

The Influence of The School Principal's Transformational Leadership Style on the Teacher's Performance with Job Satisfaction as A Mediator Variable

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ABSTRACT

The purpose of this research is to find out an effect of the transformational leadership of school principals on the teacher's performance mediated by teacher's job satisfaction. The research subjects were a teachers in a sub-district in East Java. The research was conducted using quantitative methods with SPSS software, Hayess Process v2, Microsoft Office Excel as analysis tools. The number of samples obtained in this study were 112 people. Data collection was carried out using a Google form in filling out an online survey. The data analysis method used is the assumption test, R-square, Bootstrapping, and Specific total-direct-indirect effects. The results of this study indicate that the principal's transformational leadership does not directly affect teacher performance, but there needs to be a mediator variable in the form of job satisfaction. And job satisfaction is able to mediate the influence relationship between the transformational leadership of school principals and the teacher's performance in one of the sub-districts in East Java.

Keywords: *Job Satisfaction, Teacher's Performance, Transformational Leadership Style*

All developments and dynamics experienced by the world of education are part of the government's efforts to advance education in Indonesia. Because the independent curriculum focuses on the teacher's freedom to create learning according to the student's learning environment, it is certain that the teacher's role is prioritized to facilitate student learning needs. Apart from learning facilities that can support teachers to teach, support is also needed from related parties such as fellow teachers, school principals and parent support. In the school environment, an equally important role is the principal as the person who gives orders and is responsible for the school. The success of an organization is largely determined by the human element, and the success of an organization depends on leaders and workers who work hard, are loyal and involved so that they are able to achieve the goals and objectives of the organization (Iskandar & Andriani, 2019). A leader who realizes his potential by following a certain style has consequences that influence organizational performance so that it has an impact on achieving organizational goals. The issue of leadership is a study that is always interesting and endlessly researched, because leadership is the center of an organization that determines the extent to which an

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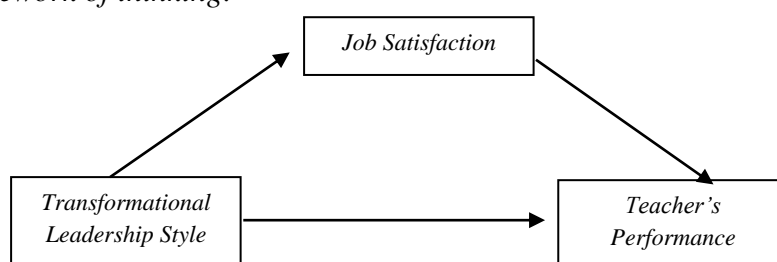
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organization achieves its stated goals (Yadav & Dixit, 2017). Educational leadership is fundamental in the management of educational institutions. Weber and Yukl define leadership in the context of educational organizations as an effort to influence personnel in the educational environment under certain conditions. One of the principal leadership styles that is considered to be able to motivate teachers optimally is the transformational style.

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Transformational leadership style is the influence of a leader to change the behavior of his followers to become someone who feels capable and highly motivated and strives to achieve high and quality work performance and the leader changes his subordinates so that the goals of his work group can be achieved together. Through transformational leadership and participative behavior, school principals can develop and foster teachers' positive feelings and attitudes about their noble work. Understanding that teaching is a job that provides a sense of self-worth and professional prestige will lead teachers to view it as central to their lives and will thereby increase their job satisfaction. Teacher satisfaction from work is very important to maintain the relationship between teachers and students, because satisfied teachers will be more enthusiastic about investing time and energy in teaching their students (Asbari, Purwanto, & Novitasari, 2022). Supporting factors for job satisfaction include organizational environmental factors related to the principal's leadership style. Teachers who achieve job satisfaction in working at Islamic boarding schools will work more efficiently and will be able to increase their participation in the teaching and learning process. It is hoped that a teaching and learning process that runs optimally can support teacher participation in increasing student learning motivation. Increasing student learning motivation will facilitate the implementation of learning optimally and according to targets. Job satisfaction is very important to support employee performance, for this reason it is necessary to maintain good performance and evaluate and increase job satisfaction in order to improve employee performance.

Framework of thinking:



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METHODOLOGY

Sample

The sampling technique in this research used a simple random sampling technique. This technique is generally used to collect data from sample members from a population randomly without paying attention to the strata in that population. Sampling using a simple random sampling technique can be done for populations with a homogeneous tendency. The sample in this study amounted to 112 people

Table no.1 of Sample Characteristic:

Subject	Summary (N)	Percentage (%)
Gender		
Male	42	37%
Female	70	63%
Age		
20 – 30	51	46%
31 – 40	42	38%
41 – 50	19	17%
Work Experience		
1 – 5 years	41	37%
6 – 10 years	34	30%
11 – 15years	21	19%
16 – 20 years	16	14%

Instruments

In this research data was collected using a questionnaire. This research uses a psychological scale as a research instrument. A psychological scale is a number of questions or written statements that are used to obtain information from respondents in the sense of reporting about their personality or measuring their affective aspects or things they know. Meanwhile, according to Sugiyono, a psychological scale is a number of written questions or statements that are used to obtain information from research subjects to measure the aspects that will be researched or known. The instrument in this research uses measuring tools used to measure transformational leadership style, performance and job satisfaction. The scale model used in this research is a Likert scale. With respective reliability coefficient values for transformational leadership, job satisfaction and performance of 0.847, 0.760, and 0.742.

Procedure

In this research data was collected using a questionnaire. This research uses a psychological scale as a research instrument. A psychological scale is a number of questions or written statements that are used to obtain information from respondents in the sense of reporting about their personality or measuring their affective aspects or things they know. A psychological scale is a number of written questions or statements that are used to obtain information from research subjects to measure the aspects that will be researched or known. The instrument in this research uses measuring tools used to measure transformational leadership style, performance and job satisfaction.

Before completing the research questionnaire, each subject was given a consent form which had to be filled out. The consent form in question is included in the g.form questionnaire distributed. So, if the subject does not wish to participate, the subject may not continue

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filling in. Because filling out this questionnaire is without any coercion on the participants, and participants are required to fill out this questionnaire voluntarily and with a guarantee of data confidentiality given to the researcher. The duration of filling out the questionnaire was approximately 11 days starting from the time the questionnaire was first distributed and before the questionnaire was analyzed by the researcher.

RESULTS

Table No. 2 Assumption and Hypothesis Test

Assumption and Hypothesis Test	Variable		
	Leadership	Performance	Job Satisfaction
Normality	0.531	0.578	0.645
Heteroscedasticity	0.778	0.547	0.470
Sobel Test / z-score	1.987		

Based on the results of the normality test, it is known that the significance value is > 0.05 , so it can be concluded that the residual value of the research data is stated to be normally distributed. And based on the results of the heteroscedasticity test, it is carried out to determine the dissimilarity of variance from one residual to another observation, so that the data obtained is homogeneous using the Glejser test. In the heteroscedasticity test results table, the significance value is greater than 0.05, which indicates that heteroscedasticity does not occur. The Sobel test is used to determine the effect of the mediating variable, namely consumer satisfaction. A variable is called an intervening variable if it influences the relationship between the independent variable and the dependent variable. Mediation hypothesis testing can be carried out using a procedure developed by Sobel (1982) and known as the Sobel test (Saverus, 2019). If the z test is greater than 1.96 (standard absolute z value) then there is a mediation effect. In the Sobel test which was carried out with the help of the Sobel test formula, a significance value of 1.987 was obtained. This result shows that in this study there was a mediation effect.

Table No. 3 Asumption and Hypothesis Test

Pengaruh antar Variabel	Total Effect	Direct Effect	Indirect Effect	Confidence interval		R ²	t-statistic	Conclusion
				Lower	Upper			
Kepemimpinan dan Kinerja, dengan adanya Kepuasan Kerja	0.565	0.291	0.273	0.182	0.374	0.171	5.583	Partial Mediation

This study assesses the mediating role of Job Satisfaction on the influence between transformational leadership and Performance. The results show a significant indirect effect of the impact of transformational leadership on performance ($b = 0.273$, $t = 5.583$). In addition, the direct effect of transformational leadership on performance in the presence of mediators was also found to be significant ($b = 0.291$). Therefore, job satisfaction is a mediator of the influence relationship between transformational leadership and performance. From the results of the Hayes test that has been carried out, the bootstrap standardized indirect effect value is 0.116 at the 95% confidence level and is between 0.182 and 0.374. Because zero is not included in this range, it can be concluded that there is an influence of job satisfaction on performance which is mediated by the transformational leadership style. The mediation that occurred was partial mediation because the transformational leadership style did not completely mediate. This means that the transformational leadership style

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variable can form a relationship between the influence of the job satisfaction variable and performance. The R^2 value obtained in this study was 0.171, which shows that job satisfaction and transformational leadership style can explain performance by 17.1% and the remaining 82.9% is influenced by the variable others not researched

Table 4: Variable Influence According to gender

Variable	Gender (N)		Percentage (%)	
	Male	Female	Male	Female
Kepemimpinan Transformasional ->	42	70	37%	63%
Kepuasan Kerja -> Kinerja				

Based on the analysis of the results of the answers from the subjects, it was found that the influence of the variables was felt more by 70 female respondents with a percentage of 63%. And there were 42 fewer male subjects with a percentage of 37%. It can be concluded that from this research female respondents tend to fill out more questionnaires for this research. So the results are influenced by more answers from female respondents than male respondents.

DISCUSSION

From the results of research and analysis that has been carried out on the influence of the principal's transformational leadership on teacher performance, mediated by teacher job satisfaction in schools, the results show that the principal's transformational leadership does not directly influence teacher performance, but there needs to be a mediator variable in the form of job satisfaction. This is in line with the opinion that teachers prefer to work with principals who show a transformational type of behavior because it will make teachers feel satisfied with their work (Asbari et al., 2022). Then, according to Vroom and Strauss, by feeling satisfied with the work carried out by a worker (in this case a teacher) he will try to increase his work productivity (Choirunissa, Prayekti, & Septyarini, 2020).

However, the results in this research can still be reviewed by enriching the respondents. As is known, in this study there were 112 respondents consisting of 42 men and 70 women, so it is possible that differences in demographic background (gender) influenced the subjects' answers. Because there were more answers from female respondents. In future research, it is recommended to use a larger number of subjects, and perhaps this could be done by presenting equal numbers of male and female respondents. Apart from that, exploration can be added regarding the influence of other variables to support the results of research on teacher performance and job satisfaction as an effort to improve teacher performance in institutions.

The conclusion of this research is that there is an influence between job satisfaction and the teacher's performance in one of the sub-districts in East Java. And there is an influence between the principal's transformational leadership style on the job satisfaction of teachers in one of the sub-districts in East Java. So job satisfaction has been proven to be able to mediate the influence of the principal's transformational leadership style on the teacher's performance in one of the sub-districts in East Java.

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Conflict of Interest

The author(s) declared no conflict of interest.

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