

The Effect of Transformational Leadership and Work Motivation on Teacher Performance at Vocational High School Cileungsi

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ABSTRACT

This research was conducted on teachers and educational staff at the Vocational High School Cileungsi, with a population of 68 people and then a sample of 40 people was taken using the Slovin formula, then the data collection technique used simple random sampling technique which is part of the probability sampling technique. The method of data collection was carried out through primary data collection in the form of observations and questionnaires. Secondary data through literature study. Instrument testing is done through validity and reliability tests, classical assumption test is done through normality test, heteroscedasticity test, autocorrelation and multicollinearity test. The data analysis technique uses quantitative data frequency distribution, multiple linear regression analysis, correlation coefficient, coefficient of determination, T test and F test. The results of the study based on the results of the F test processing, it can be concluded that the F value is $14.805 > 5.23$ then H_0 is rejected and H_a is accepted. With these results, the variables of transformational leadership (X1) and motivation (X2) both have an effect on performance (Y).

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INTRODUCTION

Management consists of various types, including financial management, marketing management, human resource management, operational management, strategic management, education management, and production management. In this study the authors raised a theme related to education management. Educational management is the process of implementing, directing, and supervising in managing resources related to education. Aims to realize the implementation of educational activities that are effective and on target.

Education is a tool in fixing the life of the nation, state, and religion. With the existence of human education will have good morals, morals or ethics so as to create an orderly life. And with education, humans can develop their mindset. Vocational High School (SMK) is a form of formal education unit that organizes vocational education at the secondary education level as a continuation of SMP/MTs or other equivalent forms or continuation of learning outcomes that are recognized as equal or equivalent to SMP/MTs.

SMK Negeri 1 Cileungsi was established in 2013 by opening 3 (three) skill programs, namely computer and network engineering, mechanical drawing engineering and industrial automation engineering. Furthermore, in 2016, 3 (three) skill programs were added, namely light vehicle engineering, production control techniques, and multimedia. In teacher education, human resources are a valuable asset, which drives all elements to become qualified, so that quality educational institutions depend on their teachers. In addition, leadership or leadership from the principal is also the spearhead of how the competence and creativity of teachers in schools. In order for the competence and creativity of teachers to increase, it is necessary to have a leadership style that is appropriate to the situation and conditions that occur in the school.

Performance is the work process of an employee whose results can be used to determine whether the work that has been done by an employee is in accordance with what is desired by an organization or not in accordance with the tasks assigned by an organization. Performance appraisal is a process of measuring the work done by employees and comparing it with the desired work operational standards to find out to what extent the skills have been achieved by employees. a restless work environment can affect the performance of a cold guard if the work environment causes a headache to become ineffective dalpalt annoys a failure to work so that the performance of a failure can decrease.

Performance is an important part for agencies such as an employee who has the ability, knowledge and expertise in their performance because performance is very considered to achieve the vision and mission that has been set. The existence of employees cannot be underestimated against the running of the agency, because its very important role for the success of an agency cannot be separated from support through the quality of work provided.

Reviewing the principal's leadership is how to direct and motivate teachers so that their performance can continue to improve from time to time. The issue of transformational leadership and motivation is closely related to performance improvement. Performance is either in the form of results (output) or in the form of employee work performance which is assessed in terms of quality and quantity according to work standards that have been determined by the organization.

Leadership is one of the important factors in an organization because most of the success or failure of an organization is determined by the leader in the organization. The right leadership style will be able to make a person excited and give rise to the impetus to do his job well so that he will get achievement. Apart from that, it is also necessary to have motivation, motivation is used as a tool to give encouragement as well as appreciation to employees. Motivation is usually in the form of a gift or award. But there is also a motivation that leads to a punishment or punishment.

Management is the process of planning, organizing, directing and supervising the efforts of organizational members and the use of other organizational resources in order to achieve the organizational goals that have been set (Handoko, 2015).

Management is a typical process consisting of planning, organizing, mobilizing and controlling actions carried out to determine and achieve predetermined goals through the use of human resources and other sources (Amirullah, 2015).

Human resource management has a definition as a planning, organizing, directing, and supervising the procurement, development, compensation, integration, maintenance, and termination of employment with a view to achieving the company's organizational goals in an integrated manner (Sutrisno, 2016).

This leadership can inspire positive change in those (members) who follow. Leaders pay attention and are directly involved in the process, including helping group members to successfully complete their tasks. Leaders provide positive energy that will influence their members to be more energetic and do what the leader sets an example for.

The concept of leadership was put forward by Robert in 1992 who said that leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. A leader tries to influence the behavior of others, which means influencing members to take responsibility for their work so that organizational goals are achieved. The success of a leader influencing group members can be seen from the obedience and obedience of members to their responsibilities and duties.

Furthermore, transformational leadership is a charismatic leader and has a central role and strategy in leading the organization to achieve its goals. A transformational leader must have the ability to match the vision of the future with his group members and provide sufficient for the needs of his group members more than they need. Meanwhile, transformational leadership as a condition in which members have a sense of trust, admiration, loyalty and respect for the leader, and are motivated to do more than what they previously planned.

O'leary in Martha Andy defines transformational leadership as a leadership style used by a manager if the manager wants his group to expand and perform beyond organizational status and achieve an entirely new set of organizational goals. In other words, a transformational leadership style is a leader who will inspire members to do something that goes beyond personal interests for the sake of the company's interests and is able to have a deep impact on all employees.

Transformational leadership can change the mindset of employees from the mindset of solving problems in the old way, changed to solving problems in new ways that are more effective and efficient. Transformational leadership is also able to make employees passionate about work, which will raise enthusiasm and make employees make extra efforts to achieve these goals. Meanwhile, transformational leadership is a leader who inspires members to go beyond their personal interests which can have a profound and extraordinary impact on group members.

Transformational leadership increases the motivation and performance of its members, so it relates to motivation as an increase in performance. It becomes a challenge for leaders whether the policies made are able to motivate or increase productivity, otherwise it will trigger work stress and result in a decrease in personal motivation and employee productivity.

It can be concluded that if the level of work stress is high, it is necessary to make efforts to reduce the stress level, to reduce it an effort is needed, the greater the level of work stress, the greater the effort that appears. If the efforts made are successful in overcoming the level of work stress, the stress level will be reduced. And these efforts are called motivation.

From the theory above, the authors found that the phenomena that occurred in SMK Negeri 1 Cileungsi related to the transformational leadership of the principal, namely SMK Negeri 1 Cileungsi, had not received an allocation of PNS (civil servants) since it was taken over by the West Java provincial government.

The above makes SMK lack of educators with civil servant status which results in school rating. In this case, concrete steps are needed from the leadership, namely the principal, because the increasing number of teachers with civil servant status will support the image and quality of the school in the eyes of the community.

As described above, quality education will produce quality graduates who are able to respond to demands for quality education as a direct consequence of the rapid development of science and technology. Quality education will not be achieved without the cooperation of the organization and the performance of all related parts in it which is of course led by the right leader and with the appropriate leadership style. In connection with this, the writer is interested in conducting research with the title "The Effect of Principal Transformational Leadership Style and Work Motivation on Teacher Performance at SMK Negeri 1 Cileungsi.

METHOD

This research is a type of quantitative research with the method of explanation, namely research that looks at the influence between variables. Data collection methods in this study were questionnaires and documentation studies. The data analysis method used descriptive and quantitative methods, namely the Multiple Linear Regression Analysis which was used to measure the influence between variables. This research was conducted at SMK Negeri 1 Cileungsi which is located at jl. Raya Cileungsi Narogong KM 16.5, Bogor district 16820. The population of teachers and staff at SMK Negeri 1 Cileungsi is 68 people. While the sample used in this study amounted to 40 people.

RESULTS AND DISCUSSION

The significance F test was used to test all the independent variables studied, having a joint effect on the dependent variable. For more details, the results of the significance F test processing using SPSS can be seen in the following table:

Table 1.
F Test Results X1 and X2 Against Y

| ANOVA ^a | | | | | | |
|--|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 538,227 | 2 | 269,113 | 14,805 | .000 ^b |
| | Residual | 672,548 | 37 | 18,177 | | |
| | Total | 1210,775 | 39 | | | |
| a. Dependent Variable: Kinerja Karyawan | | | | | | |
| b. Predictors: (Constant), Motivasi, Kepemimpinan Transformasional | | | | | | |

Source: Processed Data, 2021

Based on the results of the F test processing in the table above, it can be concluded that the F value is $14.805 > 5.23$, so H_0 is rejected and H_a is accepted. With these results, transformational leadership variables (X1) and motivation (X2) both have an effect on performance (Y).

The results of the validity test on the transformational leadership variable as the X1 variable can be concluded that the value of r count $>$ r table, so that the questionnaire is declared valid. With the highest calculated r value is questionnaire number 5 with a calculated r value of $0.795 >$ from 0.312 . And the lowest value is on questionnaire number 18 with a value of $0.375 >$ 0.312 , then it is still declared valid.

The results of the validity test on the motivation variable as the X2 variable can be concluded that the calculated r value is greater than the r table value, so the questionnaire is declared valid. With the highest calculated r value is questionnaire number 10 with a calculated r value of $0.784 > 0.312$. And the lowest value is in questionnaire number 3 with the result of the calculated r value of $0.369 > 0.312$, so it is still declared valid. The results of the multicollinearity test in the table above can be concluded in the form of a tolerance value of the transformational leadership variable of 0.767 and the motivation variable of 0.767 where the value is greater than 0.1, and the VIF value of the transformational leadership variable (X1) is 1.304 and the motivation variable is 1.304 where the value is 1.304. is also smaller than 10, it can be concluded that the multicollinearity test in this study did not occur.

The results of the analysis of the frequency distribution of the leadership variable (X1) at the State Vocational High School 1 Cileungsi are considered very good, this can be seen from the average score of 8.65 which is in the very good class interval. The results of the analysis of the frequency distribution on the motivation variable (X2) at the State Vocational High School 1 Cileungsi are considered very good, this can be seen from the average score of 8.79 which is in a fairly good class interval. The results of the frequency distribution analysis on the performance variable (Y) at the State Vocational High School 1 Cileungsi are considered good, this can be seen from the average score of 8.16 which is in good class intervals.

The results of multiple linear regression analysis show that the coefficient value for the independent variable X1 is 0.086 and the variable X2 is 0.392 with a constant of 6.609. The following conclusions can be drawn that The constant value of 6.609 cannot be interpreted because the variables of transformational leadership, motivation and performance may not have a value of 0, in a study using a Likert scale the lowest value is 1.

The regression coefficient value of the transformational leadership variable is 0.086, meaning that if the transformational leadership increases by one unit, the performance will increase by 0.086. The value of the regression coefficient of the motivation variable is 0.392, meaning that if it increases by one unit, the performance will increase by 0.392 units assuming the other independent variables remain. The results of the determination test showed that the value of R Square was 0.445 or 44.5%. This shows that 44.5% of the variation in performance change (variable Y) can be explained by transformational leadership variables (X1) and motivational variables (X2), while the remaining 55.5% is explained by other variables not included in this study.

The results of the T test that has been carried out can be concluded that For testing the first hypothesis, the leadership variable has a significance level of 0.374 and a t-count value of $0.900 >$ from t table 0.201, then H1 is accepted, so it can be said that transformational leadership (X1) has a positive effect on performance and the significant level of the leadership variable transformational $0.374 > 0.05$ and the value of t count $0.900 > 0.312$. Testing the second hypothesis, the motivation variable has a significance level of 0.000 and t count 4.264, it can be concluded that H2 is accepted, so it can be said that the motivation variable (X2) has a positive and significant effect on performance because the significance level is $0.000 < 0.05$ and the t value count $>$ from t table $4.264 > 0.312$.

The results of the F test can be concluded that the F value is $14.805 > 5.23$, then Ho is rejected and Ha is accepted. With these results, the variables of transformational leadership (X1) and motivation (X2) both have an effect on performance (Y).

CONCLUSION

Based on the results of the analysis and discussion, it shows that there is an influence of the principal's transformational leadership and motivation on teacher performance at SMK Negeri 1 Cileungsi. Based on the research that has been done, it can be concluded that the Principal's Transformational Leadership (X1) at the State Vocational High School 1 Cileungsi is very good with an average score of 8.65. This shows that the principal is able to carry out leadership well which has an impact on the performance of teachers and staff.

Motivation (X2) that develops within the scope of SMK Negeri 1 Cileungsi has an average score of 8.79 and occupies a fairly good interval class. This shows that the motivation that has developed in the SMK Negeri 1 Cileungsi environment has been going well. The performance (Y) of the teachers and staff at SMK Negeri 1 Cileungsi has an average score of 8.16 and occupies a good class interval.

The influence between the transformational leadership variable (X1) and the performance variable (Y) obtained from the correlation coefficient of 0.424 and occupies a moderate level of relationship. This shows that the relationship between the variables of transformational leadership and performance influence each other, and the effect is quite significant.

The influence between the motivation variable (X2) and the performance variable (Y) obtained from the correlation coefficient of 0.658 and occupies a strong relationship level. This shows that the relationship between the motivation variable and the performance variable influence each other and has a significant effect.

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