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The Influence of Transformational Leadership and Organizational Culture On The Performance of Elementary School Teachers In Bekasi Regency Through Teacher Innovation As A Mediating Variable

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Abstract: School is a structured system, because schools have components related to each other. The components that are discussed in this case are employees or teachers. The purpose of this study is to create and develop an empirical conceptual model of how transformational leadership and organizational culture can affect performance with innovation as a mediating variable. Sampling is carried out with the sampling technique used in this study is random sampling (probability sampling), namely by simple random sampling. This study used quantitative data with the distribution of questionnaires processed using PLS Software. The results of this study are first, transformational leadership has a positive and significant effect on the performance of elementary school teachers in Bekasi Regency. Second, organizational culture has a negative and insignificant effect on the performance of elementary school teachers in Bekasi Regency. Third, transformational leadership has a positive and significant effect on the innovation of elementary school teachers in Bekasi Regency. Fourth, organizational culture has a positive and significant influence on the innovation of elementary school teachers in Bekasi Regency. Fifth, Innovation has a positive and significant effect on the performance of elementary school teachers in Bekasi Regency. Sixth, transformational leadership has a negative and insignificant effect on performance through the innovation of elementary school teachers in Bekasi Regency. Seventh, organizational culture has a negative and insignificant effect on performance through the innovation of elementary school teachers in Bekasi Regency.

Keywords: Transformational Leadership, Organizational Culture, Innovation and Performance.

INTRODUCTION

Education is essentially something that cannot be separated from human life that always wants to develop and change. In article 1 paragraph 1 of the Law of the Republic of Indonesia No. 20 of 2003 concerning the National Education System, it is stated that

education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and skills needed by themselves, society, nation and State (Rayyan, 2021). Teachers are conditions that are positioned as the forefront in the implementation of the teaching and learning process and teachers hold a very strategic position in an effort to create professional and quality graduates so that they can meet the needs of professional human resources (Sukiyanto & Maulidah, 2020). Teacher performance reflects the teacher's work ability as seen from the teacher's work performance in carrying out his duties as a teacher. Teacher performance is the main topic of discussion in improving the quality of human resources. Teacher performance is the ability and effort of teachers to carry out learning tasks as well as possible in planning teaching programs, implementing learning activities and evaluating learning outcomes (Depdiknas, 2012 in Ritonga, 2020).

According to (Juliyanti, 2018) Teacher performance is the ability shown by teachers in carrying out their duties or work. Improving the performance of a teacher can be done based on internal factors as well as external factors. These factors include leadership, discipline, work environment, motivation, competence, organizational culture, communication, compensation and other factors (Latief *et al.*, 2018). Researchers only focused on two factors, namely the influence of leadership and organizational culture. Performance as something very important in a company or organization. According to (Sarif *et al.*, 2020) Conceptually, performance can basically be seen from two aspects, namely individual employee performance and organizational performance. Employee performance is the result of individual work in the organization, while organizational performance is the totality of work results that have been achieved by an organization. Performance or performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with the authority and duties of their respective responsibilities, in an effort to achieve the goals of the organization concerned legally does not violate the law and in accordance with morals and ethics (Sihombing & Batoebara, 2019).

Transformational leadership is a leadership approach that focuses on developing a shared vision, increasing motivation, encouraging creativity, and inspiring team members to achieve common goals (Lamirin *et al.*, 2023). At the elementary school level. Leadership in a company becomes very important, without leadership the relationship between individual and organizational goals cannot be in the same direction so effective leadership is needed (Fachrurazi *et al.*, 2022). Seeing the importance of leadership to performance, a leader who can really carry out his functions properly is needed so that all parties in an organization or company can carry out their duties properly (Fachrurazi *et al.*, 2022).

Organizational culture is a set of value systems, beliefs, assumptions, or norms that have long been valid, shared, accepted, and held by members of the organization as behavioral guidelines that determine how it is perceived, thought, and reacted to diverse environments (Ariani & Harum, 2021). Another view of organizational culture is the set of value systems, beliefs, assumptions, or norms that have long been valid, shared, accepted, and held by members of the organization as behavioral guidelines that determine how it is perceived, thought, and reacted to diverse environments according to (Wiyono, 2019).

According to Stephen P. Robbins in (Ekawati & Soleha, 2017) states that innovation is a new idea applied to start or improve a product, process or service. (Tampubolon, 2020) Innovation can be defined as intentionally incorporating an application in a new role, group, or organization, idea, process, product or procedure into a unit related to adoption, designed to significantly benefit the individual, group or wider society consisting of indicators The product is an action that seeks to provide a solution to an existing problem, the process is the activity or result of the use of knowledge and skills.

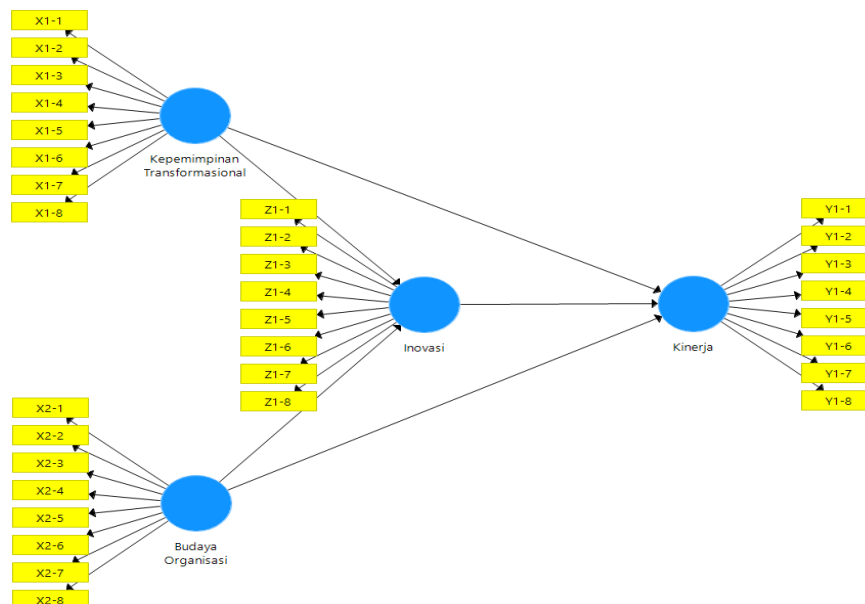
Garcia and Calantone (2010) in (Marliana et al., 2018) states that innovation is defined as efforts and actions in the form of developing something (product and process) to be better or a form of developing something new and useful for users.

METHOD

This research method is Quantitative research. This research was held in Bekasi Regency, the research was carried out for 8 (eight) months. The type of research used in this study is causal type explanatory research that seeks to examine the influence between variables in a structural model. The population in this study was elementary school teachers in Bekasi Regency which amounted to 12,591 people. The number of samples to be used in the study uses the Slovin formula with the results of 100 samples. Sampling is carried out with the sampling technique used in this study is random sampling (probability sampling), namely by simple random sampling. The data in this study is quantitative data with the distribution of questionnaires processed using PLS Software.

RESULTS AND DISCUSSION

The outer model design is used to connect independent variables to bound variables and mediate. The design of the outer path model can be described as follows:



Source: Smart PLS 3.0 primary data, 2024

Picture 1. Path Outer Model

The discriminant validity test can be measured through other methods, namely from the value of average variance extracted (AVE) with a recommended value of > 0.5 (Wiyono, 2022). The results of the validity test in this study are:

Table 1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Transformational Leadership	0.790
Organizational Culture	0.783
Innovation	0.791
Performance	0.762

Source: Smart PLS 3.0 primary data, 2024

Based on Table 1, the conclusion is that the AVE value of all research variables > 0.5 . This shows that all variables have met and each variable has a high level of validity.

Reliability tests are carried out to find the value results of a measurement. Questionnaires can be said to be reliable if the answers from respondents are consistent. The variable is said to be reliable if the composite reliability score is ≥ 0.60 and the reliability test data can be strengthened if Cronbach's Alpha value > 0.60 (Wiyono, 2022).

Table 2. Composite Reliability

Variable	Composite Reliability	Description
Transformational Leadership	0.952	Reliabel
Organizational Culture	0.888	Reliabel
Inovation	0.893	Reliabel
Performance	0.933	Reliabel

Source: Smart PLS 3.0 primary data, 2024

Based on Table 2, the conclusion is that the Composite Reliability value of all research variables > 0.6 . This shows that all variables have met Composite Reliability and each variable has a high level of reliability.

Inner model analysis is carried out to test the efficiency of determination or test cause and effect relationships between variables. In the structural model test (inner model), the calculation analysis can be seen from the large value of R Square.

Table 3. R-Square

Variable	R Square	R Square Adjusted
Inovation	0.357	0.338
Performance	0.613	0.601

Source: Smart PLS 3.0 primary data, 2024

In Table 3 above, the R-Square Variable Innovation is 0.357 or 35.7%. So it is said that the Transformative Leadership Variable (X1) and Organizational Culture (X2) can moderate the Performance Variable (Y) which is 35.7% and the remaining 64.3% is influenced by other variables that are not included in the study. The R-Square value for Variable Performance is 0.613 or 61.3% and the remaining 38.7% is influenced by other variables that are not included in the study. So, this model is a pretty good model (moderate).

The research hypothesis can be done by testing the significance level of 5% if the t-statistic value > 1.96 then H_a is accepted and H_o is rejected and vice versa (Aprilianto et al., 2019). Give Table Path Coefficients is:

Table 4 Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Performance	0.320	0,335	0,110	2,904	0,004
Organizational Culture -> Performance	0.064	0,097	0,124	0,514	0,608
Transformational Leadership -> Inovation	0.420	0,435	0,081	5,192	0,000
Organizational Culture -> Inovation	0.338	0,316	0,161	2,102	0,036
Inovation -> Performance	0,212	0,209	0,085	2,486	0,013

Source: Smart PLS 3.0 primary data, 2024

Hypothesis 1

Transformational Leadership to Performance produces a value of 2.904 or greater than the Statistical T value ($2.904 > 1.96$). So the conclusion is that H_0 is rejected and H_a is accepted, meaning that the Variable Transformational Leadership towards Performance is

significant. Backed by research (Azizah, 2022) The stated Transformational Leadership of a teacher or principal can have a significant impact on teacher performance. Research of (Romadhon & MS, 2021) shows that Transformational Leadership significantly affects teacher performance. Further in the study from (Amiruddin & Nuridayanti, 2020) Transformational Leadership has a significant effect on teacher performance.

Hypothesis 2

Organizational Culture on Performance produces a value of 0.514 or less than the Statistical T value ($0.514 < 1.96$). So the conclusion is that H_0 is accepted and H_a is rejected, meaning that the Organizational Culture Variable on Performance is insignificant. Statements supported by research from (Puernomo, 2022) which states that Organizational Culture negatively affects Performance. In line with research (Paino *et al.*, 2023) which results in the conclusion that Organizational Culture has an insignificant influence on Performance.

Hypothesis 3

Transformational Leadership of Innovation produces a value of 5.192 or greater than the Statistical T value ($5.192 > 1.96$). So the conclusion is that H_0 is rejected and H_a is accepted, meaning that the Variable Transformational Leadership towards Innovation is significant. In line with research (Gunawan & Surya, 2018) states that there is a positive relationship between Transformational Leadership towards teacher innovation and research Morales *et al.* (2008) in (Wollah *et al.*, 2020) shows that Transformational Leadership affects Innovation by conducting high learning on current technology.

Hypothesis 4

Organizational Culture towards Innovation produces a value of 2.102 or less than the Statistical T value ($2.102 > 1.96$). So the conclusion is that H_0 is rejected and H_a is accepted, meaning that the Organizational Culture Variable on Innovation is significant. In line with research according to (Rahmat *et al.*, 2021) which concludes that Organizational Culture correlates with a high degree of correlation with Innovation which means that Organizational Culture affects Innovation so that there is a positive influence between Organizational Culture on teacher innovation. Strengthened by research (Afif *et al.*, 2023) which results in that Organizational Culture has a positive and significant influence on Innovation.

Hypothesis 5

Innovation in Performance produces a value of 2.486 or less than the Statistical T value ($2.486 > 1.96$). So the conclusion is that H_0 is rejected and H_a is accepted, meaning that the Innovation Variable on Performance is significant. In line with research (Mayasari, 2023) revealed that Innovation has a positive influence on organizational performance that can encourage Marsudirini Foundation Yogyakarta Branch schools. Reinforced by opinions (Kurniawan *et al.*, 2021) that the influence of innovation on organizational performance is an important issue that continues to get great attention because it has a positive influence on the organization.

To test the Hypothesis between Transformational Leadership Variables on Innovation-mediated Performance and Organizational Culture on Innovation-mediated Performance, a Bootstrapping test was carried out with the following results:

Table 5. Special Indirect Effects

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership - > Inovation - >	0,138	0,140	0,074	1,867	0,062

Performance					
Organizational Culture - >	0,103	0,116	0,090	1,136	0,257
Inovation - >					
Performance					

Source: Smart PLS 3.0 primary data, 2024

Hypothesis 6

Transformational Leadership to Innovation-mediated Performance produces a value of 1.867 or less than the Statistical T value ($1.867 < 1.96$). So the conclusion is that H0 is accepted and Ha is rejected, meaning that the Transformational Leadership Variable on Performance in employees mediated by Innovation is insignificant. This research statement is in line with the research (Suryanto, 2023) and (Fathiyah et al., 2022).

Hypothesis 7

Organizational Culture towards Innovation-mediated Performance produces a value of 1.136 or less than the Statistical T value ($1.136 < 1.96$). So the conclusion is that H0 is accepted and Ha is rejected, meaning that the Organizational Culture Variable on Performance in employees mediated by Innovation is insignificant. The statement is in line with research (Fajar & Efendi, 2023) and (Afif et al., 2023) which states there is no mediating effect of Organizational Culture on Performance.

CONCLUSION

The results of this study are first, Transformational Leadership has a positive and significant effect on the performance of elementary school teachers in Bekasi Regency. Second, Organizational Culture has a negative and insignificant effect on the performance of elementary school teachers in Bekasi Regency. Third, Transformational Leadership has a positive and significant effect on the innovation of elementary school teachers in Bekasi Regency. Fourth, Organizational Culture has a positive and significant effect on the innovation of elementary school teachers in Bekasi Regency. Fifth, Innovation has a positive and significant effect on the performance of elementary school teachers in Bekasi Regency. Sixth, Transformational Leadership has a negative and insignificant effect on Performance through the Innovation of Elementary School teachers in Bekasi Regency. Seventh, Organizational Culture has a negative and insignificant effect on Performance through the Innovation of Elementary School teachers in Bekasi Regency.

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