

Research Article

## Relationship of Transformational Leadership, Work Culture and Job Satisfaction with Teacher Performance

Rovida Eva Warni \*, Aslamiah, Ahmad Muhyani Rizalie

Master Program of Education Management, Universitas Lambung Mangkurat, Banjarmasin 70123, Indonesia

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*\*Corresponding author:*

E-mail: rovidaeva.w@gmail.com

### ABSTRACT

This study aimed to describe and analyze transformational leadership, work culture, and job satisfaction with teacher performance. It also analyzes the relationship between transformational leadership and work culture, job satisfaction, teacher performance, work culture with teacher performance, job satisfaction with teacher performance, transformational leadership with teacher performance through work culture, transformational leadership with teacher performance through job satisfaction. A quantitative approach with correlational techniques was used to obtain data from a sample of 122 people, by using questionnaire and path analysis, the results showed that there was a direct relationship between transformational leadership and work culture, transformational leadership with job satisfaction, transformational leadership with teacher performance, work culture with teacher performance, job satisfaction with teacher performance and the indirect relationship of transformational leadership with teacher performance through work culture, transformational leadership with teacher performance through job satisfaction.

*Keywords:* Transformational leadership, work culture, job satisfaction, teacher performance

### Introduction

Education is among the basic needs of humans and a process used to improve resources which are the determinants of a state or a nation. The progress of a nation is determined by the quality of human resources and the standard of education. Furthermore, the progress of an educational institution is greatly influenced by teachers' performance. Therefore, the quality cannot be separated from the role and performance of teachers.

Without good performance, the goal of improving the standard of education would be difficult to achieve. Therefore, the performance of individual teachers is very necessary and decisive (Meiers, 2007). One of the factors that influence the performance of teachers is transformational leadership. According to Bass and Riggio (2006), the transformational leadership style motivates employees to perform their duties more than

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they originally intended, with more challenging expectations.

Furthermore, teachers' work culture, affects their performance. According to Triguno (2014), work culture is a philosophy that is based on the views, values, nature, and habits of an individual in a community or organization. It is reflected in their attitudes, beliefs, ideas, opinions, and actions in the following work.

Job satisfaction is another attribute that affects teachers' performance Aslamiah (2015), defined job satisfaction as an evaluation that describes a person's attitude towards work.

Therefore, this study aims to analyze the Relationship between Transformational Leadership, Work Culture, and Job Satisfaction on teachers' performance in State Elementary Schools of Merah Delima and Blue

Sapphire Clusters in Martapura Sub-district, Banjar Regency.

### Material and Methods

The population in this study includes all the teachers in State Elementary Schools of Merah Delima and Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency, which covers over 11 schools culminating in 176 teachers. A total of 122 study samples were selected by using the proportional selection method. Data was acquired using a five-scale model questionnaire that had been tested for validity and reliability. Also, three questionnaires on the transformational leadership style, work culture, job satisfaction, and a teacher performance appraisal instrument were used to obtain data from respondents. The path analysis was used to discuss hypotheses.



Figure 1. Conceptual effect model between variables

In reference to figure 1 above, the conceptual model uses path analysis to prove the seven research hypotheses which are namely H<sub>1</sub>: There is a direct effect of the transformational leadership of a principal on the work culture of teachers in Elementary Schools of Merah Delima and Blue Sapphire Clusters in Martapura Sub-district; H<sub>2</sub>: There is a direct effect of a principal's transformational leadership on the job satisfaction of teachers of teachers in Elementary Schools of Merah Delima and Blue Sapphire Clusters in Martapura Sub-district;; H<sub>3</sub>: There is a direct effect of a principal's transformational leadership on the performance of teachers of teachers in Elementary Schools of Merah Delima and

Blue Sapphire Clusters in Martapura Sub-district; H<sub>4</sub>: There is a direct effect of work culture on the performance of teachers of teachers in Elementary.

### *Relationship between Principal Transformational Leadership and Work Culture of Teachers in State Elementary Schools of Merah Delima Cluster and Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency*

The leadership position and the work culture program are very strategic Schools of Merah Delima and Blue Sapphire Clusters in Martapura Sub-district; H<sub>5</sub>: There is a direct effect of job satisfaction on the performance of teachers of teachers in Elementary Schools of

Merah Delima and Blue Sapphire Clusters in Martapura Sub-district; H<sub>6</sub>: There is an indirect effect of the principal's transformational leadership on teacher performance through the work culture of teachers in Elementary Schools of Merah Delima and Blue Sapphire Clusters in Martapura Sub-district; and H<sub>7</sub>: There is an indirect effect of the principal's transformational leadership on teacher performance through the job satisfaction of teachers in Elementary Schools of Merah Delima and Blue Sapphire Clusters in Martapura Sub-district.

### Results and Discussion

Since the role of the leader determines the success or failure in achieving goals. The leader initiates the formation of a work culture by involving all the supporting elements in the work unit/organization. The leader shares the values that need to be applied and this in turn results in the desired work culture. Direct relationships exist between the principals' transformational leadership and work culture with a path coefficient value of 0.639. This means that there is a positive relationship between the transformational leadership of the schools' principals and the work culture of teachers.

Panda and Gupta (2001) stated that work culture is built and maintained based on the philosophy of the founder or leader. Work culture is strongly influenced by the criteria used in employing subordinates.

Lutfi and Siswanto (2018) concluded that transformational leadership has a positive effect on work culture with a value of 0.420, which means that it is in the moderate category. This research proves that the influence of transformational leadership on work culture is 42%.

#### *The relationship of the principal transformational leadership and job satisfaction of teachers in state elementary schools of merah delima cluster and blue sapphire cluster in Martapura Sub-district, Banjar Regency*

Leadership is a process whereby a leader influences the thoughts, feelings, or behavior

of subordinates. It is an important element that influences job satisfaction.

Based on the results of the analysis conducted in this study, it was proven that a positive and significant relationship exists between the principals' transformational leadership and job satisfaction. This is shown by the path coefficient of 0.556. This implies that there is a positive relationship and a moderate category between the principals' transformational leadership and the job satisfaction of teachers.

The results of this research are consistent with Layton's opinion on principal practices of transformational leadership, which tends to achieve satisfaction among teachers.

According to Aslamiah (2016), there is a significant relationship between the principals' transformational leadership and teachers' job satisfaction. This is evidenced in the regression test analysis of the SEM structure model which showed a critical ratio of 0.865, which is smaller than 1.96. Based on this analysis, it has been proven that a positive and significant relationship exists between the principals' transformational leadership and teachers' job satisfaction.

#### *The relationship of the principal transformational leadership and the performance of teachers in State Elementary Schools of Merah Delima Cluster and Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency*

The level of influence a leader has determines how a job is carried out in an organization. Transformational leadership style is capable of improving the performance of subordinates. This is because it does not only pay attention to the needs of self-actualization and appreciation but also fosters awareness for leaders to pay adequate attention to human factors, performance, and organizational growth.

Based on the results obtained in this study, it was deduced that a positive and significant relationship directly exists between the principals' transformational leadership and the teachers' performance. This is evidenced by the path coefficient which is 0.680,

which means that there a positive relationship between the principals' transformational leadership and the teachers' performance.

The outcome of this study is in line with the theories of Rosari (2019) proposed that transformational leaders can set an exemplary lifestyle for their subordinates. They inspire, direct and motivate their subordinates. Aslamiah's (2016), stated that a relationship exists between the principals' transformational leadership and teachers' performance. The magnitude of the relationship between the principals' transformational leadership and teachers' performance is 0.511, which means there is a direct relationship with the moderate category. This research shows the direct relationship of the principals' transformational leadership on the teachers' performance is 51.1%.

***The relationship between work culture and teacher performance in the State Elementary Schools of Merah Delima Cluster and Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency***

Work culture influences performance in any organization with a positive impact on performance. Based on the results of the analysis conducted in this study, it was shown that a positive and significant relationship directly exists between work culture and teachers' performance. This is shown by the path coefficient of 0.516, which depicts a positive relationship with moderate category between work culture and the teachers' performance in State Elementary Schools of Merah Delima Cluster and Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency.

Triguno (2014), proposed that work culture is a philosophy based on peoples' view of life, values that manifest as traits, habits, and driving forces evident in the personalities of individuals in a community or organization. It also reflects in their attitudes, ideas, opinions, and actions.

Similar research on the work culture and teachers' performance was conducted by Baluyos et al. (2019) The direction of this research is positive and this is based on the results of the calculation obtained from the

Product Moment correlation coefficient between work culture and teachers performance. Furthermore, a value of 0.466 was realized, which means that it is in the medium category. From the analysis of this research, it is concluded that work culture and teachers' performance, has a positive and significant relationship. This implies that the more conducive the work culture, the higher the teacher s' performance.

***The relationship between job satisfaction and teacher performance in the State Elementary Schools of Merah Delima Cluster and Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency***

Job satisfaction plays a huge role in improving performance. Based on the results obtained in this research, it is directly related to teachers' performance. This is evidenced by the path coefficient of 0.495, and this means that a positive relationship with moderate category exists between job satisfaction and teacher performance.

The results of this study are in line with the notion of Inuwa (2016) stating the importance of job satisfaction in improving individual performance. When individuals are satisfied with their jobs, they see it as a thing of fun and do not feel bored or forced to perform the job.

The results of this analysis are also following research conducted by Changgriawan (2017) discovered a direct relationship between job satisfaction and performance. This is evidenced by the coefficient value of 0.653 which means that there exists a relationship in the strong category. Therefore, in conclusion, the higher the job satisfaction the higher the employees' performance.

***The relationship of the principal transformational leadership and teacher performance through the work culture of teachers in the State Elementary Schools of Merah Delima Cluster and Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency***

The realization of optimal performance is inseparable from transformational leadership

and a work culture that is well implemented in an organization.

Based on the results of the analysis conducted in this study, it was proven that transformational leadership is indirectly related to the teachers' performance through work culture. This is proven by the path coefficient value of 0.329, which implies that there is an indirect relationship with low category between the principals' transformational leadership and teacher performance through work culture.

Wibowo (2010), reported transformational leaders are intercultural managers because they motivate their subordinates to realize their full potentials. However, to succeed in intercultural issues, transformational leaders need to work as a team, and ready to learn from members.

The results of this research are in line with Purnamasari et al. (2016) postulated that transformational leadership has an indirect effect on performance through work culture. This is proven by the results of the Path Analysis statistical test calculations showing the large contribution of indirect influence on performance through work culture to be 0.013 or a percentage of 1.3%.

***The relationship between principal transformational leadership and teacher performance through job satisfaction of teachers in the State Elementary Schools of Merah Delima Cluster and Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency***

Transformational leadership and job satisfaction are closely related to performance and productivity in an organization. Success is inseparable from a leader able to encourage and create a conducive atmosphere to make employees work comfortably and calmly. Leadership should be able to foster intimacy and mutual respect between leaders and colleagues in the organization, this, in turn, causes job satisfaction and high commitment which increases the level of performance.

According to the results of the analysis conducted in this study, it was deduced that transformational leadership is indirectly related to teachers' performance through job

satisfaction. This is proven by the path coefficient value of 0.275, and this means that an indirect relationship with low category exists between the principals' transformational leadership and teachers' performance through job satisfaction.

The results of this study correspond with the report of Tarter, Hoy & Kottkamp on the importance of principal's leadership towards the schools' achievement. A principal needs to be able to encourage and create a conducive atmosphere, that permits the teachers to work comfortably and calmly, to achieve job satisfaction and high commitment to the organization.

This study is also in line with Aslamiah (2016) that discovered an indirect relationship between transformational leadership and teachers' performance through job satisfaction. This is proven based on the direct influence of each variable involved in the SEM structure model, namely the principals' transformational leadership, teachers' performance, job satisfaction, etc the results obtained from the analysis showed a direct effect (0.0664) when compared with the coefficient value of the total effect of the principals' transformational leadership and that of job satisfaction (12,475), there was a significant difference in the coefficient ( $\geq 0.08$ ). The hypothesis stated that an indirect relationship exists between transformational leadership and teachers' performance through job satisfaction was accepted.

**Conclusion and Recommendation**

Based on the result, it was concluded that: The description of the principals' transformational leadership, work culture and job satisfaction were all in the high classification, while the teachers' performance in State Elementary Schools of Merah Delima Cluster and the Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency was in a very good classification; There is a direct relationship exists between the principal's transformational leadership and the work culture of teachers in the State Elementary Schools of Merah Delima Cluster and the Blue Sapphire Cluster in Martapura Sub-district, Banjar;

There is a direct relationship exist between the principal's transformational leadership and job satisfaction of teachers in the State Elementary Schools of Merah Delima Cluster and the Blue Sapphire Cluster in Martapura Sub-district, Banjar; There is a direct relationship between the principal's transformational leadership and the teacher performance in the State Elementary Schools of Merah Delima Cluster and the Blue Sapphire Cluster in Martapura Sub-district, Banjar; There is a direct relationship exists between the work culture and the teachers' performance in the State Elementary Schools of Merah Delima Cluster and the Blue Sapphire Cluster in Martapura Sub-district, Banjar; There is a direct relationship was also found to exist between job satisfaction and the teachers' performance in the State Elementary Schools of Merah Delima Cluster and the Blue Sapphire Cluster in Martapura Sub-district, Banjar Regency; There is an indirect relationship between the principals' transformational leadership and the teachers' performance through the work culture of teachers in the State Elementary Schools of Merah Delima Cluster and the Blue Sapphire Cluster in Martapura Sub-district, Banjar; There is an indirect relationship between the principals' transformational leadership and the teachers' performance through the job satisfaction of teachers in the State Elementary Schools of Merah Delima Cluster and the Blue Sapphire Cluster in Martapura Sub-district, Banjar.

According to the result, the researchers were suggested that: Principals use the results obtained from this study as an input while one of the empirical backgrounds need to be considered to enhance leadership behaviors / roles in schools in order to maintain work culture, job satisfaction and teacher performance; For the teachers, it is expected that the results of this study can be used as input in a bid to maintain work culture, job satisfaction and performance; For the Education Office of Banjar Regency, the results obtained from this study is expected to provide information that could be used as materials for consideration in policymaking and also in fostering the effective leadership behavior of

principals, work culture, and job satisfaction in order to improve teachers' performances; For further researchers, it is advisable to examine other factors able to affect a teacher's performance in addition to the principal's transformational leadership, work culture and job satisfaction.

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