



## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND WORK DISCIPLINE ON THE WORK ACHIEVEMENT OF TEACHERS OF SMAN 18 KABUPATEN TANGERANG

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**Abstract:** This study aims to determine whether there is an influence of Transformational Leadership and Work Discipline on Teacher Work Achievement at SMAN 18 Tangerang regency. Data were collected based on a questionnaire for 45 respondents from SMA N 18 Tangerang regency. The research method used is descriptive method. This method is used to provide a systematic, actual and accurate description of the facts and the influence of the phenomena studied. To answer the research problem, the data analysis technique used is multiple partial regression analysis. The results showed that the variables of transformational leadership and work discipline together (simultaneously) had a significant effect on teacher work performance at SMA Negeri 18 Tangerang Regency by 77.8% while the remaining 22.2% were other factors not discussed in this study. The regression coefficient for transformational leadership ( $b_1$ ) is 0.575 and the regression coefficient for work discipline ( $b_2$ ) is 0.312, meaning that each addition of one unit of transformational leadership and work discipline will increase teacher work performance by 0.575 and 0.312 units. The better the application of work discipline, the better the performance of teachers at SMA Negeri 18 Tangerang Regency.

**Keywords:** Transformational Leadership, Work Discipline, Work Achievement

### INTRODUCTION

The existence of changes in the organizational environment that is increasingly complex and competitive, requires schools as an educational organizations to be more *responsive* to environmental changes to survive, which means that organizations must be able to make changes or reforms.

The success or even failure of an organization is largely determined by leadership (Thoha, 2004). The transformational leadership model has a very important role for every organization. Transformational leadership is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards.

Discipline is something that should be enforced because discipline is one of the factors contained in the performance of employees, both as superiors and as subordinates led. The level of attendance is one of the determining factors for work discipline, where

attendance that has not been maximized indicates an employee does not like his job or lacks passion for work or also because the work atmosphere is not conducive to work in the office.

Based on the description above, it can be understood how important the role of the principal and the work discipline of employees (teachers) in achieving work performance so that the common goals of the organization can be achieved.

This study aims to determine whether there is an effect of transformational leadership on teacher work performance at SMA N 18 Tangerang Regency? Is there any influence of work discipline on the work performance of teachers at SMA N 18 Tangerang Regency. Is there an effect of transformational leadership and work discipline together (simultaneously) on teacher achievement at SMA N 18 Tangerang Regency.

## LITERATURE REVIEW

Transformational leadership is the leadership style used by the principal when he wants a group to expand and have status quo performance or achieve an entirely new set of organizational goals. Transformational leadership can motivate subordinates to do more than what is usually done to increase the confidence or self-confidence of subordinates which can ultimately affect work performance (O. Leary, 2001).

Transformational leadership motivates teachers to do a job or task better than what their subordinates want and even higher than what was previously expected. This leadership from the beginning raises awareness and high commitment from the group to the goals and mission of the organization and raises the commitment of teachers to see the world of work beyond the boundaries of personal interests for the benefit of the organization. In other words, transformational leadership can motivate subordinates to do more than what is usually done so that it can increase the confidence or self-confidence of subordinates which can ultimately affect the improvement of work performance.

Discipline can be said as the attitude of a person or group who intends to follow the rules that have been set (Hodges, 2000). Concerning work, the notion of work discipline is an attitude and behavior that shows the teacher's obedience to organizational regulations.

A disciplined teacher is defined as a teacher who always comes and goes home on time, does all his work well and complies with organizational regulations and applicable social norms. Good discipline shows the magnitude of a person's responsibility for the tasks assigned to him. This encourages work enthusiasm and enthusiasm for work and supports the realization of organizational, employee and community goals. Thus discipline is very important to improve organizational performance.

Simamora (1997) suggests that teacher job performance is the level at which teachers achieve job requirements. The work performance of a teacher is the result of a teacher's work in a certain period compared to the possibilities for example standards, targets or targets or work performance that have been determined in advance and have been mutually agreed upon.

Teacher performance depends on the head of the institution. Principals are required to create a conducive organizational climate, freedom of expression, equal treatment, rewards and sanctions for those who are guilty so that employees will have high motivation in accepting these changes.

## RESEARCH METHODS

The research method used is the descriptive method, where this method is used to provide a systematic, actual and accurate description of the facts and the influence of the phenomena studied. To answer the research problem, the data analysis technique used is multiple partial regression analysis.

The population in this study were all 45 teachers of SMAN 18 Tangerang Regency. population equal to the sample is called saturated sample and census sampling. In this study,

the number of samples taken was 100% the number of samples in this study was 45 people. This research was conducted at SMA Negeri 18 Tangerang Regency, Banten. The research period lasted for 2 (two) months, from May to June 2022.

Data were collected using a list of questions consisting of questions about the characteristics of the respondents and about the variables studied. Questions are presented in the form of Likert scale questions to express responses that are designed according to the sub-variables and indicators on each variable.

Data collection technique is a method used to obtain research data. In this case the researcher uses data collection techniques through questionnaires / questionnaires. The questionnaire used in this study is a closed questionnaire (structured questionnaire) which means that the questionnaire is presented in such a way that the respondent is asked to choose one answer according to his or her characteristics by means of a cross (X) or a checklist (√). The questionnaire used in this study was in the form of a forced choice. Questionnaires were distributed to teachers of SMAN 18 Tangerang Regency.

Validity and reliability tests are used to test the questionnaires distributed to respondents where the calculation is by comparing  $r$  count and  $r$  table with a significant level (error) of 5%. If  $r$  count is greater than  $r$  table, the question item is said to be valid. Testing this validity using the SPSS 25.0 for windows program.

Before testing the hypothesis, it is necessary to test the requirements analysis first. Based on the nature of the interval data, the analysis uses parametric statistics. To use parametric statistics, the main assumption is that the analyzed data is normally distributed. The test of data processing requirements in this study includes a normality test.

The normality test of this study was carried out by graphical analysis, namely the Histogram Graph and Normal P-P Plot of Regression Standardized Residual. In addition, the normality test was also carried out using the Kolmogrov-Smirnov test. Based on the results of the normality test, the data has passed the classical assumption test, then the data is ready for multiple linear regression using the SPSS for the windows program.

Descriptive analysis was conducted to interpret the data and information obtained by collecting, compiling and classifying the data obtained which were then analyzed to obtain a true picture of the effect of transformational leadership and work discipline on teacher performance at SMAN 18 Tangerang Regency.

The t-test was conducted to determine whether each independent variable ( $X_{1,2}$ ) has a positive and significant effect on the dependent variable ( $Y$ ) with the following form of testing:  $H_1: b_1 = 0$ , meaning that there is no significant effect of each independent variable ( $X_{1,2}$ ) to the dependent variable ( $Y$ ).  $H_2: b_1 \neq 0$ , meaning that there is a significant effect of each independent variable ( $X_1, 2$ ) on the dependent variable ( $Y$ ). By using a significant level  $= 0.05$  and degrees of freedom ( $db$ )  $= n - k$ , then compared with the  $t$  count obtained to test the significance with the following decision-making conditions:  $H_1$  is accepted if  $t$  count  $< t$  table, meaning that there is no effect which is significant from  $X_1, 2$  to  $Y$ ;  $H_2$  is accepted if  $t$  count  $> t$  table, meaning that there is a significant effect of  $X_1, 2$  on  $Y$ .

The statistical F test is used to determine the significance of the effect of all variables  $X_1, 2$  together on the dependent variable  $Y$ . The hypothesis is formulated as follows:  $H_1: b_1, b_2 = 0$ , meaning that there is no significant effect jointly on the variable  $X_{1,2}$  against  $Y$ .  $H_2: b_1, b_2 > 0$ , meaning that there is a jointly significant effect of the variable  $X_{1,2}$  on  $Y$ . using a significant level  $= 0.05$  and degrees of freedom ( $db$ )  $= n - k$ , then compared with The calculated  $F$  is obtained to test the significance with the following decision-making requirements:  $H_1$  is accepted if  $F$  count  $< F$  table;  $H_2$  is accepted if  $F$  count  $> F$  table.

## FINDINGS AND DISCUSSION

The results of data processing to test the validity and reliability with the SPSS computer program on Transformational leadership indicators Cronbach's Alpha value of 0.852 is greater than 0.60, so it can be concluded that all statements in the questionnaire used in this study are valid and highly reliable, which means they have accuracy in measuring what they want to measure and are consistent. produce the same data even though it is used many times.

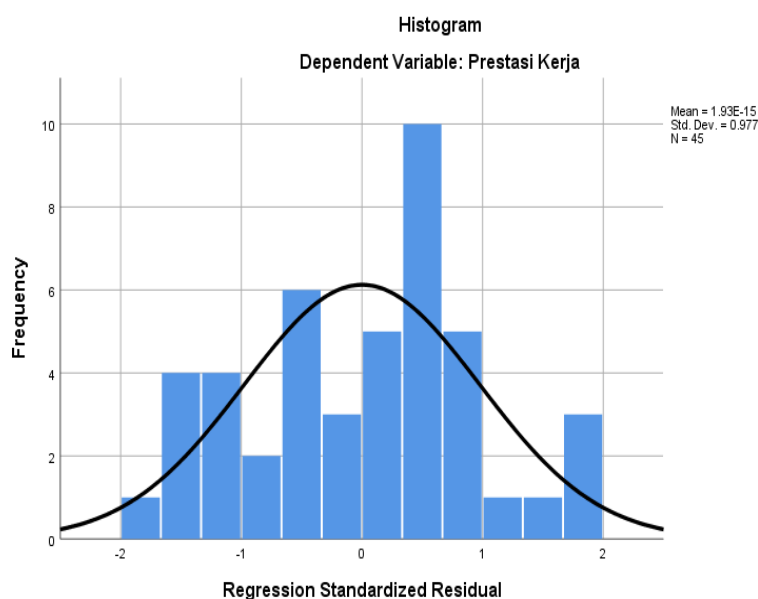
The results of data processing to test the validity and reliability of work discipline variables with the SPSS computer program on work discipline indicators

Cronbach's Alpha value of 0.874 is greater than 0.60, so it can be concluded that all statements in the questionnaire used in this study are valid and very reliable, which means they have accuracy in measuring what they want to measure and are consistent. produce the same data even though it is used many times.

The results of data processing to test the validity and reliability with the SPSS computer program on the Teacher Achievement indicators

Cronbach's Alpha value of 0.833 is greater than 0.60 so it can be concluded that all statements in the questionnaire used in this study are valid and reliable, which means that they have accuracy in measuring what they want to measure and consistently produce data. the same thing even if you use it multiple times.

Histogram Graph Normality Test Results. If the shape of the graph does not deviate to the left or right, it indicates that the variable is normally distributed. Conversely, if the shape of the graph deviates to the left or right, it indicates that the variable is not normally distributed.



Source: Picture of Research  
**Picture 1. Normality Test with Histogram**

Based on Picture 1, it can be seen that the graph does not deviate to the left or right, this indicates that the data is normally distributed. Based on the test results above, it is proven that the data has passed the classical assumption test, so that the data is ready for multiple linear regression.

The results of multiple linear regression analysis using the help of the SPSS for windows program can be as follows:

**Tabel 1. Analisis Regresi Linear Berganda**

		Coefficients <sup>a</sup>		
		Unstandardized Coefficients		Standardized Coefficients
Model		B	Std. Error	Beta
1	(Constant)	18.847	5.945	
	Kepemimpinan Transforsional	.575	.164	.549
	Displin Kerja	.312	.136	.358

a. Dependent Variable: Prestasi Kerja

Source: Data of Research

From table 1. it can be seen that the regression equation between transformational leadership and work discipline on teacher achievement at SMAN 18 Tangerang Regency is:  $Y = a + b_1 X_1 + b_2 X_2$ ;  $Y = 18,847 + 0,575 X_1 + 0,312 X_2$ . The constant value of 18,847 means that if the transformational leadership ( $X_1$ ) and work discipline ( $X_2$ ) are constant, the change in teacher achievement ( $Y$ ) is positive. Each increase in the score of the Transformational leadership variable has an effect on increasing teacher achievement at SMAN 18 Tangerang Regency by 0.575 with the assumption that the Transformational leadership variable has a constant value. every 1 increase in the score of the work discipline variable has an effect on increasing teacher achievement at SMAN 18 Tangerang Regency by 0.312 scores with the assumption that the decent work discipline variable is constant.

The coefficient of determination ( $R^2$ ) is used to measure the ability of the independent variables, namely Transformational leadership ( $X_1$ ) and ( $X_2$ ) work discipline in explaining the effect on the dependent variable, namely Teacher Achievement ( $Y$ ) together, where  $0 \leq R^2 \leq 1$ . If  $R^2$  is getting bigger (closer to one), it can be said that the effect of the variable ( $X$ ) is large on the dependent variable ( $Y$ ). This means that the model used is getting stronger to explain the influence of the independent variables studied on the dependent variable and vice versa. If the coefficient of determination ( $R^2$ ) is getting smaller (close to zero), it can be said that the influence of the independent variable is small on the dependent variable ( $Y$ ). This means that the model used is not strong enough to explain the effect of the independent variables studied on the dependent variable.

The results of processing the coefficient of determination ( $R^2$ ) can be seen in the calculation below using SPSS Version 25.0

**Table 2. Koefisien Determination Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 <sup>a</sup>	.778	.767	4.31740

a. Predictors: (Constant), Work Discipline, Transformational Leadership

Based on the calculation of Table 5 Model Summary, it can be seen that the value of  $R = 0.882$ , indicating that Teacher Achievement at SMAN 18 Tangerang Regency is strongly influenced by transformational leadership variables and work discipline together. Judging from the coefficient of determination above, it is known that the level of diversity  $R$  Square = 0.778 or 77.8% This means that Teacher Achievement at SMAN 18 Tangerang Regency is caused by the diversity of transformational leadership factors and work discipline is an important factor in improving Teacher Achievement at SMAN 18 Tangerang Regency , where only 22.2% Teacher Achievement is influenced by other factors which in this study were not analyzed such as work environment, education, organizational culture and many other factors. *Std. Error of the Estimate* (Standard Deviation) means measuring the variation

of the predicted value. In this study the standard deviation of 4.31740. The smaller the standard deviation means the better the model.

t-test is an individual partial regression coefficient test used to determine whether the independent variable (X1) individually affects the dependent variable (Y). The independent variable is said to have an effect on the dependent variable if it has a significant value of less than 0.05 or 5%. The results of hypothesis testing can be shown in the calculation results using SPSS Version 25.0.

The t test used the SPSS for Windows program. The results of the processing of the t test can be seen in the calculation below:

**Table 3. Simultaneous Significant Test Analysis (t Test)**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.847	5.945		3.170	.003
Leadership Transformational	.575	.164	.549	3.513	.001
Work Discipline	.312	.136	.358	2.288	.027

a. Dependent Variable: Work performance

Source: Data of Research

The t-count value for transformational leadership (X<sub>1</sub>) is 3.513 at the degrees of freedom (df) at the 95% confidence level ( $\alpha = 0.05$ )  $t (\alpha/2; n-k-1) = t (0.025; 45-2-1) = t(0.025; 42) = 2,018$ . Because t count 3.513 > t table 2.018, for a sign value of 0.001 < 0.05, it was decided that the regression coefficient was significant, or transformational leadership had an effect on Teacher Achievement at SMAN 18 Tangerang Regency significantly at the 95% confidence level.

The value of t count on work discipline (X<sub>2</sub>) is 2,288 at the degrees of freedom (df) at the 95% confidence level ( $\alpha = 0.05$ )  $t (\alpha/2; n-k-1) = t (0.025; 45-2-1) = t(0.025; 42) = 2,018$ . Because t count 2.288 > t table 2.018, for a sign value of 0.027 < 0.05, it was decided that the regression coefficient was significant, or work discipline had an effect on Teacher Achievement at SMAN 18 Tangerang Regency significantly at the 95% confidence level.

To determine the effect of transformational leadership and work discipline on teacher achievement at SMAN 18 Tangerang Regency, the F (simultaneous) test was used, namely multiple linear regression tests. Based on the results of calculations using SPSS Version 25.0, it is known that the regression equation is as follows:

**Table 4 . Simultaneous Significant Test Analysis (Test F)**

Model	ANOVA <sup>a</sup>					
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2742.367	2	1371.183	73.562	.000 <sup>b</sup>
	Residual	782.878	42	18.640		
	Total	3525.244	44			

a. Dependent Variable: Prestasi Kerja

b. Predictors: (Constant), Displin Kerja, Kepemimpinan Tranformasional

Source: Data of Research

In ANOVA, the value of F = 73.562 with Sign p = 0.000. then regression can be used to predict Teacher Achievement at SMAN 18 Tangerang Regency. If the sign value is < 0.05, or F count > from the F table, then there is an effect between (X) simultaneously on work performance (Y). If the sign value > 0.05, or t count < from F table, then there is no

simultaneous influence between (X) on work performance (Y). F table =  $F(k; n - k) = f(2; 45-2) = f(2; 43) = 3.21$

Hypothesis testing from the above calculations from these results shows that F count  $73,562 >$  from F table 3.21, and a significant value of  $0.000 < 0.05$ . It can be concluded that the variables of Transformational Leadership (X1) and Work Discipline (X2) have a positive and significant effect on achievement. Teacher (Y).

## CONCLUSION

The results of statistical test F test together on hypothesis testing, it can be concluded that the variables of Transformational Leadership (X1) and Work Discipline (X2) have a positive and significant effect on Teacher Achievement (Y) at SMAN 18 Tangerang Regency.

The results of the statistical test T test showed that individually (partial) hypothesis testing, it was concluded that transformational leadership (X1) had a positive effect on Teacher Achievement (Y) at SMAN 18 Tangerang Regency significantly at the 95% confidence level.

Based on the coefficient of determination ( $R^2$ ) obtained from the value of *R square* a is between  $0 \leq R^2 \leq 1$  which means that Teacher Achievement (Y) is very closely influenced by Transformational Leadership (X1) and Work Discipline (X2), while the rest is explained by other factors that not included in the variables of this study.

The results of the discussion, it can be seen that Transformational Leadership has a significant effect on teacher work performance at SMAN 18 Tangerang Regency, so that the transformational leadership style is suitable to be applied at SMAN 18 Tangerang Regency, and other leadership styles can be tried that can affect teacher work performance at SMAN 18 Tangerang Regency. .

The results of the discussion, it is known that work discipline has a significant effect on the work performance of SMAN 18 Tangerang Regency teachers, this really needs to be improved again. If the organization intends to improve teacher performance even better, then things that are closely related to efforts to improve work discipline as factors that support the achievement of these goals need to be considered.

It is necessary to conduct further research on other factors that have not been revealed outside of this research or the use of the concept of leadership related to teacher job satisfaction, considering that from the results of this study it is known that there are other factors that influence.

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