

Transformational Leadership Style And Principal Performance In Overcoming Covid-19

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ABSTRACT

The performance of the head at this time is faced with two things, namely improving the quality of learning and overcoming the spread of Covid-19. To achieve these two goals a leadership style is needed, including a transformational leadership style. To find out the relationship between these three variables, a study was conducted with the aim of knowing the relationship between transformational leadership styles and the response to Covid-19 and the performance of school principals. To achieve this goal, research was carried out on 53 State Junior High School Principals in Pandeglang Regency. The results of this study generally show a strong relationship between transformational leadership style and Covid-19 countermeasures and the principal's performance with an R coefficient of 0.952. Meanwhile, the results of the analysis of the principal's performance with Covid-19 countermeasures as a control variable obtained results of 0.649, while for transformational leadership style as a control variable the results were 0.713. The two figures are relatively the same, so it can be concluded that the principal's performance in tackling Covid-19 in the school environment will be effective if you use a transformational leadership style.

Keywords: principal performance, transformational leadership style, overcoming Covid-19, relationships, effective

INTRODUCTION

Corona virus disease 2019 (Covid-19) continues to spread to various countries, provinces, districts, agencies, and even the Regional Technical Implementation Unit. To stop the spread, this is done in various ways, including: lockdown, Large-Scale Social Restrictions [Indonesia: Pembatasan Sosial Berskala Besar (PSBB)]. As a step in implementing the PSBB, work is carried out by means of Work from Home (WFH) and Work from Office (WFO). In relation to this, Educators and Education Personnel in Junior High Schools [Indonesia: Sekolah Menengah Pertama (SMP)] in carrying out work are carried out by means of WFH and WFO while learning is carried out online and offline. The Institute for Principal Development and School Supervision of the Ministry of Education and Culture, explained the duties of school principals during the Covid-19 pandemic, including online learning (Niku, Maisyaroh, & Had, 2020). Therefore, the Principal needs to know about the spread of covid-19, so that there are effective, efficient and productive countermeasures. To understand this, the principal's competence is needed so that school management runs well (Kayıkçı & Yılmaz, 2014).

The competence of school principals according to the Regulation of the Minister of National Education of the Republic of Indonesia, Number: 13 of 2007, concerning Standards for School Principals that school

principals must have five competency standards, as follows: personality competence, managerial competence, entrepreneurial competence, supervisory competence, and competence social. Meanwhile, competence according to Alif, Pujiati, & Yulianto (2020) is "a set of knowledge, skills, and behaviors that must be possessed by the principal in carrying out duties and responsibilities". Furthermore, Panggabean & Himawan (2016) explains that the competency "is a knowledge, skill, and abilities or capabilities that a person archives, which become part of his or her being to the extent he or she can satisfactory perform particular cognitive. Affective and psychomotor behaviors". These competencies are implemented in schools with various leadership styles (Parista, Rumini, & Kusuma, 2020).

The leadership style according to Agarwal (2020) consists of: transactional leadership, transformational leadership, visionary leadership, democratic leadership, autocratic leadership, free leadership (laissez faire leadership), paternalistic leadership, and leadership. Charismatic (charismatic leadership). Transformational leadership style is illustrated as a leadership style that can arouse or encourage/motivate subordinates to develop and achieve high performance. According to Susilo (2018), transformational leadership styles are considered effective in any situation and culture, and can have a strong influence on employee performance. Referring to some of these definitions, it is assumed that transformational leadership styles can be applied to various phenomena, so that the performance of the principal can be achieved. The transformational leadership style is assumed to be effectively applied, if the resources in the school tend to be homogeneous. However, if these resources are heterogeneous, it is assumed that the leadership style will have less impact on performance.

METHODS

The aim of the research was to know the effect of transformational leadership styles on the performance of school principals in overcoming covid-19. To achieve this goal, research was carried out on the Head of Junior High School in Pandeglang Regency. Spatially, Pandeglang Regency consists of 33 districts, with each district consisting of 1-4 State Junior High Schools. The distance between districts in the regency is relatively far, with different internet facilities. Referring to the number of schools, the number of respondents in this study were 53 junior high school principals. Furthermore, if it refers to the availability of internet facilities to carry out work as well as learning, the implementation is different (Efriana, 2021). The implementation of WFH and WFO as well as online learning is carried out with several usage models, including: Google form facilities, Google meet, zoom, and even using WhatsApp Group (Rachmawati, Choirunnisa, Pambagyo, Syarafina, & Ghiffari, 2021). Therefore, this research was conducted with the following design.

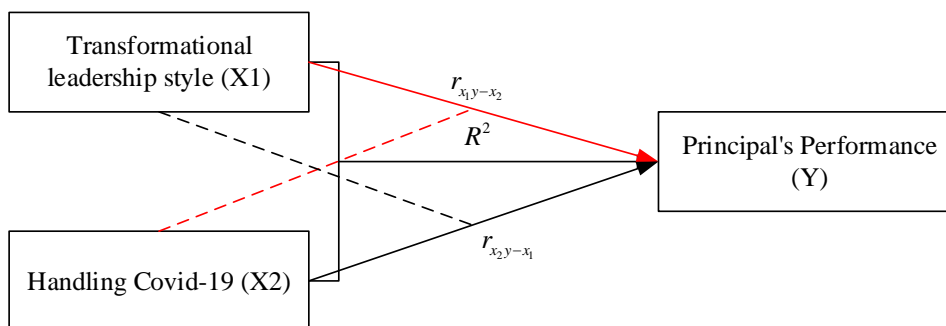


Figure 1. Research design

Referring to Figure 1 above, the first scenario transformational leadership style is an independent variable and the principal's performance is the dependent variable, while Covid-19 countermeasures as a control variable. Then, in the second scenario, Covid-19 countermeasures are the independent variable and the

principal's performance is the dependent variable, while the transformational leadership style is the control variable. Furthermore, in the third scenario, transformational leadership style and Covid-19 countermeasures are independent variables while the principal's performance is the dependent variable. Referring to some of the research variables and constellations above, the analysis of the relationship between variables X_1 and Y and between variables X_2 and Y uses partial correlation, with the following equation.

Where: r_{x_1y} is the correlation coefficient between X_1 and Y , r_{x_2y} is the correlation coefficient between X_2 and Y , and $r_{x_1x_2}$ is the correlation coefficient between X_1 and X_2 . The aspects and indicators of each of these variables are shown in Table 1 below.

Table 1. Aspects and variable indicators

Variable	Concept of Variable	Indicators
Transformational Leadership Style (X_1)	Leaders who tend to be stylish to motivate subordinates to work better and focus on helping behavior to transform individuals and organizations.	1) Ideal influence 2) Inspirational motivation 3) Intellectual stimulation 4) Individual considerations
Countermeasures for Covid-19 (X_2)	Work with WFH and WFO, while learning online and offline	1) Effectiveness of WFH 2) Effectiveness of WFO 3) The effectiveness of online learning 4) Offline learning schemes
Principal performance (Y)	The output of the principal's work activities in an effort to tackle covid-19 during a certain period	1) Covid-19 knowledge 2) School management 3) Online learning 4) Supervision of learning 5) Class management

RESULT AND DISCUSSIONS

Transformational Leadership Style and Performance with Covid-19 Countermeasures as control variables

The results of descriptive analysis, transformational leadership style and performance of school principals with Covid-19 control as control variables are shown in Table 2 below.

Table 2. Results of descriptive analysis of the performance of school principals

Descriptive Statistics			
	Mean	Std. Deviation	N
Transformational Leadership Style	218.1132	14.65194	53
Principal's Performance	38.3019	2.24109	53
Overcoming Covid-19	139.6415	6.76272	53

Descriptively, from a total sample of 53 junior high school principals, the average transformational leadership style was 218,113 with a standard deviation of 14,652, while the principal's performance was 38,302 with a standard deviation of 2,241, and the Covid-19 countermeasures obtained an average of 139,642 with a standard deviation of 6,763. Furthermore, the results of the analysis of the handling of Covid-19 with the competence of the principal as the control variable are shown in Table 3 below.

Table 3. The results of the analysis of transformational leadership style and the performance of school principals with Covid-19 as control variables

Correlations				
Control Variables			Transformational Leadership Style	Principals' Performance
Over Coming Covid	Transformational Leadership Style	Correlation	1.000	.649
		Significance (2-tailed)	.	.000
		df	0	50
	Principals' Performance	Correlation	.649	1.000
		Significance (2-tailed)	.000	.
		df	50	0

Based on the results of the analysis that the correlation between transformational leadership style and performance with Covid-19 countermeasures as control variables, obtained a correlation coefficient of 0.649. Based on the table r , for the degrees of freedom (df) of 51 the correlation coefficient is 0.271. Referring to the analysis results above, it is obtained $r_{count} > r_{table}$. Thus, it can be concluded that there is a relationship between transformational leadership style and the performance of school principals. Referring to the results above, it shows a positive value, meaning that the success of the principal in tackling Covid-19 has a positive effect on the performance of the principal.

Covid-19 Response and Performance with Transformational Leadership Style as control variables

The results of the analysis of the handling of Covid-19 with a leadership style as a control variable are shown in Table 4 below.

Table 4. The results of the analysis of Covid-19 countermeasures with a transformational leadership style as a control variable

Correlations				
Control Variables			Over Coming Covid	Principals' Performance
Transformational Leadership Style	Handling Covid	Correlation	1.000	.713
		Significance (2-tailed)	.	.000
		df	0	50
	Principals'	Correlation	.713	1.000

Performance		Significance (2-tailed)	.000	.
		df	50	0
<p>Based on the results of the analysis that the correlation between Covid-19 countermeasures and performance with transformational leadership style as the control variable, obtained a correlation coefficient of 0.713. Based on the results of the analysis that the correlation between transformational leadership style and performance with Covid-19 countermeasures as control variables, obtained a correlation coefficient of 0.713 with r table of 0.271. Referring to the analysis results above, it is obtained $r_{count} > r_{table}$. Thus, it can be concluded that there is a relationship between the Covid-19 response and the performance of school principals. Referring to the results above, it shows a positive value, meaning that the national leadership style has a positive effect on the performance of school principals.</p> <p style="text-align: center;">Leadership Style and Covid-19 Control on Performance</p> <p>The results of the analysis of the principal's performance with transformational leadership styles and handling of Covid-19 as an independent variable are shown in Table 5 below.</p> <p>Table 5. The results of the analysis of the principal's performance with transformational leadership styles and the response to Covid-19 as independent variables</p> <p style="text-align: center;">Correlations</p>				
		_Transformational Leadership Style	Handling Covid	Principals' Performance
Transformational Leadership Style	Pearson Correlation	1	.820**	.900**
	Sig. (2-tailed)		.000	.000
	Sum of Squares and Cross-products	11163.321	4225.151	1537.189
	Covariance	214.679	81.253	29.561
	N	53	53	53
Handling Covid	Pearson Correlation	.820**	1	.916**
	Sig. (2-tailed)	.000		.000
	Sum of Squares and Cross-products	4225.151	2378.189	721.736
	Covariance	81.253	45.734	13.880
	N	53	53	53

Principals' Performance	Pearson Correlation	.900**	.916**	1
	Sig. (2-tailed)	.000	.000	
	Sum of Squares and Cross-products	1537.189	721.736	261.170
	Covariance	29.561	13.880	5.022
	N	53	53	53
**. Correlation is significant at the 0.01 level (2-tailed).				

Based on the results of the analysis that the correlation between transformational leadership style and Covid-19 countermeasures with the principal's performance, the following results were obtained: the relationship between transformational leadership style (X_1) and the principal's performance (Y) obtained a coefficient of 0.900. Meanwhile, based on the correlation coefficient table for the number of samples 53 of 0.271. Referring to these results, we get $r_{count} > r_{table}$. Thus, the conclusion is obtained, that there is a relationship between transformational leadership style and the performance of school principals in SMP Pandeglang. Then, the relationship between the prevention of Covid-19 (X_2) and the principal's performance (Y) obtained a coefficient of 0.916. Referring to these results, we get $r_{count} > r_{table}$. Finally, the researchers conclude that there is a relationship between the prevention of Covid-19 and the performance of school principals in SMP Pandeglang. Furthermore, to determine the relationship between transformational leadership style (X_1) and the response to Covid-19 (X_2) and the performance of the principal (Y) is shown in Table 6 below.

Table 6. Results of correlation analysis between transformational leadership styles and Covid-19 countermeasures with the performance of school principals

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952 ^a	.907	.903	.69805
a. Predictors: (Constant), Handling Covid, Transformational Leadership Style				
b. Dependent Variable: Principals' Performance				

Based on Table 6 above, the results of the analysis between transformational leadership style (X_1) and Covid-19 countermeasures (X_2) with the principal's performance (Y) obtained an R coefficient of 0.952. This shows a very strong relationship, it is even assumed that there is a strong influence between transformational leadership styles, the response to Covid-19 and the performance of school principals in SMP Pandeglang Regency.

CONCLUSIONS

The principal's performance is the output of the principal's work activities in an effort to tackle covid-19 during a certain period. To achieve this, the leadership style adopted is transformational leadership style. The results of the analysis between the transformational leadership style and the principal's performance with Covid-19 control as a control variable obtained results of 0.649. Meanwhile, the results of the analysis between Covid-19 countermeasures and the principal's performance with transformational leadership style as the control variable obtained results of 0.713. The two figures are relatively the same, so it can be

concluded that the principal's performance in tackling Covid-19 in the school environment will be effective if you use a transformational leadership style.

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