

## TRANSFORMATIONAL LEADERSHIP IN EFFORTS TO IMPROVE TEACHER PERFORMANCE

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### ABSTRACT

This study aims to determine how transformational leadership can have an influence in efforts to improve teacher performance by the head or principal. This type of research is a qualitative descriptive study with interviews, observation and documentation of evidence in school institutions. The subjects in this research are principals, vice principals and teachers of SMP Muhammadiyah 3 Yogyakarta. The data analysis technique uses the data triangulation method, namely by narrating the strongest evidence of reality that appears at the research location. The triangulation method used includes: triangulation of data with sources and triangulation of data with methods. This study shows that transformational leadership has an influence on improving teacher performance so that teachers can perform performance that exceeds expectations. This study suggests that principals provide a habituation approach to maintain the stability of teacher performance.

**Key Words:** Transformational Leadership, Improvement, Performance, Teacher.

### 1. INTRODUCTION

School is a service industry whose goal is to produce services in education. So the school is one of the educational institutions that has a formal label that has a curriculum, goals and produces graduates according to the characteristics of each educational institution unit.

The principal as the leader of an educational institution certainly has a very vital role in managing the institution he leads, the role of the principal in an educational institution is very decisive for the progress and effectiveness of the work of educators and educational staff or their subordinates in the management of educational institutions that are shaded. Good and maximum performance will affect the achievement of the results of the stated goals of the educational institution. Mulyasa (2007), the ability of the principal as a leader: The personality of the principal as a leader will be reflected in the traits: honest, confident, responsible, brave to take risks and decisions, big hearted, stable emotions, role models. The principal's knowledge of education personnel will be reflected in the ability to: understand educational staff, understand the conditions and characteristics of students, develop educational staff development programs, receive input, suggestions and criticism from various parties to improve their leadership. In carrying out his leadership as a principal, of course, each individual principal has his own style or the style he chooses in carrying out his leadership. Leadership style is a way that a leader has that shows an attitude that is a certain characteristic to influence his employees in achieving organizational goals (Mulyadi, 2015). Leadership style is a set of characteristics used by leaders to influence their employees so that organizational goals are achieved or it can also be said that the patterns of behavior and strategies applied by a leader. (Zainal et al., 2017). Transformational leadership style

will provide encouragement to individuals to give their best and even exceed what is expected. According to Bass (1998) in Swandari (2003) defines that transformational leadership as a leader has the power to influence subordinates in certain ways. With the application of transformational leadership, subordinates will feel trusted, valued, loyal and respectful to their leaders, in the end, subordinates will be motivated to do more than expected. Haryanti (2012), argues that transformational leadership is a leadership in which the leader motivates his subordinates to do more than originally expected by increasing the sense of importance of subordinates and the value of the importance of work. Transformational leaders are leaders who are able to make their subordinates aware of a wider perspective, so that individual interests will be subordinated to the interests of the team, organization, or other broader interests.

Transformational leadership style is the type of leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities. The main aspect of transformational leadership is the emphasis on building followers, therefore Yukl (2010) put forward guidelines for transformational leaders, by stating a clear and attractive vision and mission, explaining how the vision can be trusted, acting confidentially and optimistically, demonstrating belief in followers, using dramatic and symbolic action for important values, leading by example, and then empowering people to achieve that vision.

One of the educational institutions, which in this case is a school with a principal who applies a good leadership style in leading the school, is SMP Muhammadiyah 3 Yogyakarta. The principal applies this good leadership style as evidenced by the performance of teachers and employees at this school not only working according to SOPs and doing what is their main task. but in practice, employee teachers carry out work and school activities with full responsibility without any pressure from the leadership, which makes SMP Muhammadiyah 3 Yogyakarta one of the favorite Muhammadiyah private schools and the choice of the community. This study was conducted to explain transformational leadership to improve teacher performance at SMP Muhammadiyah 3 Yogyakarta, principals as the highest position in schools that apply leadership styles, one of which is transformational leadership, school principals have responsibility for implementation in schools. Being a school principal requires very high demands to lead all components in the school. The main goal of the school is to produce students with quality graduates. If all schools produce quality graduates, it means that the quality of education is increasing. The main key in improving the quality of education is educators and education staff because these two elements drive the school's wheels in educating students.

## **2. METODHS**

This type of research is descriptive qualitative research. The research location is in SMP Muhammadiyah 3 Yogyakarta by conducting interviews with the principal, vice principal and teacher representatives who can describe the state of the research object broadly. The research method that will be used is a survey at the research site, in the form of data collection using observation, interviews and documentation activities. Primary data sources here are principals, deputy principals and teacher representatives from each level, while secondary data sources are observations from the implementation of learning, teacher discipline and documentation of the actual situation at SMP Muhammadiyah 3 Yogyakarta.

## **3. RESULT**

The results show that transformational leadership can gradually change habits and improve

teacher performance at SMP Muhammadiyah 3 Yogyakarta, with approaches taken by the principal so that teachers are motivated to work optimally and even carry out workloads that exceed what should be.

#### 4. CONCLUSION

The approach with the principal's charisma, the individual sensitivity of the principal who opens himself up to his closeness with the teachers and provides intellectual stimulation is an approach that can change teacher habits and affect the improvement of teacher performance in schools by being more loyal, prioritizing the interests of the institution, actively participating in every activity and ideas are presented for the progress of the school institution. Teachers see their workloads more from a professional point of view, are more innovative and can easily work with all individuals in the school, leadership treatment that gives rewards both moral and material can provide a good stimulus to teachers to stay motivated to become more professional and do not feel burdened by their duties and responsibilities.

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