

## TRANSFORMATIONAL LEADERSHIP IN THE IMPLEMENTATION OF ORGANIZATIONAL CULTURE

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**Abstract:** Today, the challenges in the world of education are getting more challenging. The behavior of children get fighting, not going to school, going in and out of class, incomplete uniforms attributes and using electronic cigarettes are the challenges that must be resolved. One of the ways for children to have a good culture is by implementing good culture and transformational leadership at school. This research aims to analyze the impact of transformational leadership on the implementation of organizational culture. This research method applies quantitative methods involving a number of respondents, 26 leaders and teachers. The results of the research show that there is a partially positive influence of transformational leadership on the implementation of organizational culture in junior high school level of Perkumpulan Strada.

### INTRODUCTION

Schools, as places for formal education, require special evaluation regarding their role in society. As an institution, schools have an important role in indoctrinating human values, so that individuals can achieve maturity in facing the changing of times. In other words, school is an ideal place to prepare skilled individuals to face the more complex challenges. This is also emphasized in Gravissimum Educationis (GE), which states thus:

“Among various educational efforts, schools have a very important role. Apart from continuously developing intellectual abilities, based on its mission, the school aims to foster the ability to make correct judgments, introduce the rich cultural heritage inherited by previous generations, increase awareness of moral values, the School has a role in preparing students to master certain skills, building harmonious friendly relationships between students with diverse characters and backgrounds, and indoctrinating an attitude of mutual understanding. In addition, schools function as centers of activity and progress that must involve families, educators, cultural life support organizations, religious communities, civil society and all elements of the human community. (GE 5).

This is confirmed by a research from S.M. Oupen, et al show that there is a significant contribution from transformational leadership, organizational culture, work discipline, and work motivation to organizational commitment, with a coefficient of determination of 53.66% in elementary school cluster III, Buleleng District (S.M. Oupen, et al, 2020).

The challenges of education for children nowadays who are considered less cultured are certainly the responsibility of many parties, including schools as one of the front guards. In research conducted by Ana Fiara, it was stated that at SMP Negeri 3 Banda Aceh, there were various types of disciplinary violations, including incomplete attributes, late arrival at school, not doing assignments, absenteeism, truancy, going in and out of class without permission, using electronic cigarettes, and got into a fight. An article published by IDN Times states that there are several factors why children often fight, including: Lack of attention at home, being involved in bullying cases, having immature emotional control, poor social circle, often seeing parents fighting, and not being able to socialize with other friends of the same age. These bad behaviors will certainly become a dangerous culture in the future. At the Perkumpulan Strada school itself, the organizational culture is derived from values, namely: service, honesty, discipline, care and excellence. A good culture, of course, must be implemented well so that it has a positive impact on children. A good culture may not necessarily have a good impact if the leader is not good enough. A transformational leadership style is one of the answers so that culture can be implemented well.

Transformational leadership is a leadership style that focuses on creating change in the organization (Tisnawati, 2018). Transformational leadership includes establishing a closer relationship between leaders and employees, which is not only limited to work agreements, but is also based on mutual trust and commitment to the interests of the organization. This research firmly highlights that the concept and the design applied in this research is different from previous studies, while presenting a solid argument about the importance of this topic and its relevance in the educational context. This research aims to analyze the impact of transformational leadership on the implementation of organizational culture at Perkumpulan Strada Junior High School in South Jakarta.

## **RESEARCH METHODS**

This research used quantitative method. It is stated that in quantitative research, the relationship between variables and research objects tends to be causal, so the research involved independent and dependent variables (Sugiyono, 2010). This research explains the influence between variables, namely transformational leadership on the implementation of organizational culture at Strada Middle Schools in South Jakarta. The samples in this research were 26 Strada Marga Mulia Junior High School teachers, Bakti Utama and directors of the Strada Association.

## RESULTS AND DISCUSSION

Tabel 2. Hasil uji t

Mean	137,5384615
Variance	222,4984615
Observations	26
Pooled Variance	162,2184615
Hypothesized Mean Difference	0
df	50
t Stat	3,397056601
P(T<=t) one-tail	0,00067178
t Critical one-tail	1,675905025
P(T<=t) two-tail	0,001343561
t Critical two-tail	2,008559112

Mean	125,5384615
Variance	101,9384615
Observations	26
Pooled Variance	162,2184615
Hypothesized Mean Difference	0
df	50
t Stat	3,397056601
P(T<=t) one-tail	0,00067178
t Critical one-tail	1,675905025
P(T<=t) two-tail	0,001343561
t Critical two-tail	2,008559112

Mean	137,5384615	125,5384615	162,2184615	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
Variance	222,4984615	101,9384615	162,2184615	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
Observations	26	26	26	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
Pooled Variance	162,2184615	162,2184615	162,2184615	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
Hypothesized Mean Difference	0	0	0	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
df	50	50	50	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
t Stat	3,397056601	3,397056601	3,397056601	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
P(T<=t) one-tail	0,00067178	0,00067178	0,00067178	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
t Critical one-tail	1,675905025	1,675905025	1,675905025	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
P(T<=t) two-tail	0,001343561	0,001343561	0,001343561	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112
t Critical two-tail	2,008559112	2,008559112	2,008559112	0	50	3,397056601	0,00067178	1,675905025	0,001343561	2,008559112

The results of the simple linear regression model estimation calculations for the variable implementation of organizational culture (Y) on transformational leadership ( $X_1$ ) produce an estimated regression model, namely  $Y = 68.41 + 0.415 X_1$ . Analysis of variance (ANOVA) on this model, as stated in appendix table 1, shows that  $F_{\text{count}}$  is 14.497 greater than  $F_{\text{table}} \alpha=0.05 = 4.260$  and  $F_{\text{table}} \alpha=0.01 = 7.823$ . Thus, it can be concluded that the regression equation model Y on  $X_1$  is very significant, so this model can be used to describe the influence of transformational leadership style on the implementation of organizational culture. Another thing that can also be shown is that the contribution value of  $X_1$  to Y seen from R is 0.613 while the coefficient of determination ( $R_{\text{square}}$ ) is 0.377. So it can be concluded that the implementation of organizational culture had an effect of 37.7% on transformational leadership style.

Tabel 2. Tabel uji t

	Variable 1	Variable 2
Mean	137,5384615	125,5384615
Variance	222,4984615	101,9384615
Observations	26	26
Pooled Variance	162,2184615	
Hypothesized Mean Difference	0	
df	50	
t Stat	3,397056601	
P(T<=t) one-tail	0,00067178	
t Critical one-tail	1,675905025	
P(T<=t) two-tail	0,001343561	
t Critical two-tail	2,008559112	

The t test is used to test the significance of constants and the dependent variable (implementation of organizational culture). Based on the regression coefficient test for the transformational leadership style variable on the implementation of organizational culture, it can be concluded that transformational leadership style had a significant influence on the implementation of organizational culture. The decision is taken by comparing the  $t_{count}$  and  $t_{table}$  values as follows: If  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted, which means the regression coefficient is significant. Conversely, if  $t_{count} < t_{table}$ , then  $H_0$  is accepted and  $H_a$  is rejected, which means the regression coefficient is not significant. Based on the existing table, the  $t_{count \text{ value}} = 3.397$  and the  $t_{table \text{ value}} = 2.065$  at  $\alpha = 0.05$ . Because  $t_{count} > t_{table}$  ( $3.397 > 2.065$ ), so  $H_0$  is rejected and  $H_a$  is accepted, which shows that the regression coefficient is significant.

## CONCLUSIONS AND RECOMMENDATION

The results of the research and discussion of the influence of transformational leadership style on the implementation of organizational culture at Perkumpulan Strada Junior High School in South Jakarta can be concluded that transformational leadership has a partial positive effect on the implementation of organizational culture at Perkumpulan Strada at the junior high school level.

Based on the conclusions stated above, researchers can provide several suggestions that can be used as references in further research, including:

1. There is a need to increase transformational leadership so that it has an increasingly significant influence on the implementation of organizational culture.
2. The organizational culture within the Strada Association which is derived from the values of service, honesty, discipline, care and excellence must continue to be maintained and improved.

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