

---

## INFLUENCE OF LEADERSHIP STYLE TRANSFORMATIONAL HEAD OF MADRASAH, DISCIPLINE WORK, AND WORK ENVIRONMENT ON PERFORMANCE TEACHER AT MAN 2 POLEWALI MANDAR

Intan Nur Aulya<sup>\*1</sup>, Ahmad Firman<sup>2</sup>, Badaruddin<sup>3</sup>

<sup>\*1,2</sup>Master of Management Postgraduate Program, ITB Nobel Indonesia Makassar

<sup>3</sup>Master of Management Postgraduate Program, ITB Nobel Indonesia Makassar

email : <sup>\*1</sup>intannuraulya054@gmail.com, <sup>2</sup>a\_firman25@yahoo.com,

<sup>3</sup>badar@stienobel-indonesia.ac.id

### *Abstract*

*This study aims to analyze and determine the effect of the transformational leadership style of the madrasah principal, work discipline and work environment on the performance of Madrasah Aliyah Negeri 2 Polewali Mandar teachers and the dominant variables affecting the performance of Madrasah Aliyah Negeri 2 Polewali Mandar teachers.*

*This research approach uses quantitative research. This research was conducted at Madrasah Aliyah Negeri 2 Polewali Mandar. The sampling technique was saturated sampling, where all the population was sampled as many as 44 teachers who were at Madrasah Aliyah Negeri 2 Polewali Mandar. The analytical method used is multiple regression analysis.*

*The results of the study concluded that partially, the transformational leadership style variable has no effect on the performance of the teachers at Madrasah Aliyah Negeri 2 Polewali Mandar. Meanwhile, simultaneously it shows that the variables of transformational leadership (X1), work discipline (X2), and work environment (X3) have an influence on teacher performance (Y). And the dominant variable which influences based on the highest beta value is the work discipline variable (X2).*

**Keywords :** Transformational Leadership, Work Discipline, Work Environment, Teacher Performance

## INTRODUCTION

In the current era of globalization, where it can be seen from the changes that are so rapid and advanced, an institution or organization is required to be able to make adjustments in all aspects that exist in the institution. With the limited number of existing human resources, an institution is expected to be able to optimize the performance of human resources so that a predetermined organizational goal can be achieved.

Human Resources is the main factor in the development of an organization. To achieve an organizational goal, the organization needs human resources as managers in the organizational system. In order for an organizational system to run well, its management must pay attention to important aspects, the following are some of these aspects, namely leadership, motivational performance, work environment, and other aspects. So this makes one of the important indicators in human resource management as a reference to achieve organizational goals efficiently and effectively.

Seeing how vital and strategic the role of humans is in an organization, especially in the field of education, the scope of human resource management is not only related to administrative matters, but also has to be creative and how to empower these humans, because in a rapidly changing environment and today's very tight competition requires the creativity of human resources.

Besides that, the role of the leader is no less important, a good and wise organizational leader must always try to pay attention to passion and enthusiasm for work and be able to provide satisfaction to his employees. Of course, leaders must have the

ability to direct, influence, manage, order and motivate their subordinates to achieve the goals desired by the organization.

Employee performance can be influenced by other factors, one of which is the work environment. The work environment is everything that exists and can affect employees in carrying out tasks that are imposed both non-physically and physically.

**RESEARCH METHODS**

The study population was teachers at the State Madrasah Aliyah (MAN) 2 Polewali Mandar, totaling 44 people. In this study, a saturated sample was used, namely the entire population was sampled, so that the sample was 44 people. In this study the data collection technique used was a questionnaire technique. Questionnaire or questionnaire is an indirect data collection technique. Questionnaire or questionnaire is a data collection technique that is carried out by providing a set of questions or written statements to the respondent to answer.

**RESULTS AND DISCUSSION**

**Results**

The characteristics of the respondents are used to provide an overview of the data that has been obtained from the questionnaires collected. Of the 44 respondents, the characteristics of the employees can be described as follows.

**Table 1. Characteristics of Respondents**

Katakteristik Respondent	Number of people)	Percentage (%)
Gender		
Man	24	54,54
Woman	20	45,46
Age		
< 35	10	22,73
35 – 40	11	25
41 – 45	6	13,63
46 – 50	10	22,73
>50	7	15,91
Education		
S1	37	84,09
S2	7	15,91
Working time		
<10	13	29,55
11 – 15	10	22,72
16 – 20	13	29,55
21 – 25	8	18,18

**Validity test**

**Instrument Validity Test Results for Transformational Leadership Variables (X<sub>1</sub>)**

Of the instruments tested, the correlation coefficient was determined using computer-assisted correlation analysis (SPSS-22), it turned out to show that all of the instrument items were declared valid (sig.rhit < α 0.05), with the full results as follows:

**Table 2.**  
 Instrument Validity Test Results for Transformational Leadership Variables (X<sub>1</sub>)

Indicator		r hit	Say	Is
X1	X1_1	0,623	0,000	Valid
	X1_2	0,526	0,000	Valid
	X1_3	0,588	0,000	Valid
	X1_4	0,861	0,000	Valid
	X1_5	0,791	0,000	Valid
	X1_6	0,317	0,036	Valid

Source :SPSS Data Processing Version 22

**Instrument Validity Test Results for Work Discipline Variables (X<sub>2</sub>)**

Of the instruments tested, the correlation coefficient was determined using computer-assisted correlation analysis (SPSS-22), it turned out to show that all of the instrument items were declared valid (sig.rhit <  $\alpha$  0.05), with the full results as follows:

**Table 3.**  
 Instrument Validity Test Results for Work Discipline Variables (X<sub>2</sub>)

Indicator		r hit	Say	Is
x2	X2_1	0,685	0,000	Valid
	X2_2	0,599	0,000	Valid
	X2_3	0,608	0,000	Valid
	X2_4	0,402	0,007	Valid
	X2_5	0,720	0,000	Valid

Source :SPSS Data Processing Version 22

**Results of Instrument Validity Test Work Environment Variables (X<sub>3</sub>)**

Of the instruments tested, the correlation coefficient was determined using computer-assisted correlation analysis (SPSS-22), it turned out to show that all of the instrument items were declared valid (sig.rhit <  $\alpha$  0.05), with the full results as follows:

**Table 4.**  
 Results of Instrument Validity Test Work Environment Variables (X<sub>3</sub>)

Indicator		r hit	Say	Is
X3	X3_1	0,774	0,000	Valid
	X3_2	0,516	0,000	Valid
	X3_3	0,647	0,000	Valid
	X3_4	0,736	0,000	Valid
	X3_5	0,502	0,001	Valid

Source :SPSS Data Processing Version 22

**Performance Variable Instrument Validity Test Results (Y)**

Of the instruments tested, the correlation coefficient was determined using computer-assisted correlation analysis (SPSS-22), it turned out to show that all of the instrument items were declared valid ( $\text{sig.rhit} < \alpha 0.05$ ), with the full results as follows:

**Table 5.**  
 Instrument Validity Test Results Teacher Performance Variable (Y)

Indicator		r hit	Say	Is
AND	Y1_1	0,640	0,000	Valid
	Y1_2	0,580	0,000	Valid
	Y1_3	0,586	0,000	Valid
	Y1_4	0,763	0,000	Valid
	Y1_5	0,383	0,010	Valid
	Y1_6	0,656	0,000	Valid

Source :SPSS Data Processing Version 22

### Reliability Test

The reliability test is intended to determine the consistency of the instrument which can only be carried out once, then the data obtained is analyzed using Cronbach's Alpha. All instruments are usually said to be reliable or have a high level of confidence, if the instrument provides consistent results. This means that the instrument is said to be reliable if it has been tested on other subjects and at other times will have the same results. From the results of the reliability test of each variable can be seen in Table 5.13 below:

**Table 6.**  
 Reliability Test Results

No Item	Variable	Nilai Alpha Crombach's	Is
1	Transformational Leadership (X1)	0,676	Reliable
2	Discipline (X2)	0,562	Reliable
3	Work Environment (X3)	0,633	Reliable
4	Performance (Y1)	0,651	Reliable

Source :SPSS Data Processing Version 22

Based on the calculation of the reliability test results of each variable using the SPSS Version 22 program, it shows that all variables are reliable, because the crombach alpha value exceeds 0.50. (Priyatno. 2009)

### Hypothesis testing

In testing the hypothesis can use regression techniques. Can be seen in the results of data processing in the following table:

**Table 7.**  
 Multiple Regression Results

Model	B	T	P(Say)
Constant	1,851	0,799	0,429
Transformational Leadership (X1)	0,005	0,056	0,956
Work Discipline (X2)	0,452	2,883	0,006
Work Environment (X3)	0,598	3,847	0,000

Source: SPSS Data Processing Version 22

From the table above, the regression equation is obtained

$$Y = 1,851 + 0,005X_1 + 0,452X_2 + 0,598X_3$$

### Statistic test

To test the hypothesis in this study, the t statistic and the F statistic can be used. The t statistical test is used to partially test the significance of each independent variable, whether or not it has a significant effect on the dependent variable at a significance level of  $\alpha=5$  percent. The F statistic test can be used to carry out a simultaneous significance test, namely jointly whether the independent variables (Transformational Leadership, Work Discipline and Work Environment) have a significant or not significant effect on teacher performance with a significance level of  $\alpha = 5$  percent.

### F Test (Simultaneous Test)

In table 8 in simultaneous testing (F test), it is intended to find out whether the variables of Transformational Leadership, Work Discipline and Work Environment together have an influence on the performance of MAN 2 Polewali Mandar teachers.

**Table 8.**  
F test results

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	189.732	3	63.244	36.189	.000 <sup>b</sup>
	Residual	69.905	40	1.748		
	Total	259.636	43			

a. Dependent Variable: Kinerja (Y)

b. Predictors: (Constant), Lingkungan Kerja (X3), Kepemimpinan Transformasional (X1), Disiplin Kerja (X2)

Based on table 8, it has a statistical F value of 36.189 with a significance value of 0.000 less than 0.05, it can be seen that simultaneously there is a significant influence between Transformational Leadership, Work Discipline and Work Environment on the performance of Madrasah Aliyah Negeri 2 Polewali Mandar teachers.

### t test (Partial Test)

In this test, the aim is to test the effect of the independent variables (Transformational Leadership, Work Discipline and Work Environment) whether or not they have a significant effect on the performance of Polewali Mandar 2 Madrasah Aliyah Negeri 2

teachers, at a significance level of  $\alpha = 5$  percent separately or partially. The following can be seen from the results of the t-test hypothesis test:

**Table 9.**  
 Partial Test Results

Model	B	T	P(Say)
Constant	1,851	0,799	0,429
Transformational Leadership (X1)	0,005	0,056	0,956
Work Discipline (X2)	0,452	2,883	0,006
Work Environment (X3)	0,598	3,847	0,000

Source: SPSS Data Processing Version 22

Based on table 9 above it can be concluded as follows:

Influence *Transformational leadership* on the performance of the MAN 2 Polewali Mandar teacher based on the table above, a significance value of  $0.956 > 0.05$  is obtained, it is concluded that H1 is not accepted, meaning *Transformational leadership* has no influence on the performance results of Polewali Mandar 2 Madrasah Aliyah Negeri 2 teachers.

Influence *Work Discipline* on the teacher performance of Polewali Mandar 2 State Aliyah Madrasah based on the results of the table above, a significance value of  $0.006 < 0.05$  is obtained, it is concluded that H1 is accepted, meaning *Work Discipline* has a positive effect on the results of teacher performance at Madrasah Aliyah Negeri 2 Polewali Mandar.

Influence *Work environment* on the performance of teachers at Madrasah Aliyah Negeri 2 Polewali Mandar based on the results of the table above, a significance value of  $0.000 < 0.05$  is obtained, it can be concluded that H1 is accepted, meaning that the work environment has a positive effect on the performance of teachers at Madrasah Aliyah Negeri 2 Polewali Mandar.

**Beta Test Coefficient of Determination (R2)**

The beta test aims to test the independent/independent variables (X) which have the most dominant influence on the dependent/independent variable (Y) by showing the variable that has the highest standardized beta coefficient. It can be seen in the results of data processing using SPSS in the following table:

**Table 10.**  
 Beta Test Results

Model	Beta	Say
Constant		0,429
X1	0,005	0,956
x2	0,157	0,006
X3	0,156	0,000

Source: SPSS Data Processing Version 22

Based on the results of standardized beta values, it is known that the variables which include Transformational Leadership have no effect on teacher performance while Work Discipline and Work Environment simultaneously affect teacher performance. Regarding the variable that is dominantly influential based on the highest beta value is the Work Discipline variable (X2).

The coefficient of determination (R<sup>2</sup>) basically measures how far the model's ability to explain the variation of the independent variable. The value of R<sup>2</sup> which is close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2006). According to the expert in Ghozali (2006) recommends using the adjusted R<sup>2</sup> value to measure the extent to which the model's ability to explain the independent variables. This is because the value of adjusted R<sup>2</sup> can increase or decrease if one independent variable is added to the model.

**Table 11.**  
 Calculation Results of the Coefficient of Determination (R<sup>2</sup>)

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.855 <sup>a</sup>	.731	.711	1.32198	2.505

a. Predictors: (Constant), Lingkungan Kerja (X3), Kepemimpinan Transformasional (X1), Disiplin Kerja (X2)

b. Dependent Variable: Kinerja (Y)

Based on the SPSS output in table 5.20 above, it can be seen that the calculation results obtained a coefficient of determination (R<sup>2</sup>) of 0.731, this means that the coefficient of determination influences the influence of Transformational Leadership (X1), Work Discipline (X2) and Work Environment (X3) on the performance of Madrasah teachers Aliyah Negeri 2 Polewali Mandar (Y) of 0.731 or 73.1% of the variance of teacher performance Madrasah Aliyah Negeri 2 Polewali Mandar (Y) is influenced by Transformational Leadership (X1), Work Discipline (X2) and Work Environment (X3). While the remaining 26.9% is influenced by other factors outside this model.

## DISCUSSION

### 1. The Influence of Transformational Leadership on Teacher Performance at MAN 2 Polewali Mandar

The results of the Hypothesis Test Show that Transformational Leadership does not have a significant influence on the performance of Polewali Mandar 2 State Aliyah Aliyah teachers. This is in contrast to several studies conducted by Dewi Lina (2014), Endang Sukarjati et al (2016) and Supriadi (2016).

### 2. The Influence of Work Discipline on Teacher Performance at MAN 2 Polewali Mandar

The results of the Hypothesis Test Show that Work Discipline has a significant influence on the performance of Polewali Mandar 2 State Aliyah Aliyah teachers.

With a coefficient value of 0.452, this coefficient indicates that work discipline has a direct effect on teacher performance.

The results of this study are relevant to the results of research conducted by Rommy Beno (2016), which states that work discipline has a positive effect on performance. Work discipline is a form of good HR management that must be pursued to support the quality of HR that is oriented towards customer satisfaction and increased customer loyalty. Work discipline is basically always expected to characterize every human resource in the organization, because with discipline the organization will run well and can achieve its goals well too.

### **3. The Influence of the Work Environment on Teacher Performance at MAN 2 Polewali Mandar**

The results of the Hypothesis Test Show that the work environment has a significant influence on the performance of Polewali Mandar 2 State Aliyah Madrasah teachers. with a coefficient value of 0.598, this coefficient indicates that the work environment has a direct effect on teacher performance.

The results of this study are relevant to the results of research conducted by Prita Suci Rahmadani (2019), which states that there is an influence between the work environment and teacher performance. When doing work, employees as human beings cannot be separated from the various circumstances around where they work, namely the work environment. During work, each employee will interact with various conditions in the work environment.

### **4. The Influence of Transformational Leadership, Work Discipline, and Work Environment on Teacher Performance at MAN 2 Polewali Mandar**

Based on the analysis results show that Transformational Leadership, Work Discipline and Work Environment significant effect on teacher performance. This is shown by the calculated F value = 36.189 with a p value = 0.000. This shows that the hypothesis which states that there is a significant influence between Transformational Leadership, Work Discipline and Work Environment on the performance of Polewali Mandar 2 Madrasah Aliyah Negeri 2 teachers is accepted as true. This shows that the more often work discipline is carried out in schools and the more discipline and high environmental comfort the teachers have at Madrasah Aliyah Negeri 2 Polewali Mandar will affect the performance of teachers at Madrasah Aliyah Negeri 2 Polewali Mandar.

### **5. The dominant factor influences the performance of MAN 2 Polewali Mandar Teachers**

Based on the results of standardized beta values, it is known that the variables which include Transformational Leadership, Work Discipline and Work Environment simultaneously affect Teacher Performance. While the variable that has the dominant influence based on the highest beta value is the Work Discipline variable (X2). This shows that Work Discipline plays an important role in improving the performance of Polewali Mandar 2 Aliyah Negeri 2 Madrasah teachers.

The results of this research are relevant to the results of research conducted by Supriadi (2016), who stated that there is an influence between work disciplines on teacher performance, which shows that the higher the work discipline, the higher the

teacher's performance. Work discipline is a condition that is created and formed through the process of a series of behaviors that show the values of obedience, compliance, loyalty, regularity and or order. Because he has merged with himself, his attitude or actions are no longer or not at all perceived as a burden, in fact, on the contrary, he will burden himself when he does not act as usual.

## CONCLUSION

Based on the results of the research and discussion that have been stated above, several conclusions can be drawn as follows:

1. Partially, it shows that the Transformational Leadership variable does not have a significant effect on the performance of Polewali Mandar 2 State Aliyah Madrasah teachers.
2. Partially, it shows that the Work Discipline variable has a positive effect on teacher performance, this shows that the better the discipline at work, the teacher's performance will improve.
3. Partially shows that the variable Effect of the Work Environment on teacher performance has a positive effect on teacher performance, this shows that the better and more comfortable the work environment is, the better the teacher's performance can be.
4. Based on the analysis results show that Transformational Leadership, Work Discipline and Work Environment have a significant effect on teacher performance. This is shown by the calculated F value = 36.189 with a p value = 0.000. This shows that the hypothesis states that there is a significant influence between Transformational Leadership, Work Discipline and Work Environment on the performance of MAN 2 Polewali Mandar teachers.

## REFERENCES

- Aan Khorosani. 2018. Pengaruh Keselamatan Kerja Fisik dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Empirik Karyawan PT. Karakatau Posco di Cilegon Banten). *Jurnal Riset Bisnis dan Manajemen Tirtayasa*. Volume 2 (1) - Juni 2018.
- Agung Prihanto. 2012. Peningkatan Kinerja Sumber Daya Manusia Melalui Motivasi, Disiplin, Lingkungan Kerja dan Komitmen. *Jurnal Unismus*. Vol. 8. No. 2, Maret 2012.
- Ahmad Badrus Hisbuloh. 2017. Pengaruh Kepemimpinan Transformasional Kepala Madrasah Terhadap Kepuasan Kerja Serta Kinerja Guru. Tesis. Program Magister Manajemen Pendidikan Islam. Universitas Islam Negeri Maulana Malik Ibrahim Malang.
- Alek S. Nitisemito, 2008, *Manajemen Personalia*, Edisi kedua, Ghalia Indonesia.
- Alex S. Nitisemito. 2002. *Manajemen Personalia Edisi Revisi*. Jakarta: Ghalia Alfabeta.
- Angrian Permana, Rani Puspa, Listiawati & Wahyudi. 2017. Pengaruh Gaya Kepemimpinan Transformasional dan Disiplin Kerja Terhadap Kinerja Pegawai

Pada Pegawai Pada Dinas Pariwisata Pemuda dan Olahraga Kabupaten Serang.  
*Jurnal Ilmiah Manajemen dan Bisnis. Vol. 3. No. 01, Maret.*

- Anoraga, Panji, 2004. Psikologi Kepemimpinan. Semarang : Rineka Cipta. CV Mandar Maju. Bandung
- Bass, B.M and Avolio, B.J. 1993. *Transformational Leadership and Organizational Culture*. Public Administration Quarterly, 17(1) : 112-117.
- Darmawan, Didit, 2013. *Prinsip – Prinsip Perilaku Organisasi*. Penerbit PT. Temprina Media Grafika, Surabaya.
- Davis, Keith., 2002. *Fundamental Organization Behavior*, Diterjemahkan Agus Dharma, Jakarta: Erlangga.
- Dewi Lina. 2014. Analisis Pengaruh Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Pegawai Dengan Sistem Reward Sebagai Variabel Moderating. *Jurnal Riset Akuntansi dan Bisnis. Vol. 14, No. 1.*
- Didit Setyo Pambudi, Djudi Mukzam & Gunawan Eko Nurtjahjono. Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Karyawan Sebagai Variabel Mediasi (*Studi Pada Karyawan PT. Telkom Indonesia Witel Jatim Selatan Malang*). *Jurnal Administrasi Bisnis (JAB). Vol.39. No.1, Oktober.*
- Dwi Rahmawati. 2013. Gaya Kepemimpinan Kepala Madrasah Dalam Peningkatan Kedisiplinan Guru Di MIN Patuk Gunungkidul. Skripsi. Fakultas Ilmu Tarbiyah dan Keguruan. Universitas Islam Negeri Sunan Kalijaga Yogyakarta.
- Echdar, Saban. 2017. Metode Penelitian Manajemen Dan Bisnis. *Cetak 1*. Bogor: Ghalia Indonesia.
- Eden Abidin. 2017. Pengaruh Gaya Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Madrasah Nurul Islam. Skripsi. Program Studi Manajemen. Sekolah Tinggi Ilmu Ekonomi Pelita Bangsa.
- Endang Sukarjati, Maria Magdalena Minarsih & Moh. Mukeri Warso. 2016. Pengaruh Kepemimpinan, Pengembangan Sumber Daya Manusia dan Kepuasan Kerja Terhadap Kinerja Pegawai Kantor Dinas Pengelolaan Keuangan dan Aset Daerah Kota Semarang. *Jurnal of management. Vol. 02. No. 02, Maret 2016.*
- Ghozali, Imam. 2013. Aplikasi analisis multivariate dengan program spss. Edisi ketujuh, Semarang: Penerbit Universitas Diponegoro.
- Hajar, Ibnu. 2004. Dasar – dasar Metodologi Penelitian Kuantitatif dalam Pendidikan. Bandung. Alfabet.

- Handoko, T.Hani, 2012. *Manajemen Personalia dan Sumber Daya Manusia*. Penerbit BFFE Yogyakarta.
- Hasibuan, M. Malayu S.P. 2009. *Manajemen Sumber Daya Manusia*. Edisi revisi. Cetakan ke-12. Jakarta : Bumi Aksara.
- Hasibuan, Malayu S. P. 2008. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara
- Hasibuan, Malayu, 2012. *Manajemen Sumber Daya Manusia*. Penerbit PT. Bumi Aksara, Jakarta.
- Jundah Ayu Permatasi, Mochammad Al Musadieg & Yuniadi Mayowan. 2015. Pengaruh Disiplin Kerja dan Motivasi Kerja Terhadap Prestasi Kerja Karyawan (*Studi Pada PT. BPR Gunung Ringgit Malang*). *Jurnal Administrasi Bisnis (JAB)*. Vol. 25. No.1, Agustus 2015.
- Kadek Gelgel Atmayana dan Ayu Desi Indrawati. 2016. Pengaruh Gaya Kepemimpinan Transformasional, Disiplin Kerja dan Imbalan Finansial terhadap Kinerja Karyawan. *E-Jurnal Manajemen Unud*. Vol.5. No.2, 2016.
- Kreitner, Robert dan Angelo Kinicki. 2014. *Perilaku Organisasi*. Edisi 9. Buku 2. Salemba Empat. Jakarta.
- Kreitner, Robert dan Angelo Kinicki. 2014. *Perilaku Organisasi*. Edisi 9. Buku 2. Salemba Empat. Jakarta.
- Kristiadi, Asmu'I & M. Hasanur Ariffin. 2019. Pengaruh Kepemimpinan Transformasional, Lingkungan Kerja Fisik dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Perusahaan Daerah Air Minum (PDAM) Puruk Cahu. *Jurnal Bisnis dan Pembangunan*. Vol. 8. No. 2, Juli – Desember.
- Mangkunegara, A.A. Anwar Prabu. 2005. *Evaluasi Kinerja Sekolah Dasar*. Jakarta: Refika Aditama.
- Mangkunegara, AA. A. P. (2010). *Evaluasi Kerja SDM*. Bandung: Refika Aditama.
- Mangkunegara, Anwar P. 2013. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rodaskarya Offset.
- Mardiana. 2005. *Manajemen Produksi*. Jakarta. Badan Penerbit IPWI.
- Maria Tri Isnawati. 2016. Pengaruh Kepemimpinan Transformasional Kepala Sekolah dan Motivasi Kerja Terhadap Profesionalisme Guru dan Kinerja Guru. Skripsi. Fakultas Keguruan dan Ilmu Pendidikan. Universitas Sanata Dharma Yogyakarta.
- Mei Hardika Senny, Lanny Wijayaningsih & Mozes Kurniawan. 2018. Penerapan Gaya Kepemimpinan Transformasional Dalam Manajemen PAUD di Kecamatan

- Sidorejo Salatiga. Scholaria: Jurnal Pendidikan dan Kebudayaan, Vol. 8 No. 2, Mei 2018: 197-209.
- Mirza Selvia. 2014. Pengaruh Motivasi, Disiplin Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. Inti General Yaja Steel Semarang. *Jurnal Manajemen Sumber Daya Manusia*, 2014.
- Moejiono, I. (2002). Kepemimpinan dan Keorganisasian, Yogyakarta.
- Nazir, Moh. 2005. Metode Penelitian. Jakarta : Ghalia Indonesia.
- Nova Syafrina. 2017. Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Suka Fajar Pekanbaru. *Jurnal Eko dan Bisnis (Riau Economics and Business Reviewe)*. Volume 8, Nomor 4, Desember 2017.
- Pidha Tri Rahayu. 2019. Pengaruh Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan (*Studi Pada Karyawan Wisata Alam Kalibiru*). Tesis. Fakultas Ekonomi. Universitas Negeri Yogyakarta.
- Prita Suci Rahmadani. 2019. Pengaruh Kepemimpinan Transformasioanl Kepala Sekolah, Kompetensi Guru dan Lingkungan Kerja Dengan Motivasi Kerja Sebagai Variabel Intervening Terhadap Kinerja Guru. Skripsi. Fakultas Ekonomi. Universitas Negeri Semarang.
- Priyatno, D. 2009. Mandiri Belajar SPSS. MediaKom. Jakarta.
- Priyatno, Duwi. 2011. *Buku Saku SPSS. Analisis Statistik dengan Microsof Excel & SPSS*. Penerbit Andi. Yogyakarta.
- Rahmila Sari, Mahlia Muis & Nurdjannah Hamid. 2012. Pengaruh Kepemimpinan, Motivasi Dan Stres Kerja Terhadap Kinerja Karyawan Pada Bank Syariah Mandiri Kantor Cabang Makassar. *Jurnal Analisis. Vol.1. No.1, Juni 2012*.
- Robbins, S. Dan Timothy A,J. 2010. Perilaku Organisasi. Jakarta: Salemba Empat. Edisi ke16.
- Robbins, Stephen P., 2001, *Perilaku Organisasi, Konsep, Kontroversi, Aplikasi*, Alih Bahasa Hadyana Pujaatmaka dan Benyamin Molan, Prenhallindo, Jakarta.
- Rommy Beno Rumondor, Altje Tumbel & Jantje L. Sepang. 2016. Pengaruh Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Kanwil Ditjen Kekayaan Negara Suluttenggomalut. *Jurnal EMBA. Vol.4. No.2, Juni 2016*.
- Roy Johan Agung Tucunan, Wayan Gede Supartha & I Gede Riana. 2014. Pengaruh Kepemimpinan Transformasional Terhadap Motivasi Dan Kinerja Karyawan (*Studi Kasus Pada PT. Pandawa*). *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*.

- Sedarmayanti. 2012. *Manajemen dan Komponen Terkait Lainnya*. Bandung: PT. Rafika Aditama.
- Siagian, Sondang P, 2003. *Manajemen Sumber Daya Manusia*, Cetakan Ketiga belas, Bumi Aksara, Jakarta.
- Siahaan, J. (2008). Pengaruh kepemimpinan transformasional dan disiplin kerja terhadap prestasi kerja pegawai dinas pendidikan kota sibolga. *Jurnal manajemen*, 2(2), 109-122.
- Simamora, Henry. 2006. *Manajemen Sumber Daya Manusia*. Yogyakarta : STIE YKPN.
- Sofyandi, Herman. (2008). *Manajemenen Sumber Daya Manusia*. Yogyakarta: Graham Ilmu.
- Sugiyono, 2012. *Metode Penelitian Bisnis*. Cetakan Ke 16, Penerbit Alfabeta Bandung.
- Sugiyono. 2010. *Metodologi Penelitian Bisnis*. Bandung: Alfabeta.
- Sugiyono. 2015. *Metodologi Penelitian Manajemen*. Bandung: Alfabeta.
- Supardi.(2003).*Kinerja Karyawan*.Jakarta:Ghalia Indonesia.
- Supriadi. 2016. Pengaruh Gaya Kepemimpinan Kepala Madrasah Dan Disiplin Kerja Terhadap Kinerja Guru Di Madrasah Tsanawiyah Diniyah Putri Lampung. Tesis. Manajemen Pendidikan Islam. Institut Agama Islam Negeri Raden Intan Lampung.
- Suyatminah. 2013. Peran Kepemimpinan Transformasional dan Kedisiplinan Kerja Terhadap Kinerja Guru TK PNS Se-Kecamatan Bantul. *Jurnal Bimbingan dan Konseling"Psikopedagogia"*. Vol. II. No. 2.
- Tyas, R. D., & Suharyono, B. S. (2018). pengaruh disiplin kerja dan lingkungan kerja terhadap kinerja karyawan (studi pada karyawan PT. pertamina (persero) refinery unit IV cilacap). *Jurnal Administrasi Bisnis*, 62(1), 172-180.
- Vico Wentrí Rumondor. 2013. Motivasi, Disiplin Kerja, dan Kepemimpinan Terhadap Produktivitas Kerja Pada Badan Kepegawaian Dan Diklat Daerah Minahasa Selatan. *Jurnal EMBA*. Vol.1. No.4, Desember 2013.
- Yoshi Tania. 2017. Pengaruh Gaya Kepemimpinan Transformasional dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Premier Management Consulting. *Agora*. Vol. 5. No. 1.
- Yukl, G. (2015). *Kepemimpinan Dalam Organisasi*. Edisi ketujuh. Jakarta: PT. Indeks.

Yuliani Fitria. 2018. Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Guru MTS Di Kabupaten Pasuruan. Tesis. Magister Manajemen. Universitas Muhammadiyah Malang.