

## The Analysis of The Transformative Leadership's Influence on Teachers' Performance In The Darul Falah Foundation In Mojokerto.

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### ABSTRACT

Transformative leadership has an influence on the performance of subordinates. The focus of this research is to analyze the effect of transformative leadership on the performance of teachers at Yayasan Darul Falah Mojokerto. This research uses quantitative research methods. The sample determination in this study took 50% of the population using Proportional Random Sampling, which means that 50 respondents were taken, but only 50 questionnaires were returned. Questionnaires were used for data collection, and their validity and reliability were tested. Multiple linear regression analysis was used to analyze the data with the help of SPSS 16.0 for Windows. Based on the analysis, it can be concluded that transformative leadership has a significant positive effect on the performance of teachers at Yayasan Darul Falah Mojokerto. The level of influence can vary depending on the context and other factors, such as the work motivation of teachers and the head of the foundation, who can set a good example and motivate other members of the foundation.

**KEY WORDS AND EXPRESSIONS:** : Transformatif Leadership; Teacher Performance.

### INTRODUCTION

An educational institution, whether it be a school or a pesantren, certainly has a figure as a leader. In the education unit, the leadership figure is the school principal. However, in the pesantren scope, the leadership figure is not only the school principal but also the highest leadership is located in the head of the foundation. Pesantren has now grown and developed into an educational institution that not only teaches religious sciences but also teaches general sciences like regular schools.[1]. The foundation has many employees, one of whom is a teacher who is a variable Y in this study. The foundation in the field of education is the foundation of the educational world, an organization that works to improve access to education and empower underprivileged communities.[2].

A leader of an educational institution has different characteristics in their leadership style. One of the leadership styles that often emerges in educational institutions is transformational leadership style.[3]. The success of organizational activities is said to be supported by several elements when employees not only perform their main tasks, but also willingly undertake additional duties, such as cooperation, mutual assistance, contributing ideas, being active, offering partners beyond expectations, and the ability to manage time and work effectively.[4].

The competition among educational institutions is becoming increasingly open. With the presence of globalization, educational institutions are undergoing rapid changes. Market pressures and competition are becoming more open. [5] To maintain the progress and quality of our school, we need a leader who is independent and visionary. This leader should be the head of the foundation with a far-reaching vision for the future of our madrasah [6]. The benefits of this leadership style include providing an ideal example, attention to individuals, inspirational motivation, and mental stimulation. In organizations, transformational leadership is necessary to motivate employees and adapt to modern times.[7].

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Transformative leadership is present to address the challenges of the era of change. Transformative leadership is based not only on the need for self-esteem but also on the growing awareness of leaders about bringing out the best in people, organizational performance and growth, reflected in a mutually influencing perspective in leadership development and leadership research." This form of leadership goes beyond transactional leadership, which is focused on exchanging rewards for performance. Instead, transformative leaders inspire and motivate their subordinates to exceed expectations through idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. They prioritize the progress of the organization over individual recognition and focus on creating a culture of trust and mutual respect. This type of leadership is essential to navigating the challenges of a rapidly changing world and achieving long-term success.[8][9]. Transformative leadership is a type of leadership where the leader has a broad vision and strives to improve and develop the organization not only in the present, but also in the future. Transformative leadership acts as an agent and catalyst for change, with the role of transforming systems to become better.[10].

The performance of a teacher in carrying out their duties is crucial because it reflects how well they work. Teachers are an integral part of the education system and have a significant influence on the teaching and learning process.[11]. The teacher is one of the factors that determine the quality of education. A teacher is a learner because they are needed as an initiator, motivator, trigger, and source of inspiration.[12]. The teacher is one of the factors that determine the quality of education. A teacher is a learner because they are needed as an initiator, motivator, trigger, and source of inspiration[13]. The teacher must be able to create creative teaching methods and, as a leader, create a conducive learning environment for students to learn well. The teacher's work results are reflected in the teacher's actions in carrying out his duties as a teacher, educator, and supervisor on behalf of his students[14].

The research titled "Transformative Leadership" has been conducted extensively. However, previous studies have predominantly focused on transformative leadership in formal institutions, specifically on school principals. There has been limited research on transformative leadership for foundation heads who are integrated with Islamic boarding schools. Therefore, the researcher is interested in conducting a study aimed at analyzing the impact of transformative leadership on teacher performance at the Darul Falah Foundation in Mojokerto. kemudian rumusan masalah pada artikel ini yaitu pertama, "Firstly, what is the form of transformative leadership exhibited by the foundation's chairman? Secondly, what is its impact on teacher performance? Thirdly, how significant is its influence on teacher performance?"

Although there have been many studies conducted on the effect of transformative leadership on teacher or employee performance, our research will differ from previous studies. The difference is that first, the researcher will focus on the effect of transformative leadership (ideal influence, motivation, intellectual stimulation, and individual consideration) within the culture of pesantren, which will certainly differ from the culture of schools in general. Second, the researcher will examine the effect on teacher performance, including pedagogical, personality, social, and professional aspects. Transformative leadership indeed has a good vision and mission and is widely applied in the education world. This is also in line with previous research conducted by Abdul Kholiq in his journal titled "Transformative Leadership Model of Madrasah Administrators" in 2017, with quantitative research. The results of the study concluded that the transformative leadership model of madrasah administrators is an integral part of educational organizations, even very urgent for educational organizations to achieve institutional and national educational goals.[15]. The second study was conducted by Maskurochman et al with the title "The Influence of Transformational Leadership, Organizational Support, and Job Satisfaction on Motivation and Employee Performance". The journal utilized a quantitative research approach and found that transformational leadership has an impact on job motivation, organizational support, and job satisfaction.[16]. The third study was conducted by Bernarto et al, titled "Effect of Transformational Leadership, Perceived Organizational Support, Job Satisfaction Toward Life Satisfaction: Evidences from Indonesian Teachers". The findings of the study

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revealed that transformational leadership has a positive impact on perceived organizational support, job satisfaction, and overall life satisfaction. Additionally, perceived organizational support was found to have a positive impact on job satisfaction and life satisfaction.[17].

The Darul Falah Mojokerto Foundation is an organization that houses various educational units ranging from preschools, Islamic kindergartens, Islamic elementary schools, Islamic junior high schools, vocational schools, Islamic senior high schools, and even a college of economics (STIE). Each unit has its own leader, namely the principal, and each leader has their own leadership style. However, the focus of this research is on the foundation leader as the highest decision-maker and captain of an educational institution under the auspices of a boarding school.

## METHOD

This research is a type of quantitative research. Two types of data were used in this study, namely primary data and secondary data. The data collection techniques used in this study were questionnaires, observations, and interviews. The research was conducted at the Darul Falah Mojokerto Foundation located on Jl. Hasanuddin No.54, Candirejo, RT. 01 / RW. 02, Candisari, Awang Awang, Kec. Mojosari, Kab. Mojokerto, East Java. The population consisted of 200 teachers from the Darul Falah Mojokerto Foundation who participated in this study. The sampling technique used in this study was proportional random sampling, a relatively random selection method in which each member of the population has an equal opportunity to be selected as a sample. The researcher took a sample of 50 teachers consisting of elementary, junior high, vocational, Islamic high school, and economics college teachers to be respondents in this study. The technique of Data Analysis involves quality testing and classical assumption testing. After data collection, researchers use statistical data analysis using Francis Galton's formula "regression to the mean." This formula is used to analyze the relationship between two variables by measuring the influence of the independent variable on the dependent variable. Mathematically, the regression to the mean formula can be explained as follows:  $Y = a + b \cdot X$ , where Y is the dependent variable, X is the independent variable, a is the constant that shows the mean of Y, b is the regression coefficient that shows the extent of the influence of X on Y. This formula is used to estimate the regression line (the line that explains the relationship between X and Y and estimates the correlation coefficient between X and Y).

## RESEARCH RESULTS AND ANALYSIS

The questionnaire consists of 35 closed statements with five answer alternatives. Out of the 80 questionnaires distributed to the respondents, 50 were returned, as 30 of them were found to be incomplete. Therefore, those 30 questionnaires were not included in the research data.

After the data is collected, the researcher conducted an instrument test with Validity Test and Reliability Test, and the results are as follows: Cronbach's Alpha 0.845 for the leadership variable (X), while Cronbach's Alpha 0.911 for the Teacher Performance variable (Y). Both results indicate values above 0.600 which means that both are reliable.

A. what is the form of transformative leadership exhibited by the foundation's chairman

Researchers conducted several interviews regarding the form of leadership of the foundation's head towards their subordinates, the majority of whom are teachers. The interviews conducted by the researchers were based on teachers and principals who have been working in the foundation's institution for 5-10 years, making such interviews a current source of information. The researcher then concluded the answers from the interviews as follows:

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- 1) One of them is by providing guidance only when needed, but also giving appropriate rewards and punishments when necessary. In addition, the foundation's chairman also serves as a good example and motivation for the foundation's members.
- 2) This transformational leadership style is also seen as a behavior of understanding the organization's vision and mission, as well as a strong attitude and high commitment to the foundation..

#### B. What is its impact on teacher performance

Based on data analysis using SPSS version 16.0 for Windows, as attached, the influence of leadership on teacher performance can be explained in the following Table 1:

Tabel 1. Analisis Regresi Sederhana  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	32.962	15.724		2.096	.041
Kepemimpinan (X)	.772	.281	.368	2.744	.009

a. Dependent Variable: Kinerja Guru (Y)

From Table 1, it is known that the t-value is 2.744 while the t-table is 2.010. Therefore, it can be explained that t-value > t-table (2.744 > 2.010) and thus  $H_0$  is rejected. This means that the correlation between leadership and teacher performance is significant. As the correlation is positive, it can be said that the correlation coefficient between management and teacher performance is positive and significant, meaning that the better the management, the better the employee performance. The regression equation resulting from the data analysis can be seen in Table 2 below:

Tabel 2.  
The Influence of Leadership on Teacher Performance.

Variabel	R	R Square	Persamaan Regresi	Harga t	Sig. (2 tailed) $\alpha = 0,05$
Kepemimpinan	0,368	0,136	$\hat{Y} = 32,962 + 0,772 X$	2,744	0,009

From the regression equation formed by the data analysis, it was obtained that  $\hat{Y} = 32.962 + 0.772 X$ . From the regression equation, it is known that the independent variable is positively signed, which means that the independent variable has a one-way relationship with the dependent variable. This means that if the control variable (X) is increased by one unit, it will affect the increase in employee efficiency by 0.772 units. The constant value of 32.962 indicates that if the independent variable (X) has no effect, then the employee performance value is 32.962. The coefficient of determination (R-squared) is 0.136. This means that the leadership variable influences teacher performance by 13.6%, while the remaining 86.4% is influenced by other variables or factors that have not been studied.

#### C. How significant is its influence on teacher performance

Based on the data analysis results, it is concluded that transformational leadership has a significant impact on teacher performance. However, the level of influence can vary depending on the context and other factors, such as teacher motivation. Therefore, it is important for foundation heads or other

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leaders to effectively apply transformational leadership and consider other factors to improve teacher performance..

According to Peter G. Northouse, leadership is a process in which an individual influences a group of people to achieve a common goal. In addition, Peter G. Northouse explains that the management process includes influence, focus on common goals, and leadership within a group[18].

Experts have introduced the concept of leadership, with some experts stating that "leadership is the ability to influence a group to achieve (goals)"[19]. On the other hand, there are also those who argue that "leadership is the ability to coordinate and motivate individuals and groups to achieve desired goals"[20]. Then, this opinion is in line with the views of experts who define leadership as the process of influencing a group of people to work hard to achieve group goals[21].

Transformative leadership is a leadership style that encourages participation and enhances the team's ability to innovate[22]. Transformative leadership is visionary and can promote the development of skills required by employees. This leadership style is characterized by openness to new ideas, a focus on changing mindsets, active listening, risk tolerance, responsibility for teamwork, high trust in the team, the ability to inspire, adaptability, and openness[23].

## CONCLUSION

Based on the research results and discussion on the effect of the Transformative Leadership of Yayasan Darul Falah Mojokerto on teacher performance that has been presented earlier, the researcher can draw conclusions that can provide answers to the problems formulated in this study as follows: The magnitude of the influence of transformational leadership on teacher performance at Darul Falah Mojokerto Foundation. Based on the partial hypothesis test (T-test), the independent variable of transformational leadership partially affects teacher performance at the Darul Falah Mojokerto Foundation with a calculated t-value of 2.744, which is greater than the t-table (2.010) at a significance level of  $0.009 < 0.005$ . Therefore,  $H_0$  is rejected.

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