

# Implementation of School Principal Transformational Leadership in Improving Teacher Performance

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**Abstract** This study aims to find out how the school principal's transformational leadership style improves teacher performance at SMP Annihayah Karawang. The method used in this research is qualitative descriptive method. The sample of this research is the principal, two teachers, and one administration staff. Data collection techniques used are interview techniques, observation, and document study. The results of this study explain that the implementation of the transformational leadership of the Annihayah Middle School principal has been implemented and is running well. This can be seen from the school principal who can be used as an example by teachers and staff, therefore transformational leadership has an influence on improving teacher performance. This research can be used as a guide or illustration for school principals to determine leadership styles in schools.

**Keywords:** *transformational leadership, school principals, teacher performance*

## INTRODUCTION

Implementation of school principals' transformational leadership in improving teacher performance, transformational leadership is needed in the current era because the presence of a leader who can understand subordinates is highly expected.

Currently there have been many studies on transformational leadership styles in improving teacher performance including:

- A. Transformational Leadership of Islamic Boarding School Leaders in a Modern Islamic Context in Various Discursive: Literature Review. The results of the research show: Transformational leadership that occurs in Islamic boarding schools is to adapt to the times and globally. Therefore, to continue to exist and contribute to the development of Islam, transformation is seen as one of the steps taken by scholars. [1]
- B. Transformational Leadership and Work Motivation on Teacher Performance: Literature Review. The results of the study show: transformational leadership has a positive and significant influence on the performance of State Vocational School teachers in Palembang; (2) work motivation has a positive and significant effect on teacher

performance at State Vocational Schools in Palembang; and (3) transformational leadership and work motivation have a positive and significant effect on the performance of State Vocational School teachers in Palembang. [2]

- C. Investigation of the Relationship between Transformational Leadership and the Success of Online Teaching Teachers in the Covid-19 Period. The results showed: A positive correlation was found between principals' transformational leadership style and online teaching success, and the quality of communication in schools mediated this correlation.
- D. The transformational leadership style of school principals on teacher performance. The results showed: Obtained information that the school principal's transformational leadership style is in the effective category and teacher performance is in the moderate category. Furthermore, the data obtained is linear. From the results of hypothesis testing, it was found that the principal's transformational leadership style had a positive effect on teacher performance at SMK Bina Warga Kota Bandung.
- E. Transformational Leadership in Efforts to Improve Teacher Performance at SMP Muhammadiyah 3 Yogyakarta. The results of the study show: transformational leadership has an influence on improving teacher performance so that teachers can perform beyond expectations. This study suggests that school principals provide a habituation approach to maintain the stability of teacher performance.

Nowadays humans are in the era of globalization, various fields of science have developed rapidly. One of them is in the field of education. Education is a means to gain knowledge. With knowledge, one can survive and face the challenges of an increasingly advanced era. [3] . states that the teacher has a very important role in education, he is responsible for the quality of education. Therefore, teachers must develop themselves by increasing their competence and performance. The profession and performance of teachers is very important for the development of quality and superior Indonesian human resources. Currently, educational staff have more complex job demands. Therefore, every educational institution must be able to improve the quality

and quality of teaching, one of which is by increasing teacher performance [4].

A teacher's performance can be influenced by many factors, both internal and external. Internal factors include: motivation, professional qualifications, health, education, years of service, talent and socioeconomic strata. While external factors include: facilities and infrastructure, curriculum, educational programs, leadership, supervision, task structure, incentives, awards, work atmosphere and work environment. Leadership is one of the many factors that can affect a teacher's performance [6].

One of the educational institutions in this case is a school led by a principal. And of course a school principal has his own style or style that is chosen to carry out his leadership. Leadership style is a way for a leader to influence employees to achieve organizational goals. Leadership style is a collection of traits or characteristics used by leaders to influence employees to achieve organizational goals, or it can be said that the behaviors and strategies used by a leader. [7].

In modern leadership studies, transformational leadership is developed in the field of education. According to [8], defines that transformational leadership as a leader has the power to influence subordinates in certain ways. When transformational leadership is applied, subordinates feel trusted, valued, loyal, and respected by their leaders, and ultimately, subordinates are motivated to do more than expected. According to [9] a transformational leadership style is a leader who inspires followers to put aside personal interests and has extraordinary influencing skills. The key aspect of transformational leadership is the emphasis on creating followers, so provides an opinion for transformational leaders by presenting a clear and attractive vision and mission, explaining how to believe in the vision, act confidently and optimistically, show confidence, in followers who using dramatic and symbolic action to convey important values, leading by example and empowering people to achieve that vision and mission. [10].

Annihayah Middle School principal who applies this transformational leadership style can run well. This can be proven by the work of the teachers and staff of SMP Annihayah Karawang who don't just work according to the SOP and do what is their main task. In practice, teachers can carry out work and school activities responsibly without pressure from leaders, making Annihayah Middle School one of the most popular private schools and Islamic boarding schools in the Karawang community. This research was conducted to explain the transformational leadership of school principals in improving teacher performance at SMP Annihayah Karawang, as the highest position in the school is the principal, he applies a transformational leadership style and is responsible for its implementation at school.

The novelty of this research is that there has been no research on transformational leadership styles at Annihayah Karawang Middle School.

## **METHODOLOGY**

This type of research is descriptive qualitative research. Data analysis was carried out using the descriptive analysis model of Miles and Huberman. The research location took place at Annihayah Middle School, Karawang Regency with the research sample namely the Principal, 2 Teachers (Mathematics Teacher and English Teacher) and 1 Administrative Staff (TU) who could describe the condition of the research object broadly, the research was carried out in November 2022 The research method used was a survey at the research location, in the form of data collection using observation activities, direct interviews with research subjects and documentation.

## **RESULTS AND DISCUSSION**

The results of this study indicate that transformational leadership can improve teacher performance at Annihayah Middle School, Karawang Regency, with approaches taken by the school principal to his subordinates so that teachers and administration staff are motivated to work optimally and carry out work without any pressure from their leaders.

### *1. Aspects of the Principal Charisma*

Based on the explanation from the results of interviews with school principals, teachers and administration staff, the implementation of the principal's transformational leadership style on teacher performance in the charismatic aspect of the principal's leadership at Annihayah Middle School, Karawang Regency is that the principal becomes the dominant figure for controlling every aspect of work and existing activities at school.

The example of the school principal is manifested in several examples: for example, his direct attitude towards teachers, one of which is discipline, the school principal always applies before working hours and goes home after working hours. The school principal at Annihayah Middle School, Karawang Regency, is directly involved in all aspects of programs and activities held by the school, and the school principal is always willing to come into class if a teacher is late or absent.

The principal also always provides information and encouragement to teachers so they can convey innovative ideas for school progress, and the principal always respects teachers and staff, because the principal has the concept that a leader is someone who provides service and respect. by getting used to always greeting first to the teachers and staff. And the school principal always gives full trust to his subordinates, such as: if there are activities and committees that are held at school the school principal always gives

flexibility to the activity committee to be able to explore activities according to plan but still with the existing rules at school.

The policy that is also carried out by the school principal is to always give appreciation to teachers who excel or are successful either by direct speech verbally or by appreciation in the form of finance for the achievements of teachers and administration staff. For example: the principal gives a reward in the form of a certificate to one of the teachers because the teacher fulfills his working hours within a month, and there is also a teacher who is given a reward in the form of material because the teacher succeeds in educating students to win in one of the competitions they participate in. In this way the principal directly appreciates the teacher and the teacher feels valued for his work and can influence others to continue to improve their performance according to the target or even exceed the target of the assigned task.

The most important thing is that teachers and administration staff have a sense of belonging to an institution that can provide a comfortable working atmosphere and there is no pressure from superiors, by causing increased work and loyalty at work more than what is expected by the principal. The principal always sets a real example and always invites teachers and administration staff to be able to prioritize the interests of the school institution over personal matters. As for the relationship with the charisma aspect of the principal, the implementation of the transformational leadership of the principal has a good influence on improving teacher performance at Annihayah Middle School, Karawang Regency.

## 2. *Principal Individual Sensitivity*

The individual sensitivity of the Annihayah Middle School principal, Karawang Regency, is practiced by providing motivation to teachers so that teachers can convey ideas that can provide positive influence and change to school institutions, by providing special time especially with regular meetings at the beginning of the month, with this the principal have hope that teachers always think creatively and have innovative ideas to advance the school. The school principal's sensitivity to individuals is always by giving real recognition of the work of the teacher either in the committee or the work of the teacher by conveying it directly or during the planning and evaluation meeting of activities scheduled for the beginning of the month. The principal realizes that it is necessary to know teachers individually in order to be able to explain and place the teacher's position according to the fields and skills possessed by each teacher. Giving penalties to teachers who are undisciplined or violate the rules is carried out by the school principal with an individual approach and gradually with verbal warnings, calling the teacher concerned to the school principal's room, up to giving a warning letter, and carried out in a family manner that is not rigid. The role

of leadership style is very important and needed to align various needs and to create a conducive work situation. As for the connection with the individual sensitivity aspect of the school principal, the implementation of the transformational leadership of the school principal has a good influence on improving teacher performance at Annihayah Middle School, Karawang Regency.

## 3. *Aspects of the Principal Intellectual Stimulation*

The school principal always encourages all teachers and administration staff to be able to continue to evaluate teachers to be even better in individual work and group work, along with follow-up evaluations by the school principal. If the results of the performance are good, an appreciation will be given, and if the performance is not good, a special note will be given regarding deficiencies to then be followed up by the teacher or administration staff concerned. And these are all ways for the principal to encourage teachers and administration staff to self-evaluate. The principal of SMP Annihayah encourages teachers and administration staff to always make changes and improvements to every program and activity in the school, manifested by holding discussions before carrying out programs or activities carried out in schools, this way will be able to motivate teachers in the success of the program being implemented, then bringing up innovative, hard-working, and professional ideas in implementing the program or any activities carried out by the school institution.

With the explanation above, the transformational leadership style can be a good guide in improving teacher performance. Intellectual stimulation possessed by the principal by giving encouragement to teachers to always innovate, giving more trust to teachers, always evaluating work results along with follow-up and the principal always providing motivation in a professional manner which can affect teacher performance. As for its connection with the aspect of the principal's intellectual stimulation, the implementation of the principal's transformational leadership has a good influence on improving teacher performance in Annihayah Middle School, Karawang Regency.

## 4. *Principal Behavior to Improve Teacher Performance*

The results of the study show that the behavior of the principal of SMP Annihayah towards teachers and administration staff is a behavior that gives confidence to teachers to carry out school activities. Even the principal with a family attitude always gives good directions and invites teachers to always work together to improve the quality of performance which will impact the quality of students and to create learning effectiveness. The behavior of the principal shows that there is a high sense of trust the principal gives to teachers as subordinates in carrying out their responsibilities.

As for the relationship with the behavioral aspects of the principal, the implementation of the transformational leadership of the principal has a good influence on improving teacher performance at Annihayah Middle School, Karawang Regency.

## CONCLUSION

From the results of this study it can be concluded that the Principal of SMP Annihayah Karawang Regency has implemented a transformational leadership style well, seen from the four dimensions of transformational leadership that have been carried out such as: the charisma of the principal (*Idealized Influence-Charisma*), the individual sensitivity of the principal (*Inspirational Motivation*), the principal's intellectual stimulation (*Intellectual Simulation*), and the principal's behavior (*Individualized Consideration*). This can be seen from the school principal who can be used as an example by teachers and staff, therefore transformational leadership has an influence on improving teacher performance. Based on this research, innovation in transformational leadership is needed in the current era because a leader who can understand subordinates is highly expected.

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