

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

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ABSTRACT

This research was conducted on teachers and education staff at Vocational High School Bina Mandiri Cileungsi, with a population of 68 people, 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 data collection method is carried out through primary data collection in the form of observation and questionnaires. Secondary data through literature study. Instrument testing is carried out through validity and reliability tests, classical assumption tests are carried out through normality tests, heteroscedasticity tests, autocorrelation tests and multicollinearity tests. The data analysis technique uses the frequency distribution of quantitative data, multiple linear regression analysis, correlation coefficient, determination coefficient, T test and F test. The results of the research based on the processing of the F test can be concluded that the value of F is $14.805 > 5.23$, so H_0 is rejected and H_a is accepted. With these results transformational leadership variables (X_1) and motivation (X_2) both have an effect on performance (Y).

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INTRODUCTION

Management consists of various types, namely 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 educational management. Education 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 improving the life of the nation, state and religion. With education, humans 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 forms of equivalent or continuation of learning outcomes that are recognized as equal or equivalent to SMP/MTs. Bina Mandiri Cileungsi Vocational School was established in 2016 by opening 3 (three) expertise programs namely network computer engineering, visual communication design, 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 school principal is also the spearhead of how the competence and creativity of teachers in schools. In order for teacher competence and creativity to increase, it is necessary to have a leadership style that is appropriate to the situations and conditions that occur in the school. Reviewing the principal's leadership is how to direct and motivate teachers so that their performance can continue to improve from time to time. Issues regarding transformational leadership and motivation are closely related to performance improvement.

Performance, namely both in the form of results (output) and in the form of employee 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 someone excited and cause encouragement to do their job well so that they will get achievements. Apart from that, motivation is also needed, motivation is used as a tool to encourage as well as appreciation to employees. Motivation is usually in the form of prizes or awards. But there are also motivations that end in punishment.

Transformational leadership increases the motivation and performance of its members, so that 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, if not they will actually trigger work stress and result in decreased 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 level of stress, 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 decrease. And these efforts are called motivation.

Management is the process of planning, organizing, directing and supervising the efforts of members of the organization and the use of other organizational resources in order to achieve the set organizational goals (Handoko, 2015). Management is a typical process consisting of planning, organizing, actuating 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, and termination of employment with the aim of 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 to and are directly involved in the process including in terms of helping group members to successfully complete their tasks. The leader provides positive energy which will influence his members to be more energetic and do what the leader exemplifies. 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, meaning to influence members to be responsible for their work so that organizational goals are achieved. The success of a leader in influencing his group members can be seen from the obedience and obedience of his members to his 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 align the vision of the future with his group members and provide sufficient for the needs of his group members more than they need. Transformational leadership is a situation where members have trust, admiration, loyalty and respect for the leader, and are motivated to do more than what they previously planned.

O'leary in Martha Andy revealed that transformational leadership is a leadership style used by a manager if the manager wants his group to expand boundaries and have performance beyond organizational status and achieve a whole 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 benefit of the company and is able to have a profound impact on all employees.

Transformational leadership can change the mindset of employees from the mindset of solving problems in the old way, to solving problems in a new way that is more effective and efficient. Transformational leadership is also able to make employees passionate at work, which will arouse enthusiasm and make employees make extra efforts to achieve these goals. Transformational leadership as a leader who inspires its members to go beyond their personal interests is capable of having a profound and extraordinary impact on group members.

From the theory above, the authors found a phenomenon that occurred at the Bina Mandiri Cileungsi Vocational School which was related to the transformational leadership of the school principal, namely that the Bina Mandiri Cileungsi Vocational School had not received an allocation since it was taken over by the West Java provincial government. The above causes SMK to have a shortage of qualified educators which results in school ratings. In this case, concrete steps are needed from the leadership, namely the school principal, because the increasing number of teachers with status will support the image and quality of the school in the eyes of the community.

As described above, quality education will produce graduates who are qualified and 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 parts involved in it which are of course led by the right leader and with the appropriate leadership style. In this regard, the writer is interested in conducting research with the title "The Influence of School Principals' Transformational Leadership Style and Work Motivation on Teacher Performance at Bina Mandiri Cileungsi Vocational School"

METHOD

This research is a type of quantitative research with explanatory methods, namely research that looks at the influence between variables. Data collection methods in this study were questionnaires and documentation studies. Methods of data analysis using descriptive methods and

quantitative methods, namely the Multiple Linear Regression Analysis used to measure the influence between variables. This research was conducted at SMK Bina Mandiri Cileungsi which is located at Jl. Raya Cileungsi Jonggol KM 1 Bogor Regency 16820. The population of teachers and staff at SMK Bina Mandiri Cileungsi is 68 people. While the sample used in this study was 40 people.

RESULTS AND DISCUSSION

Simultaneous Hypothesis Testing

The significance F test is 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 can be seen in the following table:

Tabel 3. Hasil Uji F Signifikansi

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	538,227		269,113	4,805	000 ^b
	Residual	672,548	7	18,177		
	Total	1210,775	9			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivational, Transformational Leadership

Source: processed data

Based on the processing results of the F test in the table above, 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, 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 variable X1 can be concluded that the value of r count $>$ r table, so that the questionnaire is declared valid. With the highest r count value is questionnaire number 5 with an r count value of $0.795 > 0.312$. And the lowest score is in questionnaire number 18 with a value of $0.375 > 0.312$, so it is still declared valid.

The results of the validity test on the motivational variable as variable X2 can be concluded that the value of r count is greater than the value of r table, so that the questionnaire is declared valid. With the highest r count value is questionnaire number 10 with an r count value of $0.784 > 0.312$. And the lowest value is in questionnaire number 3 with the result of the r count value of $0.369 > 0.312$, so it is still declared valid. The results of the validity test on the performance variable as the Y variable can be concluded that all questionnaire statements are declared valid, with the largest r calculated value at number 10 of $0.836 > 0.312$ and the lowest value is in questionnaire number 1 with an r calculated value of $0.405 > 0.312$ then it is declared valid.

The results of the reliability test on the transformational leadership variable as X1 where the reliability value of the X1 variable questionnaire is $0.925 > 0.60$. The instrument is said to be reliable if the alpha value of the instrument is greater than 0.60, then the transformational leadership questionnaire (X1) is declared reliable. The results of the reliability test on the motivation variable as variable X2 where the reliability value of the X2 variable questionnaire is $0.903 > 0.60$, so the motivational variable questionnaire is declared reliable. The results of the reliability test on the performance variable as the Y variable, where the reliability value of the Y variable is $0.850 > 0.60$, then the questionnaire of the performance variable is declared reliable. The results of the linearity test for transformational leadership and teacher performance variables obtained an F value of $16.577 > 0.05$. This value indicates that the principal's transformational leadership variable on performance has a linear relationship.

The results of the linearity test on the motivation variable on teacher performance obtained an F value of $70.695 > 0.05$. This value indicates that the principal's transformational leadership variable on performance has a linear relationship.

The results of the homogeneity test of the principal's leadership variable on teacher performance obtained an F value of $2.466 > 0.05$. This shows that the transformational leadership variable has the same or homogeneous population on performance variables. The results of the homogeneity test of the motivation variable on teacher performance obtained an F value of $3.689 > 0.05$. This shows that the motivational variable on the performance variable has the same or homogeneous population. The results of the normality test using the One-Sample Kolmogorov-Smirnov Test show that the residual value or significance value (0.142) is greater than 0.05 so it can be concluded that this study has a normal distribution.

The results of the heteroscedasticity test using the scatterplot chart show that the dots spread randomly, do not form a clear pattern, and are spread both above and below the number 0 on the Y axis. Thus it can be concluded that there is no heteroscedasticity in the regression model and is feasible for used in carrying out the test. The results of the Durbin Watson autocorrelation test in this study were that the DL value in the Durbin Watson table was 1.3908. The value for DU in the Durbin Watson table is 1.6000. 4-DU is 2.4, and for 4-DL it is 2.6092. So it can be concluded that $DL < d < 4-DU$ or $1.3908 < 1.991 < 2.4$ there is no positive or negative autocorrelation.

The results of the multicollinearity test in the table above can be concluded in the form of a tolerance value for the transformational leadership variable of 0.767 and a motivational variable of 0.767 where the value is greater than 0.1, and a VIF value of the transformational leadership variable (X1) of 1.304 and a motivational variable of 1.304 where the value is also less 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 State Vocational High School 1 Cileungsi are considered very good, this can be seen from the average score of 8.65 which is located in very good class intervals. The results of the analysis of the frequency distribution on the variable motivation (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 analysis of the frequency distribution 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 a good class interval.

The results of multiple linear regression analysis show that the coefficient value for the independent variable X1 is 0.086 and for the variable X2 is 0.392 with a constant of 6.609. It can be concluded as follows, a 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 research using a Likert scale the lowest value is the regression coefficient value of the transformational leadership variable of 0.086 meaning that if transformational leadership has increased one unit, then the performance will increase by 0.086. The regression coefficient value of the motivational 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 are constant.

The results of the determination test show that the R Square value is 0.445 or 44.5%. This shows that 44.5% of variations 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 calculated t 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 transformational leadership variable $0.374 > 0.05$ and t value $0.900 > 0.312$.

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 motivational variable (X2) has a positive and significant effect on performance because the significance level is $0.000 < 0.05$ and the t value > from t table $4.264 > 0.312$.

The results of the F test can be concluded that the value of F is $14.805 > 5.23$, then 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).

CONCLUSION

Based on the descriptions and explanations that have been put forward in the previous chapters, it can be concluded from this research that it is as follows. Based on the results of the analysis and discussion it shows that there is an influence of transformational leadership of school principals and motivation on teacher performance at SMK Bina Mandiri Cileungsi. Based on the research that has been done, several conclusions have been obtained as that the Principal's Transformational Leadership (X1) at State Vocational High School 1 Cileungsi is very good with an average value of 8.65.

This shows that school principals are able to carry out leadership properly which has an impact on the performance of teachers and staff. Motivation (X2) which develops within the scope of SMK Bina Mandiri 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 Bina Mandiri Cileungsi Vocational School environment has gone well. Performance (Y) of teachers and staff at SMK Bina Mandiri 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) is obtained from the results of the correlation coefficient of 0.424 and occupies a moderate level of relationship. This shows that the relationship between transformational leadership and performance variables influence each other, and has a significant effect. The influence between the motivation variable (X2) and the performance variable (Y) is obtained from the results of the correlation coefficient of 0.658 and occupies a strong relationship level. This shows that the relationship between motivational variables and performance variables influence each other and have a significant effect.

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