

**THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, MOTIVATION AND COMPETENCY TOWARDS THE PRODUCTIVITY OF PUBLIC PRIMARY SCHOOL PRINCIPALS IN THE FIELD OF PRIMARY EDUCATION DEPARTMENT OF BATAM CITY**

**Allazi Ibadī<sup>1</sup>, Nurmaya Hikmahardya<sup>2</sup>, Hudratil Yaumul Husniah<sup>3</sup>, Eka Wahuni S<sup>4</sup>, Ade khrisna ardyatama<sup>5</sup>, Istiqomah khoirunnisa<sup>6</sup>**

**Universitas Ibnusina - Kepulauan Riau Indonesia<sup>1,2,3,4,5,6</sup>**

E-mail: Alntx67@gmail.com<sup>1</sup>, nurmaya.hikmahardya@yahoo.com<sup>2</sup>, hudratilyaumul@gmail.com<sup>3</sup>, ekawahyunisyahrir19@gmail.com<sup>4</sup>, adekhrisna0@gmail.com<sup>5</sup>, istiqomahk818@gmail.com<sup>6</sup>

**ABSTRACT**

This research aims to obtain information regarding the relationship between independent variables, namely; Transformational leadership ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) with the dependent variable being the work productivity of the Principal of the State Elementary School (Y) Primary School Development Sector of the Batam City Education Service, both individually and collectively. The population of this study was all employees of the Head of SDN for Primary School Development at the Batam City Education Department, totaling 145 people. In this study, there was no classification of differences between State Primary School Principals based on type or class status, both types of State Primary School Principals had the same treatment. Samples were taken using simple random sampling techniques. By using the Slovin formula, a sample of 59 people was obtained. The research results show a significant positive influence of transformational leadership ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) on the work productivity of State Elementary School Principals (Y) as indicated by the  $F_{count}$  amounting to 30,627. This value is much smaller than the  $F_{count}$  at the alpha significance level of 0.05, namely 2.95, or  $F = 30.627 < F_{0,05(4;57)} = 2.54$ . The relationship pattern of the four variables is expressed by the multiple regression equation  $\hat{Y} = -9,643 + 0,357X_1 + 0,328X_2 + 0,167X_3 + 0,597X_4$ . This means that the better the transformational leadership of the Principal of the State Primary School, the better the organizational culture in which the Principal of the State Primary School works, the higher the work motivation of the Principal of the State Primary School, and the higher the competency received by the Principal of the State Primary School, the higher the work productivity will be. Principal of the State Elementary School. Previously, based on validity and reliability tests, all instruments met the validity and reliability requirements. If calculated per variable, the variable that has the most influence is the organizational culture variable, which has a coefficient of determination of 54.1%. This means that organizational culture is the factor that most influences the work productivity of State Elementary School Principals.

Keywords: Transformational leadership, Culture, Motivation, Competence and Productivity

1. INTRODUCTION

The success of an organization is greatly influenced by the ability of the Principal of the State Elementary School who serves as the implementer in achieving organizational goals. It is the Principal of the State Primary School who actively plays a role as a driving force for organizational activities and helps maintain the survival of the organization. The survival of the organization can be maintained if you pay attention to the quality of the Principal of a State Primary School,

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, MOTIVATION AND COMPETENCY TOWARDS THE PRODUCTIVITY OF PUBLIC PRIMARY SCHOOL PRINCIPALS IN THE FIELD OF PRIMARY EDUCATION DEPARTMENT OF BATAM CITY

Ibadi et al.

remember that the Principal of a State Primary School is an important asset as a driver and implementer of the organization's operational activities. The importance of the ability of the Principal of a State Primary School in achieving organizational success demands its existence as an opportunity or chance to improve and develop personal potential in order to obtain optimal results. One way is to increase work productivity. This is important, considering that the work productivity of the Principal of a State Primary School will influence the productivity of the organization, so that organizational goals can be achieved.

The organization's management makes various efforts to improve human resources, especially principals of state elementary schools, so that they have quality, potential and high work performance that can ensure the survival of the organization in the future. This is because the Principal of a State Primary School is the greatest asset for the survival of an organization, because it is the Principal of a State Primary School who will manage and utilize other resources; The more the Principal of a State Elementary School can optimize existing resources, the better the organization will be so that organizational goals can be achieved. However, in reality, not all State Elementary School Principals are an asset to the organization, but there are actually those who become a burden to the organization. The thing that determines this condition is work productivity. The work productivity of a State Primary School Principal cannot be easily achieved because there are many factors that contribute to a State Primary School Principal being able to excel. Things that can support increasing work productivity of State Elementary School Principals include work environment, motivation, work facilities, compensation, leadership supervision, and vertical communication.

Motivation is the key for individuals to be productive, because motivation is what drives humans to work. A person's work motivation is driven by his desire to become an independent human being and to actualize himself. Positive work motivation will be able to influence work attitudes, where the desire to achieve work productivity influences him to be able to work as well as possible. A job without adequate work facilities will result in low quality work, which will then affect the work of the Principal of a State Primary School. Adequate facilities will facilitate a person's work process, so that the goals to be achieved can be achieved. Work facilities can include organizational equipment and supplies.

Organizations that have adequate facilities will be able to make it easier for Principals of State Elementary Schools to complete their duties. The availability of the necessary facilities will be able to improve the quality of work which will be reflected in work productivity. One of the determining factors to expedite the completion of the tasks assigned to the Principal of a State Primary School in an organization is the leadership carried out by superiors. A leader in an organization plays an important and determining role. A leader who is effective in his leadership is able to develop and empower existing resources and facilities to achieve organizational goals. Apart from that, leaders are also able to create a conducive and enjoyable work climate. To achieve a conducive and pleasant climate, a leader must demonstrate his ability to take control of the organization and act as an integrator, coordinator, mediator, dynamist, act as a parent and also act as an educator.

Leaders are required to be able to create an attitude of openness, a family working atmosphere, and be able to explain existing problems transparently. In other words, leaders are required to be able to direct subordinates in their work so that subordinates are able to work well. In the work environment, transformational leadership is manifested in daily behavior in dealing with subordinates. This behavior will determine efforts to create a work atmosphere and climate that is conducive and family friendly. Leadership behavior that can foster conducive working conditions is leadership that places subordinates as the main factor, namely as human beings who

have dignity, image, feelings and intentions like themselves. By placing subordinates as the main factor, it is hoped that subordinates will have high work motivation so that they are able to carry out the tasks given to them and are able to increase their work productivity.

Apart from that, what is also an important key to increasing work productivity is how the organization humanizes the Principal of State Elementary Schools. If management can humanize State Elementary School Principals, then State Elementary School Principals will be motivated to excel. Principles of State Elementary Schools who work have achievement motivation, will show sincerity in their work. In the end, work enthusiasm and enthusiasm increases so that work productivity will also increase. There are many things that can cause an increase in the work productivity of a State Elementary School Principal in an organization, including organizational culture, promotions, monthly income, interests, attitudes, knowledge, leadership attention, responsibility, opportunities to obtain higher education, job satisfaction, work environment, superior transformational leadership, work motivation, and so on. However, the main targets in this research are superiors' transformational leadership, organizational culture, and work motivation. How big is the influence of superiors' transformational leadership, organizational culture, work motivation, and competence on the work productivity of State Primary School Principals, both individually and together, is interesting to study in research.

Based on the background of the problems described previously, it can be understood how important it is to increase the work productivity of State Elementary School Principals in order to create better dynamics of organizational life.

From this description it can also be understood that many factors can influence the increase or decrease in the work productivity of a Principal of a State Elementary School in an organization. The factors referred to are:

- (1) What is the work productivity of the Head of State Primary Schools at the Head of SDN for Elementary School Development in the Batam City Education Department?
- (2) Are there efforts being made to encourage Principles of State Elementary Schools to increase work productivity?
- (3) How is the implementation of transformational leadership by the Head of SDN in the Elementary School Development Division of the Batam City Education Department?
- (4) Are there any efforts made by the leadership to improve the quality of their leadership?
- (5) What is the organizational culture of the Head of Elementary School Development for the Batam City Education Department? Are there any efforts made by leadership to improve organizational culture? And What is the work motivation of the Head of State Primary Schools, Head of SDN for Primary School Development, Batam City Education Department?

Based on the background description previously stated, the problem of this research can be formulated as follows:

1. Is there an influence of superiors' transformational leadership on the work productivity of State Elementary School Principals in the Primary School Development Division of the Batam City Education Department?
2. Is there an influence of organizational culture on the work productivity of State Elementary School Principals in the Elementary School Development Division of the Batam City Education Department?
3. Is there an influence of work motivation on the work productivity of State Elementary School Principals in the Elementary School Development Division of the Batam City Education Department?
4. Is there an influence of Competency on the work productivity of State Elementary School Principals in the Elementary School Development Division of the Batam City Education Department?
5. Is there an influence of superiors' transformational leadership, organizational culture, work motivation, and competence together on the work productivity of State Elementary School

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, MOTIVATION AND COMPETENCY TOWARDS THE PRODUCTIVITY OF PUBLIC PRIMARY SCHOOL PRINCIPALS IN THE FIELD OF PRIMARY EDUCATION DEPARTMENT OF BATAM CITY

Ibadi et al.

Principals at SDN Heads in the Elementary School Development Division of the Batam City Education Service?

In general, this research aims to obtain information regarding the relationship between independent variables, namely; Transformational leadership ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) with the dependent variable, namely the work productivity of the Principal of the State Elementary School (Y) Head of the Elementary School Development Division of the Batam City Education Service, both individually and jointly.

Specifically, this research aims to:

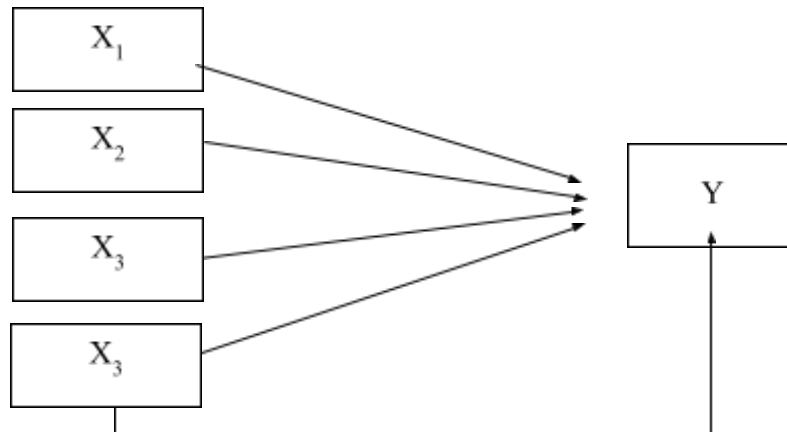
1. To determine the influence of superiors' transformational leadership on the work productivity of State Elementary School Principals at the Head of Elementary School Development in the Batam City Education Department.
2. To determine the influence of organizational culture on the work productivity of State Elementary School Principals at the Head of Elementary School Development in the Batam City Education Department.
3. To determine the effect of work motivation on the work productivity of State Elementary School Principals at the Head of Elementary School Development in the Batam City Education Department.
4. To determine the effect of competency on the work productivity of State Elementary School Principals at the Head of Elementary School Development in the Batam City Education Department.
5. To determine the influence of superiors' transformational leadership, organizational culture, work motivation, and competence together on the work productivity of State Primary School Principals at SDN Principals in the Elementary School Development Division of the Batam City Education Service.

It is hoped that the results of this research will be especially useful for Principals of State Primary Schools in the Elementary School Development Division of the Batam City Education Department, namely as accurate information material so that they can always improve superiors' transformational leadership, organizational culture, work motivation and competence so that optimal work productivity can be achieved. The results of this research can also be used as important information for the leadership of SDN Heads in the Elementary School Development Division of the Batam City Education Service in creating dynamics in the development of work productivity of State Elementary School Heads.

Apart from that, the results of this research can also be used as accurate information for Principals of State Elementary Schools, while for all parties who are interested in obtaining basic information and data in conducting further research related to this research, especially regarding other influencing factors. towards increasing the work productivity of State Elementary School Principals.

## 2. IMPLEMENTATION MODEL

From the theoretical explanation above, the variables in this research are transformational leadership, organizational culture, work motivation, and competency as independent (free) variables and the work productivity of State Elementary School Principals as the dependent (bound) variable.



Information:

$X_1$  : Transformational leadership

$X_2$  : Organizational culture

$X_3$  : Work motivation

$X_4$  : Competence

AND : Work Productivity

Based on the theoretical basis and framework that has been put forward, this research hypothesis can be formulated as follows:

1. Transformational leadership influences the work productivity of State Elementary School Principals at the Head of Elementary School Development in the Batam City Education Department.
2. Organizational culture influences the work productivity of State Elementary School Principals at the Head of Elementary School Development in the Batam City Education Department.
3. Work motivation influences the work productivity of State Elementary School Principals at the Head of Elementary School Development in the Batam City Education Department.
4. Competency influences the work productivity of State Elementary School Principals at the Head of Elementary School Development in the Batam City Education Department.
5. Transformational leadership, organizational culture, work motivation, and competency together influence the work productivity of State Elementary School Principals at the Head of Elementary School Development in the Batam City Education Department.

To obtain empirical data regarding the observed variables, this research used a set of instruments in the form of questionnaires. Questionnaires are used to collect information regarding superiors' transformational leadership, organizational culture, work motivation, competency and work productivity of school principals.

The conception underlying the preparation of the instrument departs from the research variable indicators which are derived from dimensions based on the theory of each variable that has been constructed. Next, the indicators or grid are explained into several questions/statements, according to the meaning contained in the indicators.

The research instrument in the form of a questionnaire (questionnaire) for the variables of superior transformational leadership, organizational culture, work motivation, competence and work productivity of the Principal will be described in detail as follows:

a. *Conceptual Definition*



THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, MOTIVATION AND COMPETENCY TOWARDS THE PRODUCTIVITY OF PUBLIC PRIMARY SCHOOL PRINCIPALS IN THE FIELD OF PRIMARY EDUCATION DEPARTMENT OF BATAM CITY

Ibadi et al.

Principal work productivity is a measure of the extent to which resources are included and combined in the organization and used to achieve a series of results in the form of goods and services. Meanwhile the indicators are; 1) division of work, 2) work support facilities, 3) task development, 4) responsibility for work, and 5) quality standards.

*b. Operational Definition*

The work productivity of the Principal is an activity to see the attitude of the Principal regarding the level of work productivity, which is measured using a questionnaire, grades or scores obtained using a Likert Scale which is in the form of a scale with five choices and consists of 5 statement items. The school principal's work productivity score is obtained from the total score of 5 statement items with a theoretical score range between 5 and 25.

*c. Some instrument*

From the conceptual definition described above, the indicators measured in this variable are work effectiveness which originates from: 1) the division of work, 2) work support facilities, 3) task development, 4) responsibility for work, and 5) quality standards. These indicators were developed into 5 instrument items. 2. Transformational Leadership Variable ( $X_1$ )

*a. Conceptual Definition*

The transformational leadership of superiors is the style of behaving and acting of a superior that is seen from; 1) how to give tasks, 2) how to give orders, 3) how to make decisions, 4) how to motivate subordinates, and 5) how to enforce discipline.

*b. Operational Definition*

Transformational leadership from superiors is an activity to see the Principal's view of the leadership activities carried out by the leadership, the measurement of which is carried out using a questionnaire, grades or scores obtained using a Likert Scale in the form of a scale with five choices and consisting of 5 statement items. The supervisor's transformational leadership score is obtained from the total score of 5 statement items with a score range between 5 and 25.

*c. Some instrument*

From the conceptual definition and operational definition described above, the indicators measured in this superior transformational leadership variable are 1) how to give tasks, 2) how to give orders, 3) make decisions, 4) how to encourage the enthusiasm of subordinates, and 5) enforce discipline.

*a. Conceptual Definition*

Organizational culture is the Principal's assessment of the values, norms, philosophy and regulations that apply within the group at the institution to carry out the work that has been determined in an effort to achieve mutual success. The indicators used to measure organizational culture variables are (1) Individual initiative; (2) Tolerance for risky actions; (3) Support from management; (4) System. reward; and (5) Communication patterns.

*b. Operational Definition*

Organizational culture is an activity to determine the Principal's attitude towards the organizational culture implemented by the organization, which is measured using a questionnaire, grades or scores obtained as an assessment of the Principal using a Likert Scale in the form of a scale for the Principal's assessment with five choices and consisting of 5 items. statements that describe the culture of the organization. The organizational culture behavior score is obtained from the total score of 5 statement items with a score range between 5 and 25.

*c. Some instrument*

From the conceptual definition described above, the indicators measured in this variable are organizational culture which originates from (1) individual initiative; (2) Tolerance for risky actions; (3) Support from management; (4) System. rewards; and (5) Communication patterns. These indicators were developed into 5 instrument items.

a. *Conceptual Definition*

The work motivation of a School Principal is the overall driving force or driving force that gives rise to the desire to carry out activities or activities in carrying out duties as a School Principal which are carried out systematically, repeatedly, continuously and progressively to achieve goals. This variable construct that was developed has indicators, namely intrinsic and extrinsic dimensions. Indicators of the intrinsic dimension are awareness, needs and hopes. Indicators of the extrinsic dimension are praise and punishment.

b. *Operational Definition*

Work motivation is an activity to see the Principal's view of his motivation towards work, grades or scores obtained using a Likert Scale in the form of a scale with five choices and consisting of 5 statement items. The work motivation score is obtained from the total score of 5 statement items with a score range between 5 and 25.

c. *Some instrument*

From the conceptual definition and operational definition described above, the indicators measured in this work motivation variable are (1) awareness, (2) needs, (3) expectations, (4) praise, and (5) punishment.

a. *Conceptual Definition*

The implementation of the Principal Competency program is the provision of income in both material and non-material forms by the organization during the period of employment with the aim of increasing work morale and improving the physical and mental condition of the Principal. The indicators are; 1) basic income, 2) fulfillment of physical and mental needs, 3) allowances, 4) facilities and 5) services.

b. *Operational Definition*

Competency is an activity to see the Principal's view of his Competence after work, which is measured using a questionnaire, grades or scores obtained using a Likert Scale in the form of a scale with five choices and consisting of 5 statement items. The Competency Score is obtained from the total score of 5 statement items with a score range between 5 and 25.

c. *Some instrument*

From the conceptual definition and operational definition described above, the indicators measured in this work motivation variable are; 1) basic income, 2) fulfillment of physical and mental needs, 3) allowances, 4) facilities and 5) services.

The research analysis technique used is simple and multiple regression analysis. This technique is used to answer problems related to which factors are the most dominant influencing the work productivity of the Principal and to determine the extent to which the independent variables that researchers suspected at the beginning of the research influenced the Principal's work productivity.

3. A measurement scale is an agreement that is used as a reference to determine the length and shortness of the intervals in the measurement, so that if the measuring instrument is used in the measurement it will be able to produce quantitative data. With this measurement scale, the variable values measured by this instrument can be expressed in numerical form so that it will be more accurate, efficient and communicative. The most frequently used way to determine scores is to use a Likert scale. The way to measure it is by providing answers, the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about a social phenomenon. In scoring, each answer given by the respondent is given a score using a Likert scale. Next, the scores will be added up according to the order of the statement numbers.

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, MOTIVATION AND COMPETENCY TOWARDS THE PRODUCTIVITY OF PUBLIC PRIMARY SCHOOL PRINCIPALS IN THE FIELD OF PRIMARY EDUCATION DEPARTMENT OF BATAM CITY

Ibadi et al.

4. RESEARCH RESULT

1. Instrument Validity and Reliability Test

A trial of the research instrument was carried out to select valid instrument items. By obtaining the validity of each item, it can be known for certain which items do not meet the requirements in terms of their validity.

A. Validity Test

The instruments tested were analyzed with the aim of selecting valid items. Analysis of the instrument provides information on the items answered with assessments that are not much different from most Principals in the Elementary School Development Division of the Batam City Education Department, as well as informing which items from the items provided can represent indicators of the variables being measured.

To see the relationship between the score of each item and the total score in this variable, the Pearson formula is used. *Product Moment*". Whether an item is valid or not is determined by a comparison between the correlation coefficient and the r table. If the correlation coefficient is greater than r table, then the item is declared valid, conversely if the correlation coefficient is lower or equal to r table then the item is declared invalid. Validity test calculations were carried out with the help of SPSS for Windows version 17.00 software.

B. Reliability Test

Reliability shows an understanding that an instrument is trustworthy enough to be used as a data collection tool because the instrument is good. A good instrument will not direct respondents to choose certain answers. Instruments that are reliable will produce reliable data too. If the data really matches reality, then no matter how many times it is taken it will still be the same. Reliable means trustworthy, so reliable. (Suharsimi Arikunto, 2006)

A research instrument is said to be reliable if it has an alpha value greater than 0.60. To test the reliability of the instrument, the Alpha Cronbach reliability coefficient was used, which was calculated using the reliability procedure in the SPSS for Windows version 17.00 program package. Of all the questions asked by the researcher, namely 25 questions from 4 independent variables and 1 dependent variable, each with 5 questions, the result was that all questionnaire questions were declared RELIABLE. So that all the questionnaire questions can be processed properly.

Table

Reliability Test Results

No.	Variable	Reliability Value	Table Parameters	Information
		(Cronbach Alpha)		
1	Transformational leadership	0,779	0,600	Reliable
2	Organizational culture	0,755	0,600	Reliable
3	Work motivation	0,761	0,600	Reliable
4	Competence	0,758	0,600	Reliable
5	Principal work productivity	0,808	0,600	Reliable

Source: SPSS viewer processed data



## 2. Descriptive Data

In this research, the data collected is data from four variables, including the work productivity of the Principal as the dependent variable, transformational leadership, organizational culture, work motivation, and Competence as the independent variable. The research was carried out by distributing research instruments to 62 school principals in the Elementary School Development Division of the Batam City Education Department. The description of each research variable can be explained as follows:

The work productivity of the Principal is obtained from the distribution of research instruments to the Principal which includes; 1) division of work, 2) work support facilities, 3) task development, 4) responsibility for work, and 5) quality standards. From the five instrument items, data was obtained for 62 respondents. After statistical processing it shows the following results: the minimum value obtained is 11 and the maximum value is 23 from the calculated range. The

next calculation, gives the average value ( $\bar{Y}$ ) is 18.21, the mean or Median (Me) is 18 and the Mode (Mo) is 20, the standard deviation is 2.91 and the variance is 8.49.

Transformational leadership as the first independent variable is described in the instrument items as follows; 1) how to give tasks, 2) how to give orders, 3) make decisions, 4) how to encourage subordinates' enthusiasm, and 5) enforce discipline. Based on the data obtained after statistical processing, it shows the following results: the minimum value obtained is 14 and the maximum value is 25 from the calculated range. The next calculation gives the average value ( $X_1$ ) 18.95, the mean value or Median is 19 and the Mode is 20, the standard deviation is 2.24, and the variance is 5.03.

Organizational culture as the second independent variable is described in the instrument items as follows; (1) Individual initiative; (2) Tolerance for risky actions; (3) Support from management; (4) System. rewards; and (5) Communication patterns. Based on the data obtained after statistical processing, it shows the following results: the minimum value obtained is 14 and the maximum value is 24 from the calculated range. The next calculation gives the average value ( $X_2$ ) is 18.94, the mean value or Median (Me) is 19 and the Mode (Mo) is 20, and the standard deviation is 2.20.

The Principal's work motivation as the third independent variable is described in the instrument items as follows; (1) awareness, (2) needs, (3) expectations, (4) praise, and (5) punishment. Based on the data obtained after statistical processing, it shows the following results: the minimum value obtained is 14 and the maximum value is 24 from the calculated range. The next calculation gives the average value ( $X_3$ ) 19.05, the mean value or Median (Me) is 19 and the Mode (Mo) is 20, and the standard deviation is 2.28.

Competence as the third independent variable is described in the instrument items as follows; 1) basic income, 2) fulfillment of physical and mental needs, 3) allowances, 4) facilities and 5) services. Based on the data obtained after statistical processing, it shows the following results: the minimum value obtained is 15 and the maximum value is 22 from the calculated range. The next calculation gives the average value ( $X_4$ ) 19.59, the mean value or Median (Me) is 20 and the Mode (Mo) is 20, and the standard deviation is 1.62.

## 3. Hypothesis Testing

Based on the results of multiple linear regression analysis between pairs of transformational leadership data ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) on the work productivity of the Principal ( $Y$ ), as shown in the attachment, it is known that the value of the multiple regression coefficient  $b_1 = 0,357$ ,  $b_2 = 0,328$ ,  $b_3 = 0,167$ ,  $b_4 = 0.597$ , with a constant value of -9.643. Thus the form of influence of transformational leadership ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) on the work productivity of the Principal ( $Y$ ) can be described by the regression equation, namely:  $\hat{Y} = -9,643 + 0,357X_1 + 0,328X_2 + 0,167X_3 + 0.597X_4$ .

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, MOTIVATION AND COMPETENCY TOWARDS THE PRODUCTIVITY OF PUBLIC PRIMARY SCHOOL PRINCIPALS IN THE FIELD OF PRIMARY EDUCATION DEPARTMENT OF BATAM CITY

Ibadi et al.

To find out whether the regression line equation model can be used to draw conclusions or whether the regression line equation is significant or not, it can be tested using analysis of variance (F-test). The research results show that the regression equation is very significant because  $F_{\text{count}}$  smaller than  $F_{\text{table (4,57)}}$  ( $30,627 > 2,54$ ).

Multiple correlation analysis of transformational leadership data pairs ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) on the work productivity of the Principal ( $Y$ ) produces a double R correlation coefficient of 0.826. This means that the work productivity of the Principal is influenced by these independent variables. This means that transformational leadership is getting better a boss, the better the organizational culture where the Principal works, the higher the Principal's work motivation, and the higher the competency received by the Principal, the higher the Principal's work productivity.

To determine the magnitude of the contribution of the transformational leadership variable ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) on the work productivity of the Principal ( $Y$ ) can be done by squaring the correlation coefficient. The result of squaring this quantity is 0.682. Thus it can be concluded that the contribution of transformational leadership is large ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) together on the work productivity of the Principal ( $Y$ ) is 68.2%, in the sense that 31.8% others are influenced by other variables not observed in this study.

The next calculation is to find the correlation coefficient of each variable with the following results;

The results of simple linear regression analysis calculations pairing transformational leadership data with the work productivity of school principals, the regression coefficient  $b$  value obtained was 0.840 and the constant  $a$  value was 2.298. Thus, the regression equation between the transformational leadership variable and the work productivity of the principal is  $\hat{Y} = 2,298 + 0,840X_1$ .

A simple correlation calculation of the transformational leadership variable data pair with the school principal's work productivity ( $Y$ ) produces a correlation coefficient  $r$  of 0.646. To find out whether the correlation coefficient  $r$  obtained is significant or not, a test was carried out using the "t" test analysis. The results of the "t" test analysis obtained the  $t_{\text{count}}$  amounting to 6,556. If this value is consulted with the  $t_{\text{table (0.05)}}$   $t$  value is obtained  $t_{\text{table}}$  amounting to 1.671. This shows that the correlation coefficient between transformational leadership (variable<sub>1</sub>) with the work productivity of the Principal (variable  $Y$ ) is very significant. The results of this simple correlation analysis mean that there is an influence of Transformational leadership on school principals' work productivity. The strength of the relationship between transformational leadership (variable<sub>1</sub>) with the work productivity of the Principal (variable  $Y$ ) can be known from the results of calculating the coefficient of determination. The coefficient of determination value is 0.417. This value provides an understanding that 41.7% of the variation in the Principal's work productivity variable is explained by the transformational leadership variable. The results of the calculation of a simple linear regression analysis pairing organizational culture data with the work productivity of the Principal, the regression coefficient  $b$  value obtained was 0.973 and the constant value  $a$  was -0.220. Thus the regression equation between the organizational culture variable and the work

productivity of the Principal is  $\hat{Y} = -0,220 + 0,973$ . A simple correlation calculation of the pair of organizational culture variable data with the work productivity of the Principal produces a correlation coefficient  $r$  of 0.735. To find out whether the correlation coefficient  $r$  obtained is significant or not, a test was carried out using the "t" test analysis. The results of the "t" test analysis obtained the  $t_{\text{count}}$  amounting to 8,460. If this value is consulted with the  $t_{\text{table}}$

(0.05) t value is obtained<sub>table</sub> amounting to 1.671. This shows that the correlation coefficient between organizational culture (variable<sub>2</sub>) with the work productivity of the Principal (variable Y) is very significant.

The results of this simple correlation analysis mean that there is an influence of organizational culture on the work productivity of the Principal. The strength of the relationship between organizational culture (variable<sub>1</sub>) with the work productivity of the Principal (variable Y) can be known from the results of calculating the coefficient of determination. The coefficient of determination value is 0.541. This value gives the understanding that 54.1% of the variation in the Principal's work productivity variable is explained by the organizational culture variable.

The results of the calculation of a simple linear regression analysis pairing work motivation data with the work productivity of the Principal, the regression coefficient b value obtained was 0.926 and the constant a value was 0.573.

Thus the regression equation between the work motivation variable and the work productivity of the Principal is  $\hat{Y} = 0,573 + 0,926X_3$ .

A simple correlation calculation of the work motivation variable data pair with the Principal's work productivity (Y), produces a correlation coefficient r of 0.724. To find out whether the correlation coefficient r obtained is significant or not, a test was carried out using the "t" test analysis. The results of the "t" test analysis obtained the t value<sub>count</sub> amounting to 8,129. If this value is consulted with the t value<sub>table (0.05)</sub> t value is obtained<sub>table</sub> amounting to 1.671. This shows that the correlation coefficient between work motivation (variable<sub>3</sub>) with the work productivity of the Principal (variable Y) is very significant.

The results of this simple correlation analysis mean that there is an influence of work motivation on the work productivity of the Principal. The strength of the relationship between work motivation (variable<sub>1</sub>) with the work productivity of the Principal (variable Y) can be known from the results of calculating the coefficient of determination. The coefficient of determination value is 0.524. This value gives the understanding that 52.4% of the variation in the Principal's work productivity variable is explained by the work motivation variable. The results of the calculation of a simple linear regression analysis pairing Competency data with the work productivity of the Principal, the regression coefficient b value obtained was 1.232 and the constant value a was -5.932. Thus the regression equation between the Competency variable and the work productivity of the Principal is

$\hat{Y} = -5,932 + 1,232X_4$ . A simple correlation calculation of the Competency variable data pair with the Principal's work productivity (Y), produces a correlation coefficient r of 0.686. To find out whether the correlation coefficient r obtained is significant or not, a test was carried out using the "t" test analysis. The results of the "t" test analysis obtained the t value<sub>count</sub> amounting to 7,312. If this value is consulted with the t value<sub>table (0.05)</sub> t value is obtained<sub>table</sub> amounting to 1.671. This shows that the correlation coefficient between Competency (variable<sub>3</sub>) with the work productivity of the Principal (variable Y) is very significant.

The results of this simple correlation analysis mean that there is an influence of competence on the work productivity of school principals.

Strength of relationship between Competencies (variable<sub>1</sub>) with the work productivity of the Principal (variable Y) can be known from the results of calculating the coefficient of determination. The coefficient of determination value is 0.471. This value gives the understanding that 47.1% of the variation in the Principal's work productivity variable is explained by the Competency variable.

Thus, the variable that contributed the most was the organizational culture variable, namely 54.1%.

#### 4. Discussion of Research Results

Based on the results of the hypothesis testing above, it turns out that the alternative hypothesis proposed is significantly acceptable. The results obtained can be explained as follows:

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, MOTIVATION AND COMPETENCY TOWARDS THE PRODUCTIVITY OF PUBLIC PRIMARY SCHOOL PRINCIPALS IN THE FIELD OF PRIMARY EDUCATION DEPARTMENT OF BATAM CITY

Ibadi et al.

Hypothesis testing concludes that there is a significant positive influence of transformational leadership ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) on the work productivity of the Principal ( $Y$ ) as indicated by the  $F_{\text{count}}$  amounting to 30,627. This value is much smaller than the  $F_{\text{value}}$  at the alpha significance level of 0.05, namely 2.95, or  $F = 30.627 < F_{0,05(4;57)} = 2.54$ . The relationship pattern of the four variables is expressed by the multiple regression equation  $\hat{Y} = -9,643 + 0,357X_1 + 0,328X_2 + 0,167X_3 + 0,597X_4$ . This equation provides information that every one unit change in the value of the independent variable will result in a change in the work productivity of the Principal.

The results of the multiple correlation analysis obtained a double correlation coefficient value of  $R_{\text{and}}$  of 0.826. This value shows that the influence of transformational leadership ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) on the work productivity of the Principal is very high. The amount of contribution or contribution of the transformational leadership variable ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) together can be seen through the coefficient of determination value of 0.682. The results of this analysis show that approximately 68.2 percent of the variation in changes in school principal work productivity is determined/explained by transformational leadership. ( $X_1$ ), organizational culture ( $X_2$ ), work motivation ( $X_3$ ), and Competency ( $X_4$ ) together with the pattern of functional relationships as shown by the regression equation above. This means that if all Principals in the Elementary School Development Division of the Batam City Education Department were researched on transformational leadership, organizational culture, work motivation and competency together with the work productivity of the Principal, then approximately 68.2 percent of the variation in pairs of scores for the three variables would follow. regression equation pattern  $\hat{Y} = -9,643 + 0,357X_1 + 0,328X_2 + 0,167X_3 + 0,597X_4$ .

If calculated per variable, the variable that has the most influence is the organizational culture variable, which has a coefficient of determination of 54.1%. This means that organizational culture is the factor that most influences the work productivity of the Principal.

## REFERENCES

- Anoraga, Panji. 2015. *Organizational Behavior*, Jakarta: Dunia Pustaka Jaya.
- Arikunto, Suharsimi. 2020. *Research Procedures A Practical Approach*. Jakarta: Rineka Cipta.
- Ary, Donald, L. Ch, Jacobs and Razavich. 2019. *Introduction in Research in Education*. Sydney: Hott Rinehart and Winston.
- As'ad, Moh. 2017. *Industrial Psychology*. Yogyakarta: Liberty.
- Bernandin & Russell in Foustino Cordoso Gomez. 2014. *Human Resource Management*, Yogyakarta: Andi Offset.
- Bernardin, H. John. 2013. *Human Resource Management: An Experimental Approach*, Florida: McGraw Hill Book Co- Singapore Manufacture and Export.
- Cribbin, James J. 2020. *Leadership: Making Organizational Strategy Effective*. Jakarta: Pustaka Binaman Presindo.
- Dalton, Gene W. 2018. *Motivation and Control in Organization*. Boston: Alyn and Bacon.
- Davis, Keith & John W. Newstrom. 2016. *Behavior in Organizations*, Jakarta: Erlangga.



- Ministry of National Education. 2020. *Big Indonesian Dictionary*. Jakarta: Balai Pustaka.
- Dubrin, Andrew J. 2020. *Essential of Management*. Dallas: South Western Pub., Co.
- Duncan, W. Jack. 2021. *Organizational Behavior*, Boston: Houghton Mifflin Coy.
- Flippo, Edwin B. 2014. *Personnel Management*, Translated by Agus Dharma. Jakarta: Erlangga.
- Gasperz, Vincent. 2018. *Total Productivity Management: Global Business Productivity Improvement Strategy*, Jakarta: Gramedia Pustaka Utama.
- Gibson, Ivancevich & Donnely. 2013. *Organization, Behavior, Structure and Process*, Translation: Agus Dharma, Jakarta: Erlangga.
- Gomes, Cardoso. 2005. *Human Resource Management*, Yogyakarta: Andi Offset.
- Gordon, Thomas. 2015. *Become an Effective Leader*. Jakarta: PT Gramedia.
- Greech, Bill. 2016. *Integrated Quality Management*. Translated by Alexander Sudiro. Jakarta: Literacy Development.
- Hasibuan, Malayu S.P. 2016. *Organization and Motivation: The Basis for Increasing Productivity*, Jakarta: Bumi Literacy.
- Hersey, Paul. 2014. *Keys to Situational Leader Success*. Budiono's translation. Jakarta: Delaprasta.
- [http:// server.mod-athabasca. ca/html/Glossary/glossary.cgi? term\\_id=1](http://server.mod-athabasca.ca/html/Glossary/glossary.cgi?term_id=1). *Psychology Centre Glossary of Terms*, Athabasca University.
- Kartono, Kartini. 2021. *Leaders and Leadership*. Jakarta: Rajawali Press.
- Koontz, O'Donnel. 2000. *Management*, Japan: McGraw Hill Kogakusha, Ltd, for Manufacture and Export.
- Kopelman, Richard E. 2016. *Managing Productivity in Organizations: A Practical, People Oriented Perspective*, New York: McGraw-Hill.
- Kussriyanto, Bambang. 2021. *Increased Employee Productivity*. Jakarta: Pustaka Binaman Pressindo.
- Kusumo, B. 2020. *Management and Motivation*. Jakarta: Ghalia Indonesia.
- Levesque, Joseph D. 2012. *The Human Resource Problem-Solvers Handbook*, New York: McGraw-Hill.
- Mangunhardjana, A.M. 2012. *Leadership Management*. Yogyakarta: BPFE.
- Maslow, Abraham H. 2020. *Motivation and Personality*. New York: Harper and Row Publisher.
- McClelland, David. *The Achievement Motive*. Quoted indirectly by Harold Koonz, Cyril O'Donnell and Heinz Weirich. 2020. Management. Auckland: McGraw-Hill.
- Moenir, A.S. 2018. *Engineering Work Leadership and Success*. Jakarta: Bina Literacy.
- Nawawi, Hadari. 2013. *Effective Leadership*. Yogyakarta: Gadjah Mada University Press.
- Nitisamito, Alex S. 2012. *Personnel Management*. Jakarta: Ghalia Indonesia.
- Purwanto, M. Ngalim. 2020. *Educational Administration and Supervision*. Bandung: Remadja Karya.
- Reksohadiprodjo, Sukanto and T. Hani Handoko. 2020. *Company Organization*. Yogyakarta: BPFE.



THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, MOTIVATION AND COMPETENCY TOWARDS THE PRODUCTIVITY OF PUBLIC PRIMARY SCHOOL PRINCIPALS IN THE FIELD OF PRIMARY EDUCATION DEPARTMENT OF BATAM CITY

Ibadi et al.

- Robbin, Stephen P. 2020. *Organization Theory, Structure, Design and Application*, California: International Inc
- . 2014. *Management*, Englewood Cliffs, N.J: Prentice-Hall International Inc.
- Santoso, Singgih. 2021. *SPSS Version 10 Processes Statistical Data Professionally*. Jakarta: PT. Elex Media Komputindo
- Sarwono, Jonathan. 2016. *Research Data Analysis Using SPSS 13*. Yogyakarta: Andi Offset
- Siagian, Sondang P. 2019. *Anthology of Modern Management*. Jakarta: Mount Agung.
- . 2012. *Management in Government*. Jakarta: LAN-RI.
- . 2016. *Organization, Leadership and Administrative Behavior* , Jakarta: Mount Agung.
- . 2011. *Leadership Theory and Practice*. Jakarta: Mount Agung.
- Soekanto, Soerjono. 2020. *Sociology An Introduction*. Jakarta: UI Publishers.
- Steers, Richard m. 2015. *Introduction to Organizational Behavior*, California: Goodyear Company Inc.
- Steers, Richard M. and Payaman W. Porter. 2016. *Motivation and Work Behavior*, New York: McGraw-Hill, Inc.
- Sternber, Robert J. 2016. *Successful Intelligence*, New York: Simon & Schuster.
- Thoha, Miftah. 2018. *Leadership and Motivation*. Jakarta: Radjawali Press.
- Wahjosumidjo. 2014. *Leadership and Motivation*, Jakarta: Ghalia Indonesia.
- Werther, William B. & Keith Davis. 2016. *Human Resources and Personal Management*, New York: McGraw-Hill.
- Indonesian Productivity Foundation. 2019. *Understanding Productivity*, Jakarta: Indonesian Productivity Foundation.
- Yuwono, S. 2013. *Leadership in Government Apparatus Organizations*. Yogyakarta: Liberty.