: SmartPLS 4 Data Processing Results

Based on table 1.6, all performance loading factor values are greater than 0.5. Therefore, convergent validity for performance is valid.

Table 1.7. Job Satisfaction Testing Results

Question Item	Value
Z_1	0.713
Z_2	0.749
Z_3	0.725
Z_4	0.727
Z_5	0.871
Z_6	0.688

Source: SmartPLS 4 Data Processing Results

Based on table 1.7, all loading factor values for job satisfaction are greater than 0.5. Therefore, convergent validity for job satisfaction is valid. Next, data quality is tested by looking at the AVE value. The following are the SmartPLS output results:

Table 1.8. Average Variance Extracted (AVE) Results

	Average variance extracted (AVE)
working discipline	0.529
leadership	0.748
job satisfaction	0.559
performance	0.638
Work commitment	0.651

Source: SmartPLS 4 Data Processing Results

Based on table 1.8, it can be seen that the AVE value of each variable is greater than 0.5 so that it can be concluded that all variables have met the requirements.

Reliability Test

Statements in a construct or variable are said to meet reliable standards if they provide a Cronbach's Alpha value > 0.6 (Ghozali, 2005). The following is a table of reliability test results.

Table 1.9. Reliability Testing Results

	Cronbach's alpha
working discipline	0.823
leadership	0.845
job satisfaction	0.845
performance	0.856
Work commitment	0.872

Source: SmartPLS 4 Data Processing Results

Based on the results of the reliability test, all Cronbach's Alpha results from each statement for the leadership, work commitment, work discipline, performance, and job satisfaction variables have results > 0.6. So, it is concluded that all variables used in this study are reliable.

Table 1.10 Output SmartPLS Bootstrapping

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
discipline → performance	-0.288	-0.285	0.100	2.867	0.004
Leadership → performance	-0.028	-0.032	0.138	0.202	0.840
Job satisfaction → performance	-0.322	-0.334	0.159	2.032	0.042
Work commitment → performance	-0.318	-0.328	0.083	3.838	0.000
Job satisfaction leadership → performance	0.190	0.181	0.204	0.936	0.349
Job satisfaction Work commitment → performance	0.025	0.001	0.151	0.169	0.869
Job satisfaction Working discipline → performance	-0.434	-0.451	0.219	1.976	0.048

Table 1.10 SmartPLS Bootstrapping Output

Significance testing with the bootstrap method (t test)

The bootstrap method is used, among others, to determine the t-statistic value as done in the Partial Least Square SEM model. With the bootstrap method or resampling up to 5000 times (Hair, Ringle, & Sartetd, 2011) will be able to calculate the Standard Deviation (STDEV) value so that it can then calculate the t-statistic value by dividing the regression coefficient by Standard Deviation. Significance testing is carried out to determine the significance of direct and indirect effects, where the condition is that the T-Statistics must be

greater than the T-Value, and is described as follows:

From the test results, the leadership variable on performance has a T-Statistics value of $0.202 < 1.96$. So, it can be concluded that the principal's leadership has no effect on teacher performance at Dr. Wahidin Sudirohusodo Medan .

From the results of testing the work commitment variable on performance has a T-Statistics value of $3.838 > 1.96$. So, it can be concluded that work commitment affects teacher performance at Dr. Wahidin Sudirohusodo Medan .

From the results of testing the work discipline variable on performance has a T-Statistics value of $2.867 > 1.96$. So, it can be concluded that work discipline affects teacher performance at Dr. Wahidin Sudirohusodo Medan .

From the results of testing the job satisfaction variable on performance has a T-Statistics value of $2.032 > 1.96$. So, it can be concluded that job satisfaction affects teacher performance at Dr. Wahidin Sudirohusodo Medan .

From the results of testing the leadership variable on performance with job satisfaction as a moderating variable has a T-Statistics value of $0.936 < 1.96$. So, it can be concluded that job satisfaction is not able to moderate the effect of principal leadership on teacher performance at SMP Dr. Wahidin Sudirohusodo Medan.

From the test results of work commitment variables on performance with job satisfaction as a moderating variable has a T-Statistics value of $0.169 < 1.96$. So, it can

be concluded that job satisfaction is not able to moderate the effect of work commitment on teacher performance at SMP Dr. Wahidin Sudirohusodo Medan.

From the results of testing the work discipline variable on performance with job satisfaction as a moderating variable has a T-Statistics value of $1.976 > 1.96$. So, it can be concluded that job satisfaction is able to moderate the effect of work discipline on teacher performance at Dr. Wahidin Sudirohusodo Medan.

Coefficient of Determination (R²)

The R Square value is used to measure the level of variation in changes in the independent variable on the dependent variable. According to Hair, Ringle, & Sartetd (2011), the R Square value for above 0.75 has a strong influence, 0.5 - 0.74 has a moderate influence and 0.25 - 0.49 has a weak influence. With the help of the SmartPLS 4 program, the R Square test output is generated as follows:

Table 1.11 SmartPLS R Square Output

	R-square	R-square adjusted
Kinerja performance	0.443	0.352

Source: SmartPLS 4 Data Processing Results

It is known from table 1.11. above that the coefficient of determination (R²) is 0.443 which means that 44.3% of the dependent variable on teacher performance can be explained by the independent variables of principal leadership, work commitment, and work discipline. The remaining 55.7% is explained by other variables.

The coefficient of determination (R²) for principal leadership, work commitment, and work discipline is 44.3%. This shows that the influence of principal leadership, work commitment, and work discipline on teacher performance is weak.

DISCUSSION

The Effect of Leadership on Performance

Based on the results of the Bootstrapping Output of direct effects, it can be seen that

leadership has no effect on performance as stated by the T-Statistics value of $0.202 < 1.96$. Principal leadership does not always affect performance because good or bad principal leadership does not cause changes in teacher performance.

The results of this study are in line with research conducted by Rahayu Saputri and Nur Rahmah Andayani (2018) which states that leadership has a negative and insignificant effect on employee performance. However, the results of this study are not in line with research conducted by Rachmawati Madjid and Taufik Hidayanto (2017) which states that Leadership has a positive and significant effect on Performance.

Effect of Commitment on Performance

Based on the results of the direct influence Bootstrapping Output, it can be seen that Work Commitment has an effect on Performance which is stated with a T-Statistics value of $3.838 > 1.96$. The results of this study are in line with research conducted by Ni Luh Mitha Utari and K. Krisna Heryanda (2021), Muhammad Akbar S., Muhammad Yunus, and Syahribulan (2022) which state that organizational commitment has a positive and significant effect on employee performance. However, the results of this study are not in line with research conducted by Hendrawan Qonit Mekta (2017) which states that there is a negative effect of organizational commitment on employee performance.

Effect of Work Discipline on Performance

Based on the results of the direct influence Bootstrapping Output, it can be seen that Work Discipline has an effect on Performance which is stated with a T-Statistics value of $2.867 > 1.96$. The results of this study are in line with research conducted by Petrina Gabriella and Hendy Tannady (2019) which states that Work Discipline has a positive and significant effect on teacher performance. Thus, if work discipline is improved, then teacher performance will also increase. However, the results of this study are not in line with research conducted by Sri Langgeng Ratnasari, Maya Masita Br Girsang, and Yannik Ariyati (2021) which states that Work Discipline has an insignificant effect on teacher performance.

Effect of Job Satisfaction on Performance

Based on the results of the direct effect Bootstrapping Output, it can be seen that Job Satisfaction has an effect on Performance which is stated with a T-Statistics value of $2.032 > 1.96$. The results of this study are in line with research conducted by Rocky P Rindorindo, Sri Murni, and Irvan Trang (2019) which states

that job satisfaction has a positive and significant effect on performance. However, the results of this study are not in line with research conducted by Nikolas Ivan Waskita Adiyasa and Windayanti (2019) which states that job satisfaction is not proven to significantly affect performance.

The Effect of Leadership on Performance with Job Satisfaction as a Moderating Variable.

Based on the results of the direct effect Bootstrapping Output, it can be seen that Job Satisfaction cannot moderate the effect of Leadership on Performance with a T-Statistics value of $0.936 < 1.96$. The results of this study are in line with research conducted by Yuniz Majidah, Tin Agustina Karnawati, and Ike Kusdyah Rachmawati (2020) which states that Job Satisfaction cannot moderate the effect of Leadership on teacher performance. However, the results of this study are not in line with research conducted by Rachmawati Madjid and Taufik Hidayanto (2017) which states that Job Satisfaction strengthens the influence of Leadership on Performance.

The Effect of Commitment on Performance with Job Satisfaction as a Moderating Variable

Based on the results of the direct effect Bootstrapping Output, it can be seen that Job Satisfaction cannot moderate the effect of Commitment on Performance with a T-Statistics value of $0.169 < 1.96$. The results of this study are in line with research conducted by Hariyanti (2012) which states that Job Satisfaction does not moderate the effect of Commitment on Performance. However, the results of this study are not in line with research conducted by Siti Maya Sari Munthe (2021) which states that Job Satisfaction can moderate the effect of Commitment on Performance.

The Effect of Work Discipline on Performance with Job Satisfaction as a Moderating Variable

Based on the results of the direct effect Bootstrapping Output, it can be seen that Job Satisfaction can moderate the effect of Work Discipline on Performance with a T-Statistics value of $1.976 > 1.96$. The results of this study are in line with research conducted by Mahaputra Adipradana and Andriyani (2021) which states that Job Satisfaction can moderate the effect of Work Discipline on Performance. However, the results of this study are not in line with research conducted by Muhammad Imam Baihaqi (2013) which states that Job Satisfaction cannot moderate the effect of Leadership on Performance.

CONCLUSION

Based on the results of data analysis and discussion, researchers obtained conclusions regarding the Effect of Principal Leadership, Work Commitment, and Work Discipline on Teacher Performance with Job Satisfaction as a Moderating Variable at junior high school Dr. Wahidin Sudirohusodo Medan as follows: Principal leadership has no effect on teacher performance at Junior High School Dr. Wahidin Sudirohusodo Medan. Work commitment affects teacher performance at Dr. Wahidin Sudirohusodo Medan. Work discipline affects teacher performance at Dr. Wahidin Sudirohusodo Medan. Job satisfaction affects teacher performance at Dr. Wahidin Sudirohusodo Medan. Job satisfaction is not able to moderate the effect of principal leadership on teacher performance at Dr. Wahidin Sudirohusodo Medan. Job satisfaction is not able to moderate the effect of work commitment on teacher performance at Dr. Wahidin Sudirohusodo Medan. Job satisfaction is able to moderate the effect of work discipline on teacher performance at Dr. Wahidin Sudirohusodo Medan.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

REFERENCES

1. Abdillah, W., Hartono. (2015). Partial Least Square (PLS). Penerbit Andi. Yogyakarta.
2. Adipradana, Mahaputra And Andriyani, Andriyani (2020), Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Pemoderasi (Studi Pada Karyawan Cv Batik Wahyu Kencana Pekalongan).
3. Adiyasa, Nikolas Ivan Waskita dan Windayanti. 2019. Pengaruh Motivasi, kepuasan Kerja dan Kepemimpinan terhadap Kinerja Karyawan pada pada PT XYZ. Jurnal Manajemen Strategi dan Aplikasi Bisnis. Vol 2 No 1. Hal 23 – 30.
4. Baihaqi, Muhammad Imam and , Dra. Nursiam, M.H., Ak., CA (2013) Pengaruh Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Moderating (Studi Kasus Pada Dinas Kehutanan Kabupaten Kutai Timur, Kalimantan Timur). Skripsi thesis, Universitas Muhammadiyah Surakarta.
5. Gendro, Wiyono. 2011. Merancang Penelitian Bisnis dengan Alat Analisis SPSS 17.0 & Smart PLS 2.0. Yogyakarta: Percetakan STIM YKPM
6. Hair, Joe F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–151. <https://doi.org/10.2753/MTP1069-6679190202>
7. Hamdi, Shabnam & Rajablu, Mahmoud, 2012. “Influence of Supervisor Communication and Leadership Style Subordinated Commitment Organizations of Nurses in Health Care Settings”. *International Journal of Business and Management*, Vol. 7, No. 23, November 2012, p.
8. Hariyanti & Primawestri, Inten. 2012. “Pengaruh Komunikasi Dan Motivasi Kerja Terhadap Kinerja Perawat Dengan Komitmen Organisasi Sebagai Variabel Moderating (Studi Kasus Pada Instalasi Rawat Inap Rumah Sakit Umum Daerah Karanganyar)”. *Jurnal Ekonomi Dan Bisnis*, Vol. 20, No. 22, Maret 2012, p. 1-15.
9. Hendrawan, Qonit Mekta (2017) Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Pt. Indra Kelana Yogyakarta.

10. Madjid, Rachmawati, dan T. Hidayanto. 2017 “Pengaruh Gaya Kepemimpinan dan Disiplin Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Moderating pada PT. Prodia Widyahusada Cabang Sunter Jakarta”. Jurnal Online Internasional dan Nasional. Vol. 4 No. 1, Hal: 31-39, Januari-Juni. Fakultas Ekonomi dan Bisnis Universitas 17 Agustus 1945 Jakarta.
11. Muhammad Akbar S, Muhammad Yunus, Syahribulan Syahribulan, 2022. Pengaruh Perilaku Kerja dan Komitmen Organisasi Terhadap Kinerja Pegawai di Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Sulawesi Barat. Jurusan Ilmu Administrasi Negara. Universitas Muhammadiyah Makasar.
12. Nur Rahmah Andayani dan Rahayu Saputri. 2018. Pengaruh kepemimpinan dan motivasi kerja terhadap kinerja pegawai pada departemen produksi di PT Cladtek BI-Metal Manufacturing Batam. Jurnal Of Applied Business Administration Vol2, No.2.
13. Petrina Gabriella, Hendy Tannady, 2019. Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Guru di SMAN 8 Bekasi
14. Ratnasari, Sri Langgeng, Maya Masita Br Girsang & Yannik Ariyati. (2021). Analisis Kepemimpinan, Lingkungan Kerja, Dan Disiplin Kerja Terhadap Kinerja Guru. Jurnal Bening Vol. 8 No (2).
15. Rocky P Rindorindo, Sri Murni, and Irvan Trang (2019). Pengaruh Beban Kerja, Stres Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Hotel Gran Puri. Doi: <https://doi.org/10.35794/Emba.V7i4.26576>.
16. Siti Maya Sari Munthe, 2021. Pengaruh Motivasi Kerja, Komitmen Organisasi Dan Kompensasi Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Moderating (Studi Kasus Pada Dinas Perpustakaan dan Arsip Kab. Labuhan Batu). Jurnal Manajemen Akuntansi (Jumsi) Vol. 1. No. 3 Juli 2021 Page 397-409.
17. Utari, Ni Luh Mitha, 2021. Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Kinerja Karyawan pada Edie Arta Motor. Universitas Pendidikan Ganesha, Indonesia.
18. Yuniz Majidah, Tin Agustina Karnawati, And Ike Kusdyah Rachmawati (2020). Pengaruh Gaya Kepemimpinan Dan Motivasi Terhadap Kinerja Guru Dengan Kepuasan Kerja Sebagai Variabel Moderasi. Institut Teknologi Dan Bisnis Asia Malang, Indonesia. Doi: 10.32812/Jibeka.V14i2.173

How to cite this article: Jackie Harry, Syaifuddin, Salman Faris et.al. The effect of principal leadership, work commitment, and work discipline on teacher performance with job satisfaction as a moderation variable in junior high school Dr. Wahidin Sudirohusodo Medan. *International Journal of Research and Review*. 2023; 10(3): 43-51. DOI: <https://doi.org/10.52403/ijrr.20230307>
