

The Influence Leadership Transformational Madrasah Principal's, Work Motivation and Work Commitment to Teacher Work Discipline at MAN Banjarmasin City



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ABSTRACT: This study aims to analyze the direct and indirect influence of transformational leadership on work motivation to teacher work discipline through work commitment. This study uses a quantitative approach. The study population was 126 teachers at MAN. The sample technique used is proportional random sampling of 96 people. Data collection was carried out using instruments consisting of transformational leadership; (30 items), work motivation (45 items), work commitment (30 items) and work discipline (40 items). Test the validity and reliability of data using Alpha Cronbach. The research data were analyzed using path analysis to see the direct and indirect influence between variables, by first carrying out the normality test, linearity test, multicollinearity test, heteroscedasticity test and auto correlation test. The results showed that there was an influence between: (1) transformational leadership with work discipline, (2) work motivation with work discipline, (3) work commitment with work discipline, (4) transformational leadership with work commitment, (5) work motivation with commitment work, (6) influence transformational leadership with work discipline through work commitment, (7) influence work motivation with work discipline through work commitment.

KEYWORDS: Transformational leadership, work motivation, work commitment, work discipline

I. INTRODUCTION

The application of discipline in the life of organizations or educational institutions, especially schools, is the main capital for schools to carry out management functions in determining the direction of policy and achieving goals. According to Rahman (2016), explains that discipline is a means to train and educate people against regulations so that there is compliance and so that they can run in an orderly and orderly manner within the organization. Discipline is related to rules and regulations, or applicable ethics and rules, upholding initiative and responsibility in carrying out duties and authorities (Puspitasari, Sulaiman & Saleh, 2022).

The influence of factors on work discipline according to Neustrom (Verawati, 2015) explains that the level of employee discipline is influenced by several factors such as: (1) Leadership, (2) Work motivation, (3) Level of work commitment, (4) Rewards fair, and (5) job satisfaction. The success of a school is highly dependent on the discipline of both the principal, school committee, teachers and students who are involved in school activities. Thus disciplinary activity is something that is very complex and involves various aspects such as time management, a teacher must have a syllabus, annual program, and lesson plan and so on.

In relation to teacher work discipline, principal leadership plays an important role in achieving teacher work discipline, because leadership is a process of interaction that occurs at any time between leaders and their subordinates in terms of influencing their subordinates to work in accordance with the expected organizational goals. In addition, the school principal must monitor several things that are closely related to attendance, work creativity, obedience to work systems and procedures, work influenceiveness, work responsibility, work persistence, so that it has an impact on improving the level of teacher discipline (Wibowo, 2021). According to Kurniawan (2018), proper leadership will influence the behavior of people including every employee who is under someone's leadership. Transformational leadership is a leader who has the power to influence his subordinates in a certain way. Namely by implementing transformational leadership, subordinates will feel trusted, valued, and loyal and respect their leaders (Suarga, 2017). Transformational leadership has an important role in increasing teacher professionalism (Novita, Sulaiman & Rizalie, 2022).

In this way the teacher will be touched by the sides of his personality and feel challenged to do everything for the better. For example, the principal always reminds of the vision and then relates it to the task objectives to be achieved, so the teacher will feel reminded of the main task, thus work motivation is needed in improving the teacher's main task.

Individuals who have high motivation will always want to work hard to succeed without expecting rewards and praise. A teacher's motivation greatly influences teacher discipline, because by having motivation, the teacher will carry out the task as well as possible

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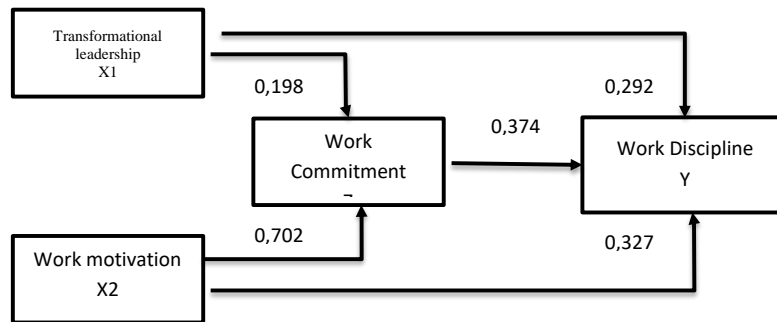
(Aslamiah, 2018). Motivation is important because motivation can support the enthusiasm of a person's behavior to improve work discipline, because people who have high motivation at work will do their best to avoid mistakes at work and are able to manage time well through high discipline to achieve optimal results (Azizah, 2022). Commitment is also the most dominant factor influencing teacher work discipline. Commitment to the task is shown by someone through the tendency and willingness to be actively involved in carrying out their duties and functions with high responsibility. Commitment is a tendency in a person to feel active with full responsibility (Sahertian, 2014).

II. METHODOLOGY

This research includes a quantitative approach. This study aims to describe and analyze the direct and indirect influences between variables transformational leadership, work motivation and work commitment on teacher work discipline. The population of this research is all teachers in MAN Banjarmasin, totaling 126 people. The sample technique used a proportional random sampling technique, with a total sample of 96 people. In this study, data collection techniques used a questionnaire (questionnaire). Before the questionnaire was used, it was first tested with an analysis of the validity and reliability tests.

III. RESULTS AND DISCUSSION

Based on the results of data analysis and using path analysis, direct and indirect relationship coefficients were found. as described below:



Picture 1: Path analysis

Table 1. Summary of Hypothesis Testing Decisions H₁ H₂ H₃ H₄ H₅

| hypothesis | | p.s | Decision |
|----------------|---|-------|----------|
| H ₁ | There is a direct influence of transformational leadership on work discipline | 0.000 | Accepted |
| H ₂ | There is a direct influence of work motivation on work discipline | 0.000 | Accepted |
| H ₃ | There is a direct influence of work commitment to work discipline | 0.000 | Accepted |
| H ₄ | There is a direct influence of transformational leadership on work commitment | 0.000 | Accepted |
| H ₅ | There is a direct influence of work motivation on work commitment | 0.000 | Accepted |

Table 2. Summary of Hypothesis Testing Decisions H₆ and H₇

| hypothesis | | Direct | Indirect |
|----------------|--|--------|----------|
| H ₆ | There is an indirect influence of transformational leadership on work discipline through work commitment | 0.419 | 0.040 |
| H ₇ | There is an indirect influence of work motivation on work discipline through work commitment | 0.419 | 0.264 |

Table 1 is a summary of the decisions H₁ , H₂ , H₃ , H₄ , and H₅ with a significance value of less than 0.05, so the hypothesis is accepted. Table 2 is a summary of the decision to test the hypotheses H₆ and H₇ for the indirect relationship between variables. Based on the results of the analysis in Tables 1 and 2 above, in this study a relationship was found between variables which can be explained as follows.

A. The Direct Influence of Transformational Leadership on Work Discipline

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The results of the path analysis test (*Path Analysis*), show that there is a significant influence of transformational leadership variables on teacher work discipline in MAN Banjarmasin City. This is evidenced by the coefficient value of the regression results, which is 0.293 with a significance value of $0.000 < 0.05$, then H_0 is rejected; thus there is an influence of transformational leadership on the work discipline of teachers in MAN Banjarmasin City. In conclusion, there is an increase of 0.293 from the performance of each one-unit increase in the transformational leadership variable.

Based on the results above, the results of the study are interpreted that transformational leadership influences teacher work discipline, this shows that the application of transformational leadership can improve teacher work discipline in MAN Banjarmasin City.

In line with (Rizkie, Muhammad, Ahmad Suriansyah, 2022) found that there is a direct influence between transformational leadership of school principals on teacher competence, professional development on teacher competence, transformational leadership of school principals towards teacher professionalism, professional development towards teacher professionalism, competency towards teacher professionalism at State Junior High Schools in Balangan Regency. And these results are reinforced from research by the results of Adrian, Sulaiman & Rizalie (2022), path analysis test, there is a relationship between transformational leadership and teacher discipline. This relationship is evidenced by the regression coefficient value of 0.338. This value indicates that the principal's transformational leadership will improve teacher discipline. The principal's leadership influences the work discipline of teachers. The results of this study are in line with research (Aslamiah & Normianti, 2019) which states that there is a direct relationship between school principals' transformational leadership and teacher discipline.

B. Direct Influence of Work Motivation to Work Discipline

The results of the path analysis test (*Path Analysis*), it appears that there is a significant influence of work motivation variables on teacher work discipline in MAN Banjarmasin City. This is evidenced by the coefficient value of the regression results, which is 0.327 with a significance value of $0.000 < 0.05$, then H_0 is rejected; thus there is an influence of work motivation on teacher work discipline in MAN Banjarmasin City. In conclusion, there is an increase of 0.327 in performance for each one-unit increase in the work motivation variable.

Based on the results above, the results of the study are interpreted that work motivation influences teacher work discipline, this shows that the application of work motivation is influenceive so that it can improve teacher work discipline in MAN Banjarmasin City.

Mahdianti & Suriansyah (2019), which states that there is a direct influence of the principal's transformational leadership on teacher discipline. These results are strengthened by research by Nisa (2019), which states that in his research there is a high or strong relationship between the variables of teacher work motivation and work discipline variables teacher and can be seen from the coefficient value of 0.824.

C. Direct Influence of Commitments to Work Discipline

The results of the path analysis test (*Path Analysis*), it appears that there is a significant influence of the work commitment variable on the teacher's work discipline in MAN Banjarmasin City. This is evidenced by the coefficient value of the regression results, namely 0.374 with a significance value of $0.000 < 0.05$, then H_0 is rejected; thus there is an influence of work commitment on the work discipline of teachers in MAN Banjarmasin City. In conclusion, there is an increase of 0.374 in performance for each one-unit increase in the work commitment variable.

Based on the results above, the results of the study are interpreted that work commitment affects teacher work discipline, this shows that the application of work commitment is influenceive so that it can improve teacher work discipline in MAN Banjarmasin City.

The results of the research by Huda, Aslamiah & Rizalie (2022), there is a direct influence of work commitment on teacher work discipline, as evidenced by the path coefficient value of 0.276, with a significance of 0.004. Based on this, it is concluded that there is a direct and these results are reinforced by Putriningsih's research (2021), which stated in her research that there is a direct relationship between the principal's work commitment directly and teacher discipline, this can be seen from the sig. of $3.658 > 1.655$ sig level. in table.

D. Direct Influence of Transformational Leadership to Work Commitment

The results of the path analysis test (*Path Analysis*), it appears that there is a significant influence of transformational leadership variables on work commitment in MAN Banjarmasin City. This is evidenced by the coefficient value of the regression results, namely 0.198 with a significance value of $0.000 < 0.05$, then H_0 is rejected; thus there is the influence of transformational leadership with work commitment in Banjarmasin City MAN. In conclusion, there is an increase of 0.198 in performance for each one-unit increase in the work commitment variable.

Based on the results above, the results of the study are interpreted as transformational leadership with work commitment, this shows that the application of work commitment is influenceive so that it can increase work commitment in MAN Banjarmasin City.

In line with the research of Alkarni, Sulaiman & Ngadimun (2022), there is a positive and significant direct influence of the school principal's transformational leadership on organizational commitment. The better the application of transformational leadership, the higher the level of teacher organizational commitment. And these results are reinforced by the research of Widyatmika & Riana

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(2020), Transformational Leadership has a positive influence on Commitment. Based on the results of the analysis of the influence of Transformational Leadership on Organizational Commitment, a Sig value is obtained. t of 0.00 with a beta coefficient of 0.022 Sig. t 0.008 < 0.05.

E. Direct Influence of Work Motivation to Work Commitment

The results of the path analysis test (*Path Analysis*), it appears that there is a significant influence of work motivation variables on work commitment in MAN Banjarmasin City. This is evidenced by the coefficient value of the regression results, which is 0.702 with a significance value of $0.000 < 0.05$, then H_0 is rejected; thus there is an influence of work motivation on work commitment in MAN Banjarmasin City. In conclusion, there is an increase of 0.702 in performance for each one-unit increase in the work commitment variable.

Based on the results above, the results of the study are interpreted that work motivation with work commitment, this shows that the application of work commitment is influenceive so that it can increase work commitment in MAN Banjarmasin City. These results are reinforced by the research of Suarjana et al (2016), indicating that there is a positive and sig. work motivation on organizational commitment, as indicated by the value of Sig. t for work motivation is 0.005 less than 0.05 which means the regression coefficient is significant and the value of $F = 37.997$ with Sig. 0.000.

F. Indirect Influence of Transformational Leadership to Work Discipline t through Work Commitment

The indirect influence of transformational leadership on teacher work discipline through work commitment at MAN Banjarmasin City, referring to the Sobel calculation, it is known that the *Sobel Test Statistics value* has an indirect influence on the variable Transformational Leadership (X1) on Teacher Work Discipline (Y) Through Work Commitment (Z). The indirect influence of transformational leadership on teacher work discipline through work commitment at MAN Banjarmasin City, referring to the Sobel calculation, it is known that the *Sobel Test Statistics value* has an indirect influence on the variable Transformational Leadership (X1) on Teacher Work Discipline (Y) Through Work Commitment (Z) in MAN Banjarmasin City is 3.115. The Sobel Test Statistics value is greater than t table 1.980, then H_0 is rejected; so that it can be said that Transformational Leadership indirectly has a significant influence on the Teacher Work Discipline variable through Work Commitment at MAN Banjarmasin City.

These results are reinforced by Nisa's research (2019), there is a high or strong relationship between the Variable Role of the School Principal's Transformational Leadership and the teacher's work discipline, which is shown by the number 0.822 and then there is also research from Rumanti (2022), there is a positive and significantly significant influence direct relationship between the principal's transformational leadership and organizational commitment. This is evidenced by the path coefficient of 0.510. And the results of research by Alkarni, Sulaiman & Ngadimun (2022), show that the transformational leadership of school principals indirectly influences teacher performance through organizational commitment.

G. Indirect Influence of Work Motivation to Work Discipline t through Work Commitment

The indirect influence of work motivation on teacher work discipline through work commitment at MAN Banjarmasin City, referring to the Sobel calculation, it is known that the *Sobel Test Statistics value* has an indirect influence on the Work Motivation variable (X2) on Teacher Work Discipline (Y) Through Work Commitment (Z). The indirect influence of work motivation on teacher work discipline through work commitment at MAN Banjarmasin City, referring to the Sobel calculation, it is known that the *Sobel Test Statistics value* has an indirect influence on the Work Motivation variable (X2) on Teacher Work Discipline (Y) Through Work Commitment (Z) in MAN Banjarmasin City is 2,673. The Sobel Test Statistics value is greater than t table 1.980, then H_0 is rejected; so that it can be said that Work Motivation indirectly has a significant influence on the Teacher Work Discipline variable through Work Commitment at MAN Banjarmasin City.

Work motivation has a great influence on one's performance. People will work optimally, mobilize all their abilities and skills if they have great work motivation (Albuni, Aslamiah & Rizalie, 2022). These results are reinforced by Nurrahmi's research (2020), indicated by the t count $> t$ significance level of 5%, namely: $9,705 > 1.96$, it can be concluded that work motivation has a significant influence on the organizational commitment variable at a significance level of 5%, with a large influence 62.3%. Thus the first hypothesis is accepted as true. the influence is in the strong category because it is between 0.6 -0.799 and further findings from the research of Liana et al (2022).

IV. CONCLUSION

There is a direct influence between transformational leadership, work motivation and work commitment to work discipline. In addition to the direct influence, there is also an indirect influence between transformational leadership, work motivation and work commitment to work discipline.

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