

The Influence of Principal Transformational Leadership on Teacher Performance and Learning Quality in Schools

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ABSTRACT

This study found that principals who adopt transformational leadership can improve morale, staff satisfaction, and student engagement in the educational process. This leadership also plays a role in building a positive, inclusive, and collaborative school culture, which supports the achievement of educational goals effectively. This study confirms that attention to individual well-being, appropriate support, and open and responsive communication between principals and teachers are essential to improving teacher performance and job satisfaction. The results show that a positive principal leadership style can improve teacher productivity and job satisfaction, which in turn has an impact on improving the quality of learning and student learning outcomes. However, the implementation of transformational leadership faces challenges such as lack of understanding of the concept and uncertainty about the changes needed. Therefore, a clear understanding and adequate resources are needed to support teacher professional development and the implementation of consistent and effective leadership strategies. In conclusion, transformational leadership by principals is essential to creating a harmonious and empowering educational environment, which can bring positive changes in the world of education.

Keywords: Transformational Leadership; Teacher Performance; Learning Quality; Job Satisfaction; School Culture.



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INTRODUCTION

Transformational principals must provide appropriate encouragement and support to their staff and students, care about individual well-being and development, and help build a positive, inclusive, and collaborative school culture. This can increase morale, staff satisfaction, and student involvement in the educational process so that educational goals can be achieved well. Transformational school principals can improve the performance and satisfaction of their employees. They do this by listening to employees' needs and desires, providing support, and providing opportunities for employees to contribute to the educational process (Griffith, 2004).

All components must work properly. Principals must be able to encourage all members of the school community to collaborate and work together to create a collaboration-friendly educational environment that supports collective efforts. Additionally, they must focus on achieving the school's long-term vision, which means they will work to realize those goals by helping, encouraging, and encouraging all parties. The ultimate goal is to foster a

harmonious and effective educational environment where everyone is working towards the same objectives (Macer, 2011).

Education must be a place that is innovative, dynamic, and focused on individual development with transformational leadership. Not only does this help students and employees directly, but it can also improve a school's reputation and success in the long run. School principals who implement transformational leadership have a very important role in bringing positive change to the world of education (Litz & Blaik-Hourani, 2020). Crowther et al (2009) add, educational success depends on good leadership in improving teacher performance. Effective principals and school administrators play an important role in providing support and direction to teachers to carry out their duties well and reach their best potential.

School principals must be able to communicate with teachers openly, honestly, and responsively to improve teacher performance; they should also listen to teachers' problems, ideas, and input, and provide useful criticism. By combining the principal must show a sense of empathy, concern, and respect for teachers as individuals. They can also provide support and opportunities for teacher professional development, including training, workshops, resources, and time for reflection. The objective here is to create an environment where teachers feel valued and empowered to continuously improve their skills and effectiveness (Korthagen & Nuijten, 2022). To improve teacher performance, transformational leadership can cause many problems. One of the main problems is a lack of understanding of what transformational leadership is and how it is applied. Leaders, including madrasa heads, may not understand this concept well. As a result, it is difficult for them to take real action to improve teacher performance with this method. The aim should be to ensure a clear and comprehensive understanding of transformational leadership among all leaders to facilitate effective implementation.

Transformational leadership usually involves transforming the culture and way an organization works. Because they are unsure or afraid of changes that will affect their jobs, teachers and employees may resist these changes (Lasrado & Kassem, 2021). This can hinder transformational leadership efforts. Additionally, inconsistent leadership is a problem; Transformational leadership requires consistency to succeed. Teachers may be confused and distrustful of the path they are taking if madrasa heads are inconsistent in their approach. This can hinder efforts to improve performance. The goal is to maintain a consistent and supportive leadership approach to build trust and ensure successful transformational leadership.

To support teacher training and professional development programs, additional resources such as budget and time are often required. School principals may face problems in providing sufficient resources to support leadership strategies if resources are limited. Thus, it is essential to secure adequate resources and ensure their efficient utilization to support transformational leadership initiatives effectively..

METHODS

This research uses a type of library study because the author can produce results from texts and is confronted with library data. To obtain relevant research findings, the author will search for books, journals, and library data as data sources, and then carry out analysis and collection from these sources. One of the characteristics of library research is that the author obtains sources from secondary data that are easily accessible and accessible.

RESULT

Kosim (2017) research results show that the leadership of a school principal has a positive effect on teacher performance in establishing and improving the quality of learning. In other words, the quality of learning will increase as the principal's leadership and teacher performance improves. The learning students receive depends significantly on the quality of teaching delivered by their teachers. Good teacher performance is crucial because it facilitates the provision of high-quality education by schools and leads to better student outcomes.

The research conducted by Jošanov-Vrgović & Pavlović (2014) reveals that the leadership style of school principals significantly influences teacher job satisfaction. A principal's positive attitude towards their subordinates or teachers can enhance teacher satisfaction, contributing to the development of the school and fostering positive relationships among colleagues. A study conducted by Agustina et al (2020) found that the school principal's leadership style, along with the existing school culture, has a significant impact on teacher work productivity. This finding aligns with previous studies, which have demonstrated that the principal's leadership style significantly influences teacher performance. Similarly, the environment in which teachers operate impacts their performance. Positive interactions within the school organization have a beneficial effect on the entire organizational structure.

Transformational leadership is a combination of leadership and transformation. It involves a leader directing and supervising team members to achieve specific goals, with the term "leadership" denoting this guidance. Transformational leadership is a leadership model that seeks to transform the values held by team members to align with the organization's vision and mission. The organizational culture of a school can vary from one institution to another due to different internal and external factors (Rahmawati et al., 2023).

A Transformational leader is fundamentally focused on their followers and consistently strive to help them succeed. Transformational leaders cannot achieve success without the shared commitment of their followers (Rahmi et al., 2022). They consider and leverage every opportunity to collaboratively design the best vision. Transformational leaders work to foster mutual trust and maintain the integrity of individuals and groups to garner

follower support. In transformational leadership, it is common for the vision to become a shared characteristic of both the leader and the group involved. These leaders understand and implement innovative strategies to achieve their goals (Carneiro, 2008).

Principals can monitor teacher performance through several methods. First, they can participate directly in supervisory activities by being involved in classroom learning. Second, they can assess teacher performance via applications or online platforms. Third, they can hold monthly coordination meetings where school principals request reports from each institution coordinator. These reports include evaluations of strengths and weaknesses, which serve as control tools to identify areas needing improvement. The goal is to pinpoint and address areas that require enhancement to ensure continuous development.

CONCLUSIONS

The conclusions of the research on transformational leadership by principals highlight the importance of appropriate support for staff and students, as well as attention to individual well-being and development. Transformational leadership, which emphasizes a positive, inclusive, and collaborative school culture, can improve morale, staff satisfaction, and student engagement in the educational process. This has a significant impact on achieving better and more effective educational goals. Transformational principals play a role in improving employee performance and satisfaction by listening to their needs, providing support, and giving them opportunities to contribute to the educational process. Good leadership can also encourage collaboration among members of the school community, focus on achieving the school's long-term vision, and create a harmonious and effective environment where all parties work towards the same goals. However, challenges in implementing transformational leadership include a lack of understanding and uncertainty about the changes required. Principals and madrasah leaders need to clearly understand the concept of transformational leadership to implement it effectively. Inconsistent leadership can hinder transformation efforts, therefore, a consistent and supportive approach is essential to building trust and achieving success in transformational leadership. Finally, additional support such as adequate resources for teacher training and professional development is needed for leadership strategies to be effective. With the right approach, principals can create an educational environment that empowers and supports the development of teachers and students.

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