

The Homeschooling Head Performance: How The Role of Transformational Leadership, Motivation, and Self-Efficacy?

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Abstract-- This study aims to analyze the relationship of transformational leadership, motivation, and self-efficacy to the Head of homeschooling performance. This research method is quantitative with data processing tools using SPSS software. Data were obtained through the distribution of online questionnaires to 212 homeschooling teachers in Tangerang who were selected using the simple random sampling method. Based on data analysis, it can be concluded that transformational leadership has a positive effect on the head of homeschooling performance, motivation has a positive effect on the head of homeschooling performance, self-efficacy has a positive effect on the head of homeschooling performance and transformational leadership, motivation, and self-efficacy simultaneously have a positive and significant effect on the head of homeschooling performance.

Keywords: head of homeschooling performance, motivation, self-efficacy, transformational leadership.

I. INTRODUCTION

According to Silitonga et al. (2021), Human resource management has an important role in developing the organizational viability, effectiveness, and competitiveness of the organization. Organizations must be able to increase value for their customers, by using intangible assets which include human capital, customer capital, social capital, and intellectual capital. One important aspect of human capital is self-efficacy. Self-efficacy is an individual attribute that affects performance. Self-efficacy is a person's belief in his ability to carry out tasks or complete work. The success of performance depends on three elements, namely the characteristics related to a person, namely demographic characteristics, biography, gender, age, ethnic background, abilities and skills, personality characteristics, values, attitudes and perceptions, efforts or willingness to work (motivation).) and various things that constitute organizational support. Purwanto et al. (2020) state that currently organizations need leaders who can have a strong influence have a broad commitment to improving employee abilities by recognizing employee interests in things that can contribute to achieving organizational goals. This leadership style is transformational leadership. Transformational leadership style not only benefits the individual but also the overall organizational performance. Transformational leadership can be effective depending on whether work is evaluated at a team or individual level. Transformational leadership that focuses on the individual is a behavior that empowers individual followers to develop, improve their abilities and increase self-efficacy. Several other studies have also shown that transformational leadership has a positive effect on performance (Fayzhall et al., 2020; Hutagalung et al., 2020; Maesaroh et al., 2020; Purwanto, Asbari, et al., 2020).

Transformational leaders can motivate and satisfy followers by helping them in a friendly manner. Transformational leaders act as agents of change. Several studies have shown that transformational leadership has a positive effect on motivation, as indicated by Fikri et al. (2021). On the other hand, several research results show that self-efficacy has a significant effect on performance, among others, by Ballen et al. (2017). While different results were shown by Choi et al. (2020) which states that self-efficacy does not affect performance. Studies on motivation on performance have also been studied by several researchers whose results show that motivation has a positive and significant effect on performance (Fikri, Asbari, et al., 2021; Purwanto; et al., 2019). However, there are different results shown by the study of Affandi et al (2017) which states that motivation has a negative effect on performance. Human resource

management is one of the most important fields in organizations. Human resource management is closely related to the management of other resources in the organization. No matter how sophisticated the technology and regardless of the availability of capital, the organization will still need human resources to mobilize and make other resources work. So it is not impossible if the attention to human resources is getting bigger because human resources are controlling resources of another power and are a factor important in organizational success. The performance of human resources (employees) is an important part of achieving an organization's success.

Performance is a result achieved by a person according to the size applicable to the work in question. Employees with high levels of performance are called productive, and employees with low levels of performance are called unproductive. According to Purwanto et al. (2021), the performance of employees of an organization can be influenced by several factors, including the ability to do work, the level of effort devoted, and organizational support. One of the important aspects to be considered by organizations related to the role of human resources is the issue of compensation. This is because the feasibility of providing compensation will be related to the employee's ability to fulfill all his daily needs. In addition, the issue of compensation fairness also indicates the organization's policy in treating its employees fairly. According to Waruwu, et al. (2020) The compensation system is designed to improve employee performance and retain competent employees. Compensation also affects employees' work attitudes, because one of the goals of people working is to get rewards or income. Compensation is needed to encourage employees to work harder in the hope of increasing the rewards they receive (Fikri, Amri, et al., 2021; Hutagalung et al. al., 2021; Novitasari et al., 2021; Pebrina et al., 2021; Suroso et al., 2021; Tiara et al., 2021).

Still, according to (Purwanto, Tukiran, et al., 2020), employee performance can also be driven by discipline at work. Apart from human nature which inevitably has errors or forgetfulness, discipline must continue to be trained. The rules and regulations that have been set by the organization should be carried out properly by each individual, to achieve organizational goals. Starting from high work discipline, it is hoped that work can be completed on time, increase employee responsibility, and form a good work attitude. Employee discipline is a form of training that seeks to improve and shape the knowledge, attitudes, and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their work performance. According to Purwanto et al. (2021); Purwanto et al. (2021) Organizational culture also encourages employee performance to increase. Culture is important for organizations because all activities in the organization must be regulated by certain norms which are then used as a reference in work, as well as a character that distinguishes an organization from other organizations. High performance is one manifestation of a good organizational culture. Organizational cultural values for Indonesian conditions can be measured by the presence of togetherness and openness. In it, there is an aspect of humanizing humans, which can shape the attitudes, expectations, and commitment of employees to work wholeheartedly so that their contribution to the organization will also be positive. It is an alternative educational institution that can be one of the educational solutions for Indonesian children. A flexible teaching and learning process allows students to develop their respective talents and interests, of course, requires employees to continue to improve their skills to provide the best educational services for students. To support this, of course, it takes hard work from all elements of the organization, and human resources play an important role in it (Agistiawati & Asbari, 2020; Aman & Asbari, 2020; Asbari, Fayzhall, et al., 2020; Asbari, Hyun, et al. , 2020; Kamar et al., 2020; Novitasari & Asbari, 2021; Purwanto, Pramono, Asbari, Santoso, et al., 2020; Purwanto, Pramono, Asbari, Senjaya, et al., 2020; Wijayanti, Purwanto, et al. ., 2020).

The success rate of Homeschooling in providing educational facilities is highly dependent on the performance of all members of the organization. Shrestha et al. (2020); Sheeraz et al.(2020); Supriyanto et al. (2020) The provision of appropriate and appropriate compensation, as well as a high work discipline attitude is expected to trigger morale and minimize low employee work behavior, such as frequent absences, late arrivals, lazy work, many complaints, all of which will have an impact on the success rate organization in achieving goals. The dominant factor is determined by how the ability to transform organizational culture and work systems has been designed. Because there are still employees who come late and lack enthusiasm for work even though all the rules have been mutually agreed upon. It is feared that this will have an impact on the organization's obstacles in achieving its goals.

According to Donglong et al. (2020); Fayzhall et al. (2020) state that performance is a function of motivation and ability. This implies that performance will increase if employees have good abilities as well as high motivation. High-

performance improvement will be increasingly realized (reinforced) when the leader can treat his subordinates according to their needs, increasing his confidence as well as the motivation of his subordinates to work harder because with the increased performance it will get an award. This is following the expectancy theory that effort (effort, motivation) is influenced by the size of the expectation. Performance is a means to earn rewards. Thus, transformational leadership is a variable that strengthens (moderates) the effect of self-confidence on performance and motivation on performance. Therefore, it is interesting to study the role of transformational leadership in strengthening the effect of self-efficacy and motivation on performance.

II. LITERATURE REVIEW

Performance

Performance is the result of work achieved by a person based on job requirements. According to Olaisen & Revang (2018), there are five factors in measuring employee performance, namely:

1. Number of Jobs

The number of jobs produced by individuals or groups as requirements that become the standard of work.

2. Quality of work

Every employee in the organization must meet certain requirements to produce work according to the quality required by a particular job.

3. Punctuality

Each job has different characteristics, for certain types of work must be completed on time, because it has a dependence on other jobs.

4. Presence

A certain type of work requires the presence of employees in doing it according to the specified time.

5. Cooperation Ability

Not all jobs can be completed by one person alone.

Self-efficacy

According to Cheng et al. (2020), self-efficacy or self-efficacy is a belief about one's ability to carry out tasks or complete work on the available opportunities. For employees, self-efficacy means related to the process of carrying out their work such as the ability to understand work, the ability to solve various kinds of work problems, and the ability to carry out responsibilities in work activities. Factors that affect self-efficacy are:

1. Proficiency in implementing

Gain experience relevant to the task or job. If the individual can carry out the task and succeed in the past, then the individual will be more confident that the individual will also be able to do it in the future.

2. Modeling

Become more confident because individuals see others in carrying out their duties. Modeling will be more effective when the individual sees himself as the same as the person you are observing.

3. Persuasion

Become more confident because one ensures that the individual has the skills necessary to achieve success.

4. Stimulants

Stimulation leads to an excited state so that it raises the spirit of the individual to do something better.

Motivation

According to Chen et al. (2018) revealed that motivation is a process that describes a person's strength, direction, and persistence to achieve goals. According to Chen et al. (2018) divides these human needs into five levels, namely:

a. Physiological Needs

Physiological needs are the most basic needs in human life. Humans in their lives prioritize physiological needs because these needs are the most basic needs for human life. These physiological needs are often referred to as the first level, including the need for food, drink, shelter, sex, and rest.

b. Safety Needs

The need for safety is a human need to be free from the threat of danger. This is the need for safety and protection against physical harm. In an organization, for example, there is a sense of security for the workforce to do their work, the existence of insurance, health benefits, and pension benefits.

c. Social Needs

Social needs are human needs to participate in social groups. Social needs include affection, belongingness, acceptance in certain groups, and friendship.

d. Self-Esteem Needs

The need for self-esteem is the need for external respect. The need for self-esteem concerns self-respect factors such as self-esteem, autonomy, and achievement and external respect factors such as status, recognition, and attention.

e. Self-Actualization Needs.

Self-actualization needs are needs that encourage a person to follow his ambitions which include growth, achievement of potential, and self-fulfillment of needs.

Transformational leadership

Transformational leadership, defined as leaders who motivate and inspire their employees to develop individually and to achieve more than what is asked of them (Asbari, 2019; Asbari et al., 2021; Asbari, Santoso, et al., 2020; Hutagalung et al., 2020; Hutagalung et al., 2020; Novitasari & Asbari, 2020; Nugroho et al., 2020; Tiara et al., 2021; Wijayanti, Tukiran, et al., 2020; Yuwono et al., 2020), there are four components in transformational leadership. Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al. (2020); According to Motalebi, P., & Marşap, A. (2020); Nadeak et al. (2021); Nugroho et al.. (2020); Pio et al. (2020) namely:

1. Idealized Influence

Leaders try, through vision, to influence subordinates by emphasizing the importance of values, beliefs, beliefs, it is necessary to have the determination to achieve goals, it is necessary to pay attention to the moral and ethical consequences of decisions made.
taken.

2. Inspirational Motivation

Leaders can inspire their subordinates, among others, by setting high standards, providing confidence that goals can be achieved.

3. Intellectual Stimulation

Subordinates feel that the leader encourages them to rethink the way they work, to look for new ways of carrying out tasks, and feel that they get a new way of perceiving their tasks.

4. Individualized Considerations

Subordinates feel cared for and treated specifically by their leaders. The leader treats each of his subordinates as a person with his skills, needs, desires.

Hypothesis Development

Effect of self-efficacy on performance

Self-efficacy or self-efficacy is a belief about one's ability to carry out tasks or complete work on the available opportunities. According to Donglong et al. (2020); Fayzhall et al. (2020); Kadiyono et al. (2020) self-efficacy is a self-assessment of one's ability to organize and carry out the actions needed to achieve the specified performance. Individuals who have high self-efficacy will produce good and maximum performance, while individuals who do not have self-efficacy will produce less than optimal performance. Some research results show that self-efficacy has a

positive effect on performance by Motalebi, P., & Marşap, A. (2020); Nadeak et al. (2021); Nugroho et al.. (2020); Pio et al. (2020). Based on the theory and the results of previous research, it is formulated
H1: Self-efficacy has a positive effect on performance

The effect of motivation on performance.

A person's motivation to do work is because of a life need that must be met. Strength shows how hard a person tries to fulfill his needs. Strength will not provide optimal performance if it is not directed at achieving organizational performance. Perseverance indicates how long a person maintains his or her efforts. One of the theories of needs is Maslow's theory, known as the Hierarchy of Needs Theory. Based on this need a person will direct all his strength to be able to achieve his work goals to improve organizational performance which in turn has an impact on the fulfillment of one's needs. The results of research on the influence of motivation on performance are shown by motivation having a positive and significant effect on performance, among others, by Setiawan (2015), Rijanti et al (2015), and Nizam & Bao (2015). Based on the theory and the results of previous research, it is formulated:

H2: Motivation has a positive effect on performance

Transformational Leadership on performance.

Leaders try, through vision, to influence subordinates by emphasizing the importance of values, beliefs, beliefs, it is necessary to have the determination to achieve goals, it is necessary to pay attention to the moral and ethical consequences of the decisions taken. Leaders can inspire their subordinates, among others by setting high standards, providing confidence that the goals can be achieved (Asbari, Fayzhall, et al., 2020; Asbari, Novitasari, et al., 2020; Asbari & Novitasari, 2020; Bernarto et al., 2020; Maesaroh et al., 2020; Novitasari et al., 2020; Novitasari et al., al., 2020; Waruwu et al., 2020; Zaman et al., 2020). Subordinates feel that the leader encourages them to rethink the way they work, to look for new ways of carrying out tasks, feel that they get a new way of perceiving their tasks. Several research results show that transformational leadership has a significant effect on self-efficacy by Asgari et al. (2020); Choi et al. (2020); Da'as et al. (2020); Djaelani et al. (2021). On the other hand, transformational leadership also affects performance.

H3: Leadership has a positive effect on performance

III. METHOD

This research method is quantitative with data processing tools using SPSS software. Data were obtained through the distribution of online questionnaires to 212 homeschooling teachers in Tangerang who were selected using the simple random sampling method.

The hypotheses of this research are:

H1: Transformational leadership has a positive effect on the head of homeschooling performance

H2: Motivation has a positive effect on the head of homeschooling performance

H3: Self-efficacy has a positive effect on the head of homeschooling performance

H4: Transformational leadership, motivation, and self-efficacy have a simultaneous positive effect on the head of homeschooling performance

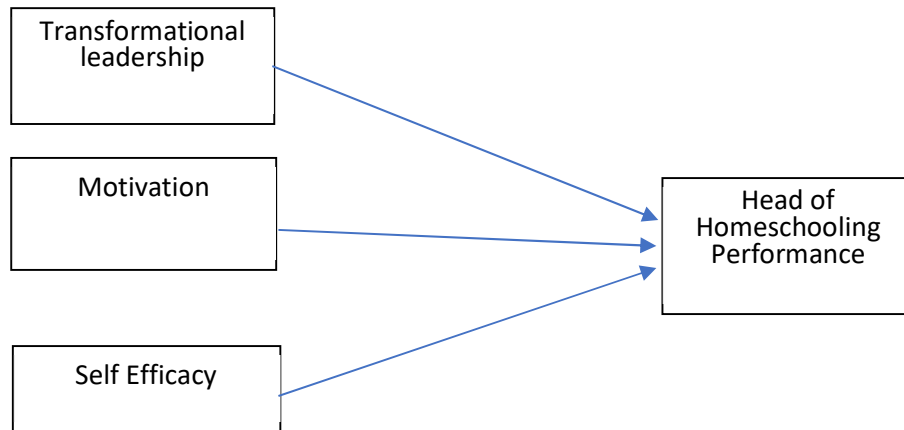


Fig 1. Research Model

IV. RESULT AND DISCUSSION

Validity test

Based on the results of the sample adequacy test, it is known that the KMO value of all studied variables has met the sample adequacy requirements because the KMO value is > 0.5, and based on the results of factor analysis, it is known that all items of the studied variables are valid because the factor loading value is > 0.4.

Reliability Test

The results of the reliability test on all the variables studied showed that each of the variables studied had a Cronbach alpha value greater than 0.7 so that all variables were reliable.

The model testing was carried out using the coefficient of determination (Adjusted R Square) covering the ability of the independent variable to explain the dependent variable and the F test was carried out to test the suitability of the model used for analysis.

F Test

The results of the transformational leadership, motivation, and self-efficacy regression test on the head of homeschooling performance are as follows:

Table 1: F Test Result (Anova)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12,912	2	6,434	55,612	,000 ^b
Residual	11,412	99	,112		
Total	24,424	101			

Based on Table 1, it is known that the value of sig. on the F (ANOVA) test of 0.000 indicating a significance level less than 0.05, it can be concluded that the regression model used meets the requirements of Goodness of Fit. transformational leadership, motivation, and self-efficacy variables have a simultaneous effect on the head of homeschooling performance.

Determination Test

The results of the regression test for the effect of transformational leadership, motivation, and self-efficacy on the head of homeschooling performance are as follows:

Table 2. Determination Test Results (Adjusted R Square)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,745 ^a	,540	,522	,34123

Based on table 2, the Adjusted R Square value of the transformational leadership, motivation, and self-efficacy determination test for the head of homeschooling performance are 0.54 which means 54. % changes in the head of homeschooling performance variables can be explained by the transformational leadership, motivation, and self-efficacy variables in the model, while the remaining 48% is explained by other variables or factors outside the model.

Hypothesis Test (T-Test)

The results of the regression analysis of the effect of transformational leadership, motivation, and self-efficacy on the head of homeschooling performance are as follows:

Table 3: Hypothesis Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Ket.
	B	Std. Error	Beta			
1. transformational leadership -> head of homeschooling performance	,565	,087	,540	6,471	0,000	Supported
2. motivation -> head of homeschooling performance	,242	,075	0,270	3,238	0,000	Supported
3. self efficacy -> head of homeschooling performance	,386	,153	0,286	2,515	0,000	Supported

After doing a regression analysis based on table 3, the following hypothesis test results were obtained:

H1: Transformational leadership has a positive effect on the head of homeschooling performance

The regression results show that the beta value of transformational leadership on the head of homeschooling performance is 0.540 and the significance level of 0.000 is less than 0.05, so it can be concluded that the transformational leadership hypothesis has a positive effect on the head of homeschooling performance in elementary school teachers, which means that transformational leadership has a positive and significant effect. to the head of homeschooling performance. These results are in line with research by Seago, (2012); Yang (2013) that Transformational leadership has a positive effect on the head of homeschooling performance. An increase in the influential Transformational leadership variable will encourage a significant increase in the head of homeschooling performance variable and a significant decrease in the Transformational leadership variable will encourage a significant decrease in the head of homeschooling performance variable. One of the characteristics of leadership should be to increase the role of transformational leadership with the ability of subordinates to have the ability to carry out their duties. The results of this study indicate that transformational leadership strengthens the effect of self-efficacy

on performance. The moderating role of transformational leadership on transformational relationships is inspiration motivation, namely the leader can inspire subordinates, among others, by setting high standards, providing confidence that goals can be achieved. Based on Path and Goal Theory by Robert House in Langton et al., (2013), the leader's task is to set goals and how to achieve goals. organization. Leaders can be used as role models through the behavior and examples are given to their followers. Characteristics of respondents with educational backgrounds that are dominated by Bachelors and have sufficient experience (judging by years of service) can use the experience to be used as a basis for developing self-efficacy in the hope of achieving the expected rewards when their performance is good. This is following respondents' responses that they want to be rewarded for their work performance. The results of this study indicate that transformational leadership strengthens the effect of motivation on performance.

H2: Motivation has a positive effect on the head of homeschooling performance

The regression results show that the beta value of Motivation on the head of homeschooling performance is 0.270 and the significance level of 0.000 is smaller than 0.05, so it can be concluded that the hypothesis that the quality of work-life has a positive effect on the head of homeschooling performance in elementary school teachers is accepted, meaning that motivation has a positive and significant effect. to the head of homeschooling performance. These results are in line with research by Zhao et al., (2020). that motivation has a positive effect on the head of homeschooling performance and according to Kunzman & Gaither (2020) that motivation has a positive effect on the head of homeschooling performance. An increase in the influential Motivation variable will encourage a significant increase in the head of homeschooling performance variable and a significant decrease in the Motivation variable will encourage a significant decrease in the head of homeschooling performance variable. The results of the motivational hypothesis test on the performance show a positive influence. The meaning is that when employee motivation is getting better, the performance will increase. Based on content theory, what drives someone to do something is a need. According to Maslow, there are five levels of needs that cause people to behave. The results of this study indicate that they want an award for the work that has been done. In this study, motivation has a positive and significant influence on employee performance. The results of this study support the previous findings by Anggraeni et al., (2020); Fikri, Amri, et al., (2021); Fikri, Asbari, et al., (2021); Purwanto; et al., (2019).

H3: Self-efficacy has a positive effect on the head of homeschooling performance

The regression results show that the beta value of the influence of Self-efficacy on Organizational Citizenship Behavior is 0.286 and the significance level is 0.000 less than 0.05, so it can be concluded that the self-efficacy hypothesis has a positive effect on Organizational Citizenship Behavior in elementary school teachers, meaning that Self-efficacy has a positive and significant effect. against OCB. These results are in line with research by Purwanto et al. (2021) that self-efficacy has a positive effect on the head of homeschooling performance and Waruwu, et al. (2020) that self-efficacy has a positive effect on the head of homeschooling performance. Increasing the influential self-efficacy variable will encourage a significant increase in the head of homeschooling performance variable and a significant decrease in the influential self-efficacy variable will encourage a significant decrease in the head of homeschooling performance variable. Several research results show that strong self-efficacy is correlated with success, control, overcoming difficulties, healing, and loss of doubt (Sigit, 2003). Employees who have self-confidence that they can do the job will develop all the skills and skills they have, learn from the experiences of others to achieve their life goals by realizing performance according to the demands of the job. This is a strategic element in developing self-efficacy to be realized in actual performance. The results of this study support previous findings by Le et al. (2018); Skaalvik & Skaalvik, (2014) which state that self-efficacy has a positive and significant effect on performance.

H4: Transformational leadership, motivation, and self-efficacy have a simultaneous positive effect on the head of homeschooling performance

The results of the F test of transformational leadership, motivation, and self-efficacy simultaneously on the head of homeschooling performance show a significance value of 0.001 which is smaller than 0.05, it can be concluded that the hypothesis of transformational leadership, motivation, and self-efficacy simultaneously affects the head of homeschooling performance is accepted, it means that transformational leadership, motivation, and self-efficacy

simultaneously on the head of homeschooling performance. These results are in line with research by XXX that transformational leadership, motivation, and self-efficacy simultaneously have a significant effect on the head of homeschooling performance, and xxx transformational leadership, motivation, and self-efficacy simultaneously have a significant effect on the head of homeschooling performance. Increased transformational leadership, motivation, and self-efficacy variables Simultaneous efficacy will lead to a significant increase in the head of homeschooling performance variable and a decrease in transformational leadership, motivation, and self-efficacy will simultaneously encourage a significant decrease in the head of homeschooling performance variable.

V. CONCLUSION

Based on the data analysis, it can be concluded that transformational leadership has a positive effect on the head of homeschooling performance, motivation has a positive effect on the head of homeschooling performance, self-efficacy has a positive effect on the head of homeschooling performance, and transformational leadership, motivation, and self-efficacy simultaneously affect the head of homeschooling performance. Transformational leadership is proven to play a role in strengthening the influence of both self-efficacy on performance and motivation on performance. Self-efficacy has been proven to have a dominant effect on improving employee performance. In future research, it would be better if the adjusted R square value was increased to close to one. So that in future research it is recommended to include other variables such as competence, compensation, work environment, and so on.

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