



**INFLUENCE LEADERSHIP AND DISCIPLINE OF TEACHERS'
SERVICE TO IMPROVE THE QUALITY OF TEACHING IN
GENERAL SECONDARY SCHOOL CALIXA VIQUEQUE**

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Abstract:

The objectives that will be achieved in this research are: 1) To know and analyze the influence of leadership on the quality of teaching; 2) To know and analyze the influence of teacher discipline on the quality of teaching; 3) To know and analyze the dominant influence of leadership and teacher discipline on the quality of teaching. This research was conducted on October 13-17, 2025. The population in this research is the total number

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of teachers in Calixa General Secondary School, 22 persons. This type of research is quantitative analysis and random methods. Data collection techniques are observation, questionnaire and documentation. Instrument testing is validity and reliability testing. The data analysis techniques are the Partial Multiple Correlation Test and Multiple Linear Regression Analysis. The results of this research are: 1) Leadership (X1) has no significant influence on teaching quality (Y), because the significance value is greater than the significance level determined ($0.887 < 0.05$). Leadership does not show its good skills and capacity to collaborate and work together with members to achieve the vision, mission and in the institution; 2) Work discipline (X2) has a significant influence on teaching quality (Y) because the significant value is lower than the significant value determined ($0.025 < 0.05$). Simultaneously influence the quality of teaching (Y) because the significant value is greater than the significant value determined ($1.678 < 10$), meaning the model is free from multicollinearity problems or there is no case of multicollinearity.

Keywords: leadership, work discipline, teaching quality

1. Introduction

Education is a key sector to develop the nation and needs to be addressed specifically in order to achieve the nation's objectives to achieve justice and well-being, both materially and spiritually. In addition, education is also a dynamic force in influencing all individual aspects of people's lives, especially the effort to develop themselves and have joint responsibility for the development of the nation. Education is a major vehicle in the creation and formation of quality human resources through formal education in schools and informal education in the family, because when formal and informal education are not available, then it will be difficult to form quality human resources, to achieve good objectives.

To get quality resources, you have to go through education. Because education is an aspect of developing human resources that becomes the machine of a country, especially the educational activities that are going on in the Democratic Republic of Timor-Leste. Therefore, it is necessary to respond to obstacles such as limited teacher deployments and the need to work together with existing relevant institutes.

With this, the government makes great efforts to improve the quality of education and makes conscious efforts to give the people of Timor-Leste the opportunity to strengthen their life processes and promote themselves in a sustainable manner from one generation to the next, meaning that citizens of Timor-Leste have the right to access education at any stage of their lives. To support such an educational process, in the organization of activities to be able to carry out teaching and learning activities, it is necessary to have quality educational activities. Therefore, the state changed the standard of education from the standard of basic education with a duration of six years to the

standard of basic education with a duration of six years (Constitution of the RDTL article 59:27).

Leadership is the activity of influencing and mobilizing subordinates to commit to work voluntarily to achieve organizational objectives. Small or large organizations in today's modernized world need a leader to lead an organization to achieve an objective. Leadership has a very complex role as a leader, administrator, manager, and supervisor and also in relation to parents or the community. Therefore, leadership is the key to establishing a positive school culture for staff's understanding and dedication to improve the quality of education and learning.

Service discipline becomes the awareness and readiness of the individual to follow or comply with all regulations applied in an institution and social norms in force. Work discipline becomes an important factor in the institution or school, because teachers must come to school and not leave school until their hours are over. This can be an example that becomes a guarantee for each student in school.

Quality is the actual capacity as a result of the interaction of internal and external factors that are good according to the study of each person. Quality is also a service delivery during the period, the benefits of which are based on standardization determined before the period. To increase the professionalism capacity of teachers in the General Secondary School Calixa Viqueque need to attend active training in academics such as scientific seminars, workshops and most importantly, how to evaluate the performance of work related to the learning process. Often, teachers do not have the opportunity to participate in pedagogical training, and there is no space to conduct scientific research because the regulations of work that do not align with these situations affect their performance.

Looking at the reality, although the General Secondary School Calixa Viqueque has created internal regulations, teachers have not complied with the regulations itself many of them do not show proper discipline in their teaching and learning process. The authors also add that the presence of teachers in schools is not only as trainers and educators but especially must show themselves as animators, motivators and good friends of students by showing good discipline that can be a simulation for students to follow. Related to the problems in the background, the problems in this research are as follows:

- 1) Is there a significant and positive influence of leadership on the quality of teaching in Calixa Viqueque General Secondary School in 2025?
- 2) Is there really a significant and positive influence of work discipline on the quality of teaching in the General Secondary School Calixa Viqueque in 2025?
- 3) Which of the variables of leadership and teacher discipline has the dominant influence on the quality of teaching in Calixa Viqueque General Secondary School in 2025?

2. Conceptual Framework as Literature Review

Human behavior should be driven and adjusted in line with McGregor's theory X and theory Y, which is founded on the following six principles.

Initially, managers form beliefs regarding human behavior within organizations, even if they are not conscious of this.

Secondly, two general types of managerial assumptions can be distinguished: a negative perspective (which McGregor referred to as theory x) and a more positive perspective (theory y) (Copelman & Prottas, 2013).

Thirdly, there are three main dimensions relevant to these assumptions, specifically whether individuals are viewed as:

- a) inherently lazy or hardworking,
- b) having a limited or significant ability for valuable contributions, and
- c) being untrustworthy and needing external oversight or being responsible and able to self-manage and self-regulate (Copelman, Baldwin, & Prottas, 2013).

Personal habits should align with the operational rules of each institution, as this encourages and demonstrates their compliance with their roles, ensuring effective implementation of working systems that connect with their actions. In this scenario, their performance outcomes influence their monthly pay, which the institution allocates for compensating their service activities under the working conditions of that particular institution. Personal conduct should be governed by strict disciplinary guidelines to ensure ongoing compliance with the workplace (Baldwin, Copelman & Prottas, 2013).

Discipline involves training individuals to adhere to rules or a set of behaviors, as elaborated by Smith and his associates (Smith, Soanes & Stevenson, 2003). An employee's work conduct (e.g., timeliness, teamwork, efficiency) for a performance evaluation. This individual's performance requires special attention to adhere to the discipline rules and regulations. As a worker in an institutional organization, a person must adhere to and follow the internal discipline regulations without negligence. No organizational leader will tolerate someone pursuing their own preferences by arriving at any time they wish when the scheduled working hours start at 8:00, but they show up at 8:30 or later. The leadership at the general secondary public school of Calixa, Viqueque, is ineffective and struggles to enforce the internal discipline rules and regulations, resulting in teachers showing less respect for effectively managing their roles in the working environment of Senior High School Calixa in Viqueque.

McGregor's theory X and theory Y illustrate individual behavior, highlighting how these concepts can lead to poor attitudes toward an organizational working system. To integrate the individual effort in joining the operational system into the organization's functioning environment. The aim of an institution's disciplinary rules, along with its objectives, roles, and significance, is to safeguard the institution's future advantages. To safeguard the organization's mission, confirm that employee behaviors are in accordance with strategic objectives, guidelines, and established protocols to keep operations stable

and foreseeable. Ensure a secure and respectful work environment (Bakoula & Galanakis, 2022).

3. Research Methodology

This research was conducted from 13 – 17 October 2025. This research applies a quantitative descriptive design, aiming to provide a detailed statistical analysis of the relationships among leadership, discipline work, and teacher performance. The study explores both direct and indirect influences. Therefore, the researcher involved the significant statistical results to be described and interpreted (Gilham, 2000) based on the statistical analysis.

Creswell points out that quantitative approaches encompass the activities of gathering, examining, interpreting, and documenting the findings of a research study. Distinct techniques are available in both survey and experimental research that pertain to defining a sample and population, outlining the inquiry strategy, gathering and analyzing data, presenting findings, making interpretations, and documenting the research in a manner aligned with a survey or experimental approach. In this chapter, the reader discovers the detailed steps required for crafting survey or experimental techniques to include in a research proposal. The chapter includes checklists that assist in confirming that all essential steps are accounted for. In quantitative studies, researchers offer a suggested explanation for the connection between the variables being examined by the investigator. Using closed-ended questions (quantitative hypotheses) rather than open-ended questions (qualitative) (Creswell, 2009).

3.1 Population and Sample

The population in this research is all permanent teachers who actively teach in Calixa General Secondary School, with a total of 22 people. Given the manageable population size, the study adopts a census sampling method, where all members of the population are included in the sample to maximize data accuracy.

3.2 Data Collection Methods

3.2.1 Observation

Utilized this observational analysis technique to obtain direct insights into the learning setting and the execution of academic oversight and leadership strategies. Here is a brief yet thorough guide to techniques for examining data from field observation studies. (Gillham, 2000) It includes planning, data preparation, popular quantitative and qualitative analysis methods, mixed-methods strategies, tools, validity assessments, and reporting. This study employs a quantitative and random method analysis directly related to the research location. The understanding that arises from a post-positivist perspective relies on meticulous observation and assessment of the objective reality that is present "out there" in the location of this research, which is Calixa public secondary

school of Viqueque district of Timor-Leste. The issues examined by post-positivists highlight the necessity to recognize and evaluate the factors that affect results, similar to what is observed in experiments (Creswell, 2009).

3.2.2 Questionnaire

The main instrument used to measure the following variables:

- **Leadership (X1):** Assesses Leadership Styles, Communication, and Decision-making Effectiveness.
- **Discipline work (X2):** Includes indicators such as Punctuality, Compliance with Regulations and Responsibility.
- **Quality of teaching (Y):** Measures Professional Competence, Pedagogical Competence, Personal Competence, and Social Competence.

A questionnaire is a measure of a research study to ask the respondents to identify those motivational factors of concern to them. Job motivation was defined by six general factors identified in the European Working Conditions Survey (EWCS), which uses a questionnaire (Miskel & Heller, 1973); (Creswell, 2009). A questionnaire (set of questions) to ask respondents during field observations — i.e., an interviewer/observer script for the person who will question respondents. Or something else (questionnaire design tips, a list of respondent screening questions, or a set of consent questions) (Gillham, 2000).

3.2.3 Document Collections

Secondary data collected from institutional records, administrative reports, and previous evaluations complement primary data from observation and questionnaires provided for the respondents' answers. The techniques of document gathering are found in:

- a) Internet links,
- b) Digital library or web library,
- c) Books or references,
- d) Journal from the internet links, etc. (Gilham, 2000).

We must gather the evidence to support the research writing; this can quickly become disorganized and hard to access, so it needs to be organized primarily by categorizing the types of evidence (Gilham, 2000: 4).

First, it's essential to keep a case study database (which will serve as the basis for the report after analysis).

Second, emphasizes the importance of being aware of the necessity for various sources of evidence. This involves not only engaging with a variety of individuals (which you should do and cross-reference) but also seeking various types of evidence: what individuals express, their actions, their creations or outputs, and the information contained in documents and records. Ultimately, all this evidence must be integrated into a narrative that showcases what Yin (Yin, 2018) refers to in *Case Study Research: Design and Methods* (Yin, 1989) as a chain of evidence, meaning that each crucial component or link in your narrative is backed by or connected to various types of evidence. A researcher

uses a "how" or "why" question about a contemporary set of events, over which the investigator has little or no control (Yin, 2003).

3.3 Instrument Analysis Techniques

3.3.1 Validity Testing

Before using the questionnaires, it is necessary to test the validity of each question in the instrument for sampling this data. To measure the validity of the instrument used for each questionnaire.

3.3.2 Reliability Testing

This test is meant to determine the truth of the questionnaire given to the respondent, and the index carried out by the measure shows that the measurement material used is reliable or trustworthy. Using instrument-based data analysis methods in research means systematically collecting data with tools (instruments) and then analyzing it to answer your research questions. The researcher is the research instrument, and any instrument used makes some contribution, has some effect on what is found at research sites as a research result (Gillham, 2000).

3.4 Data Analysis Techniques

3.4.1 Partial Multiple Correlation Test

To calculate the correlation between leadership, teacher discipline and teaching quality in Calixa General Secondary School, year of teaching 2025.

3.4.2 Multiple Linear Regression Analysis

The analysis model used in this research is the multiple linear regression analysis technique to determine the accuracy of the prediction of all independent variables against the dependent variable.

4. Results and Discussion

Calixa General Secondary School is a public school located in the municipality of Viqueque with the right mission to train people to become good trainers and of high quality to serve the people and the nation according to the needs of society. Based on the tabulation, we can classify the gender of teachers who participated in the questionnaire can be seen in the following tables:

Table 1: Gender Based Respondent Profile

	Frequency	Percent	Valid Percent	Valid Percent
Female	5	26.3	26.3	26.3
Male	14	73.7	73.7	100.0
Total	19	100.0	100.0	

Based on the table above shows that 14 male respondents with a percentage of 73.70%, female respondents with a total of 5 people with a percentage of 26.30%. From this result, it can be seen that the number of respondents with male gender is more than female.

Table 2: Respondent Profile Based on Education Level

	Frequency	Percentage	Valid Percent	Cumulative Percent
D3	4	26.3	21.1	21.1
S1	15	73.7	78.9	100.0
Total	19	100.0	100.0	

Based on the table above shows that respondents with a bachelor's education level amounted to 15 people with a percentage of 78.90%, and bachelor's level amounted to 4 people with a percentage of 21.10%. Thus, it can be concluded that most of the participants at the undergraduate level of education participated in this study.

Table 3: Respondent profile based on teaching experiences

	Frequency	Percent	Valid Percent	Cumulative Percent
12 years	2	10.5	10.5	10.5
14 years	12	63.2	63.2	73.7
21 years	1	5.3	5.3	78.9
23 years	1	5.3	5.3	84.2
25 years	1	5.3	5.3	89.5
6 years	2	10.5	10.5	100.0
Total	19	100.0	100.0	

Based on the table above shows that respondents with teaching experience of 12 years and 6 years amounted to 2 people, and their percentage 10.5%, teaching experience from 14 years amounted to 12 people, and their percentage 63.2%, teaching experience from 21, 23 years and 25 years amounted to 15%. Thus, it can be concluded that most teaching experience is more than 14 years.

4.1 Result of the Causal Relationship: Independent and Dependent Variables

Table 4: Correlations

Control Variables		TOT.X1	TOT. Y	TOT. X2
None	Leadership	1.000	427	635
	Significance (2-tailed)	-	069	003
Teaching Quality	Df	0	19	19
	Correlation	427	1000	638
	Significance (2-tailed)	0	69	003
Work Disciplines	Significance (2-tailed)	19	0	19
	Df	635	638	1000
Work disciplines	Correlation	003	003	-
Leadership	Significance (2-tailed)			
Teaching Quality	Df	19	19	0

	Correlation	1000	036	
	Significance (2-tailed)	-	887	-
	Df	0	19	
		036	1000	
		887	-	
		19	0	

4.2 Result of the Causal Relationship: Independent and Dependent Variables

The following we trace with a hypothesis-driven, correlation-focused approach to problem solving, decision making, or organizational improvement. This can be explained in the method, giving a step-by-step process, templates, and examples tailored to leadership/discipline in an organization.

With: $R_{yx1, x2} = 0$: There is no significant relationship between leadership and teaching quality. $H1: R_{yX1, X2} \neq 0$: There is a significant relationship between leadership and work discipline with teaching quality. Significance testing criteria:

- If the value of sig. F change < 0.05 , then reject H_0 and accept H_1 that there is a significant relationship.
- If the value of sig. F change > 0.05 , then simulate H_0 and reject H_1 that there is no significant relationship.

5. Discussion

Based on the analysis of the results in this part, we try to have an in-depth discussion about this study. The results of statistical analysis showed that there is a significant influence of Leadership (X_1) and Service Discipline (X_2) on teaching quality (Y).

5.1 Leadership (X_1) influence on teaching quality (Y)

The results of the analysis showed that direct leadership (X_1) has no significant influence on the quality of teaching (Y) because the significance value is greater than the significance level determined ($0.887 < 0.05$). Leadership is the activity of influencing and mobilizing subordinates to commit to work voluntarily to achieve organizational objectives (Brito, 2021).

Lestari (2017), argues that leadership is the ability of people to mobilize, motivate, develop and use the resources in an institution to achieve objectives effectively and efficiently. Leadership is a directive aspect in the life of the organization that becomes a key in its position because leadership is a leader in the role of driving the process of working together between human beings, as well as the organization.

Luck et al. (2002) states that leadership is "*the dedication, vision, values and integrity that inspire others to work together to achieve collective goals*". Effective leadership is identified as the ability to positively influence groups and inspire them to come together in coordinated common actions. Therefore, it is important that the principal's leadership as a manager is participatory, so that everyone shares in the management of the school.

From this analysis, the researcher concluded that the leadership in Calixa Viqueque General Secondary School does not show good skills and capacity to collaborate and work together with members to achieve the vision, mission and in the institution. On the other hand, the director is also a leadership that does not have a vision and a commitment to identify, create various opportunities and also prepare themselves to solve various challenges and problems that he faces, to make better plans to face these challenges. On the other hand, a director who uses an authoritarian system does not encourage teachers in the school to feel more motivated, so they are less involved in giving their best to offer better science and quality through the students they educate.

5.2 Influence of Service Discipline (X2) on Teaching Quality (Y)

The results of the analysis showed that direct work discipline (X2) has a significant influence on teaching quality (Y), because the significance value is lower than the significance level determined ($0.025 < 0.05$). Which is a guarantee for each student in the school (Brito, 2021).

From this analysis, the researchers concluded that the discipline of work in the General Secondary School Calixa Viqueque showed very positive results because the teachers showed their skills and good capacity to comply with the regulations established in the school. Service discipline becomes the awareness and readiness of the individual to follow or comply with all regulations applied in an institution and social norms in force. The discipline of teachers is an important issue, because teachers who arrive on time and do not abandon students before the end of the lesson are a good example that can increase students' motivation to learn.

Gusty (Gusty, 2012), in his book *The Influence of Discipline Work Motivation and Teachers' Perceptions of Principal*, leadership defined as discipline is an important factor in an organization so teachers and students must enter school on time and not abandon school while the teaching and learning process is still going on. The discipline of teachers is an important issue, because teachers who arrive on time and do not abandon students before the end of the lesson are a good example that can increase students' motivation to learn.

The challenge of the world of education today is the challenge for teachers in relation to students in the teaching and learning process. The research results showed that teachers showed very good work discipline, they have the ability to increase the motivation to teach students, interest in knowing and great will of students to accompany lessons in school and actively participate in the whole process, because when more are motivated and active in learning will increase the learning performance received by students (Brito, 2021).

5.3 Influence of Leadership (X1) and Work Discipline (X2) on Teaching Quality (Y)

The research results showed that Leadership (X1) and Work Discipline influence simultaneously the quality of teaching (Y)" because the significant value is greater than

the significant value determined ($1.678 < 10$), meaning the model is free of multicollinearity problems or there is no case of multicollinearity. which states that to ensure discipline and execution of duties to achieve objectives, schools need loyalty and follow the rules that apply and have awareness to be responsible for the achievement of school objectives. have the capacity in general to manage teachers to achieve work discipline according to procedures that have been determined to carry out the development of the teaching and learning process through the quality of teaching in the General Secondary School Calixa Viqueque.

This research is also supported by the first research Henny (2022), which states that to ensure disciplinary behavior and execution of tasks to achieve objectives, schools need loyalty and follow the rules that apply and have awareness to be responsible for the achievement of school objectives. With discipline, the teaching and learning process can run smoothly, effectively and efficiently.

According to (Sardiman, 2014), quality is the actual capacity as a result of interaction with internal and external factors that are good according to the study of each person. Performance is the actual ability that an individual exerts to an activity to get good results. Performance as a function of interaction with supervisory capacity. Money's supervisory capacity does not matter; performance will be negatively influenced. Supervision requires the knowledge and talent to explain and to measure performance.

For (Namawi, 2011) quality is the actual capacity as a result of interaction with internal and external factors that are good according to the study of each person. Performance is the actual ability that an individual exerts in an activity to get good results. Performance as a function of interaction with supervisory capacity. Money's supervisory capacity does not matter; performance will be negatively influenced. Supervision requires the knowledge and talent to explain and to measure performance.

Nurjaya (2023) and Bahri, (2020) affirmed that quality or performance as the level of employee work results in the requirements of the job that is given, performance as good employee work results in terms of quality and quantity of the work base that has been shown. Performance is the actual ability that an individual exerts in an activity to get good results.

To enhance the cultural quality of work, leaders must adhere to key principles that involve their roles in the workplace environment, ensuring good leadership performance and demonstrating humility (self-effacement) towards their followers or subordinates. Effective leadership exemplified in total quality management systems can be summarized as follows:

- a) a firm commitment from management and leadership;
- b) emphasis on customers and employees;
- c) continuous improvements driven by customer needs;
- d) involvement of all participants;
- e) reliance on factual data (processes and measurements);
- f) prioritization of training, learning, and education;

- g) fostering partnerships with suppliers, customers, and society;
- h) cultivating a quality culture (Copelman, Prottas, 2013); (Bicoula & Galanakis, 2022).

Immediate implementation of practical principles and actions is possible, structured as mindsets, behaviors, and distinct practices that can be adopted daily.

6. Conclusions

The results of the analysis showed that direct leadership (X1) has no significant influence on the quality of teaching (Y) because the significance value is greater than the significance level determined ($0.887 < 0.05$). teaching and learning process.

The results of the analysis showed that direct work discipline (X2) has a significant influence on teaching quality (Y) because the significance value is lower than the significance level determined ($0.025 < 0.05$). role and become an example to guarantee quality for students.

Research results show that Leadership (X1) and Work Discipline influence simultaneously the quality of teaching (Y) because the significant value is greater than the significant value determined ($1.678 < 10$), meaning the model is free from multicollinearity problems or no case of multicollinearity.

7. Recommendations

This article examines leadership mindfulness at Calixa Senior High School to enhance the effectiveness of school policies in preventing the disregard and neglect of school activities. Teachers must adhere to and respect the existing valid rules within the school. The aim is to create a harmonious environment that safeguards the workloads in classrooms and prevents teachers from practicing misconduct, thereby enhancing the effectiveness and efficiency of school operations. In the absence of a discipline policy in an internal school, the staff members lack control over their movements throughout the school. The absence of effective leadership management can hinder the educational activities that support students in learning the subject being taught in the classroom.

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Conflict of Interest Statement

There is no any interest into the conflict matters because conflict is a part of violence against the human dignity and perceptive in lack of civilization toward others.

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