

## OPTIMIZING VOCATIONAL TEACHER PERFORMANCE THROUGH SUSTAINABLE MANAGEMENT

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### Abstract:

**Background:** Creating graduates who have tall significance to the requirements of the work showcase, can proceed to higher education, and are able to make employments through business, is the most commitment of the establishment and school group. Endeavors to overcome deterrents in accomplishing these objectives must be overcome with different focused on and modified breakthroughs by realizing the vision, mission, objectives, and areas of work that have been sought after based on the conditions and potential they have. Clarifying its role in progressing human asset advancement, preparing teachers with fundamental abilities and information to realize the SDGs, and building compelling, responsible, and comprehensive instructive.

**Purpose:** This study seeks to examine and evaluate the influence of the relationship between the Influence of Transformational Leadership, Compensation, and Organizational Culture on Teacher Performance in Moderating Job Satisfaction

**Design/methodology/approach:** The sampling technique uses saturated samples, which are taken from the entire population. The information used is essential information collected employing a survey disseminated to 124 changeless establishment teachers. The analysis method uses the Structural Positive and Partial Least Square Equation Model (SEM).

**Findings/Results:** Transformational leadership encompasses a positive but inconsequential impact on teacher performance, organizational culture, compensation, and job satisfaction have a noteworthy positive impact on teacher performance. Job satisfaction can moderate some of the compensation on teacher performance. Job satisfaction can moderate the effect of transformational leadership on teacher performance as a predictor. And job satisfaction can moderate some of the effect of organizational culture on teacher performance.

**Conclusion:** Organizations have to take steps to decrease the state of mind of teachers who are not ideal in looking at the authority side of this school, arrangements are advertised to make strides communication, transparency in organizational management, and maintain equity in approaches. This will increment by and large employee job satisfaction.

**Originality/value (State of the craftsmanship):** This investigate not as it were looks at the coordinate relationship between organizational culture, Compensation and Transformational Leadership on Teacher Performance but moreover considers the directing role of Job Satisfaction. This appears that the relationship between undetectable esteem factors, counting brain research within the working environment, is much more complex than it appears.

**Keywords:** transformational leadership, compensation, organizational culture, teacher performance, job satisfaction, sustainable development goals (sdgs)

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## INTRODUCTION

Teachers have a central part within the execution to attain Feasible Improvement Objectives (SDGs) through quality instruction, gender equality, and understudy wellbeing. Teachers will effectively frame a future era that cares almost the environment and feasible improvement objectives. There are different ways in which organizations can make strides the quality of the company/organization, competent and qualified human assets bolster the expanding quality of the company/organization. Since human asset administration is the key to the victory of the company in accomplishing its objectives

The company's objectives will be accomplished in case its human assets have ideal execution, without competent and qualified human assets, the company or organization will not accomplish the objectives that have been set, Soelton (2023); Haryanto et al. (2022); Rohman et al. (2022). Human assets in a company must continuously be situated towards the vision and mission of the company where they work. Human assets in a company are one of the resources and are said to be the foremost vital since human assets themselves decide the heading and objectives of the company and decide the viability and efficiency of the company concurring to (Hutagalung et al. 2020); Marques-Quinteiro., (2019); Masa'deh; (2018); Nesterkin, & Porterfield, (2016).

To realize the company's vision and mission, the company depends on workers who can carry out their work successfully and are willing to allow their best at work. Keeping up adjust is exceptionally vital for workers since this permits the company to meet its needs agreeing to Puspitaria and Hendarsjah (2022). Organizational objectives will be accomplished in case its human assets have ideal execution, without competent and qualified human assets, the company or organization will not accomplish the objectives that have been set, Soelton et al. (2024); Rohman et al. (2022). The ultimate yield of the organizational advancement prepare is the arrangement of work comes about that can be felt by the establishment, specifically expanded teacher performance which is checked by expanded understudy scores on measures set by schools and the government.

Teacher performance is the key to accomplishing quality education, as reflected in Law Number 20 of 2003 concerning the National Instruction Framework. The trust within the law may be a change within the teaching worldview, where instructors gotten to be intuitively facilitators within the learning handle. It is emphasized within the investigate, (Stop & Stop, 2019); Execution is the result of work accomplished by a individual based on work requests. Of course, for an institution, execution appraisal has different benefits, counting as assessment fabric between people within the organization, self-development of each person, framework support, and documentation (Srihadi et al. 2019; Wang et al. 2021; Santoni et al. 2021). This establishment has 124 instructors, where the instructors are divided into 2 schools, to be specific Senior High School (SMA) and Professional School (SMK). The point of this school is to create graduates who have high relevance to the the needs of the work market, can proceed to higher instruction levels, and can make occupations through enterprise. This optimistic accomplishment must be sought after with different focused on and modified breakthroughs by setting a vision, mission, objectives, and field of work which has been on the conditions and potential possessed by the internal school.

Management realizes that in arrange to oversee it well, it must have quality management standards that decide the level of victory, specifically human assets for educational management (Pregernig, 2017). The presence of great authority within the school environment will certainly have an affect on teacher execution, and usually an vital capital to guarantee that the organization runs well and can carry out their particular duties within the organization (Soelton et al. 2024; Pfajfar et al. 2019). In any case, there are still numerous inadequacies in internal management, teachers regularly take off the course without take note during student consider hours, and there are several teachers who arrive late so that educating within the classroom isn't ideal, of course, opposite to the performance indicators that have been expressed by the establishment within the controls. Different pointers of the still frail execution of teachers over energize endeavors for change from the inside establishment and structure in this school. This wonder of teacher performance is the premise for the creator to conduct investigate, to investigate what is happening in educating and learning exercises in this school (bolstered by information accessible).

It is trusted that this research can bring around changes in performance, and it can be outlined that transformational leadership, compensation, and organizational culture impact teacher performance, where job satisfaction too influences teacher performance, so it can be said that the more prominent the positive impact of job satisfaction, the way better the teacher's execution will be. This research points to test and analyze the impact of the relationship between the Impact of Transformational Leadership, Compensation, and Organizational Culture on Teacher Performance in Moderating Job Satisfaction. This study is interesting, where the centralization of decision making by the foundation, previous studies decision making was handed over and became the authority of the principal and the structure below.

## **METHODS**

Sorts and sources of information, this research was conducted by the proposition to begin the implementation research in Admirable 2024 to January 2025, found at Yayasan Mitra Nusantara Vocational School (SMK), and Senior High School (SMA), Tangerang Selatan. This study uses a causal research plan, with a research population of all teachers of the Establishment totaling 124 individuals (saturated sample). Information collection strategies through studies, carried out by disseminating surveys, survey things contain questions derived from indicators of each variable, the information utilized is essential information with information collection methods within the form of surveys employing a Likert scale. with the taking after points of interest: Development and risk-taking, consideration to detail, result introduction, individuals introduction, group introduction, forcefulness, and solidness to measure Organizational culture (Robbins, 2003).

Job Satisfaction is measured based on job content, supervision, organization and management, and openings for headway (Saputra et al. 2019). Direct compensation and indirect compensation indicators are utilized to measure compensation (Robbins, 2003). Transformational leadership is measured by idealized influence, motivational inspiration, individualized thought, and intellectual stimulation (Nurjanah et al. 2020). In the interim, concurring to (Joan et al. 2022), teacher performance is measured based on indicators, Learning Arranging, Learning Usage, and Learning

Appraisal. An beginning pilot study was conducted with 30 respondents to assess their understanding of the questionnaire's substance. The comes about of the pilot study appeared that the respondents were able to get it and reply questions clearly and reliably, in this way approving that the research instrument was prepared for data collection (Ghozali & Laten, 2015).

Information from respondents were collected through an internet questionnaire utilizing Google Forms. Within the information collection handle, each respondent was to begin with inquired almost their assent in information collection. Composed consent of interest in this ponder was gotten through an internet survey. The survey for this consider was composed in Indonesian, considering that the mother tongue of the respondent population is Indonesian. This guarantees that the substance of the survey is more effectively caught on by respondents amid information collection.

Data analysis methods, utilizing the SEM (Partial Least Square) analysis method. Essential and auxiliary information were collected through a Likert scale overview, with a arrangement of external and internal show tests up to hypothesis testing. The focalized legitimacy test utilizing SEM appears that the thing stacking figure within the survey has met the least criteria of 0.5, indeed tending to be higher than 0.7 as expressed by Sugiyono (2019). In the mean time, the unwavering quality test utilizing Cronbach's Alpha produces a esteem over 0.6, demonstrating that all things within the survey reliably degree the same develop. Compared to SPSS, PLS-SEM offers more prominent adaptability in information examination. PLS-SEM can offer assistance analysts construct more complex and reasonable models, indeed with defective information. In expansion, PLS-SEM can handle a expansive number of idle factors at the same time without being affected by multicollinearity issues (Ghozali & Laten, 2015; Sarstedt & Hwang, 2020).

## **Transformational Leadership on Teacher Performance**

The variables causing the low performance of Perumda Tirta Musi representatives are the inadequacy of the organizational culture executed, such as the need of advancement and forcefulness of employees in carrying out errands given by the leadership, employees do not dare to take risks on the off chance that they experience work issues, so that the quality

and amount of employee performance are still not completely running well, pioneers who don't give sufficient support to representatives to be more excited in working. Rusmawaty & Indriati (2022); Bureau (2021); Escortell et al. (2020); Javed (2017). Concurring to Lee et al. (2018); Nurjanah et al. (2020), Transformational Leadership has a direct positive impact on the Performance of the Service Unit of the Regional Public Company (Perumda) Tirta Musi Palembang. From the conclusions of the research results above, the hypothesis in this study is formulated as follows:

H1: Transformational Leadership Has a Positive and Significant Impact on Teacher Performance.

### **Compensation on Teacher Performance**

Compensation isn't as it were an vital component in building a solid organizational culture for an organization but moreover an elective technique to move forward performance. Employees record within the office since they anticipate compensation or remuneration from the organization. The compensation given will certainly not be the same for all representatives or laborers within the office. Compensation is without a doubt one of the inspirations for employees themselves to progress their execution. So that representatives compete to move forward their imagination for the company. For those who can proceed to move forward their inventiveness, overhauls will be expanded beside the increment in execution and imagination of the representative. Be that as it may, for those who have not been able to progress their inventiveness, upgrades will not be given an increase so that in some cases it causes dissatisfaction for the representative himself and at long last the employee's execution will diminish. Compensation could be a term related to money related rewards gotten by individuals through their business relationship with an organization according to Putra & Heriyanto (2019); Rachmawati & Mauludin (2018); Saputra et al. (2018); Srihadi et al. (2019); Wang et al. (2021). Hartawan & Sopanah (2021) compensation has a positive and significant impact on employee performance. Based on the comes about of the think about above, it can be concluded that the speculation in this consider is as takes after:

H2: Compensation Has a Positive and Significant Impact on Teacher Performance.

### **Organizational Culture on Teacher Performance**

In order to move towards the organization's vision and mission, managers (subordinates) must simultaneously implement the values that the leader believes in and clearly communicate the performance expectations that the leader has for the organisation, according to Hartawan & Sopanah (2021). In order to improve performance, leaders that are successful in creating a strong organisational culture always promote changes in attitudes, self-alignment, proactiveness, and reactivity in response to external changes. Hasibuan & Bangun (2020); Iskanto (2021); Jufrizen et al. (2021); Dunggio (2020); Ekosusilo (2020). Hasibuan, & Bangun, (2020); Iskanto (2021); Jufrizen et al. (2021). According to Masa'deh (2018); Nesterkin, & Porterfield (2016); Hartawan & Sopanah (2021) shows that organizational culture has a positive and significant influence on employee performance. From the conclusions of the research results above, the hypothesis in this study is formulated as follows:

H3: Organizational Culture Has a Positive and Significant Influence on Teacher Performance.

### **Job Satisfaction on Teacher Performance**

Job satisfaction is an employee's feeling towards their work, whether cheerful or troubled as a result of representative interaction with their work environment. The level of representative fulfillment or disappointment reflects the degree to which representatives involvement great or terrible treatment in a company. The higher the level of worker job satisfaction, the more positive affect it'll have on representative execution so that the company's objectives will be accomplished. Job satisfaction reflects employee feelings towards their obligations and work. Employees who have high job satisfaction will ordinarily carry out their obligations and obligations well so that they have high achievements. In this way, this will have a positive affect on the company and the company's objectives will moreover be accomplished. Santis et al. (2018); Smith et al. (2018); Patway et al. (2019); Seeng & Arumugan (2017) appear that job satisfaction can influence employee performance. From the conclusions of the research results, the hypothesis in this study is formulated as follows:

H4: Job Satisfaction Has a Positive and Significant Influence on Teacher Performance.

## **Job Satisfaction in Moderating Transformational Leadership on Teacher Performance**

The central is the driving drive that plays an critical part in deciding the course of school approach. The central in overseeing the school endeavors to attain the school's objectives, specifically quality education. The vital in carrying out his duties employments a certain leadership style, such as transformational leadership. This fashion emphasizes the accomplishment of the vision and mission, the utilize of compelling communication, giving mental jolt, and paying consideration to issues confronted by understudies, teachers, and schools, which can foster job satisfaction in teachers. This is often the supposition of Santis et al. (2018); Smith et al. (2018); Escortell et al. (2020); and Javed (2017), who expressed that the application of transformational leadership is additionally required since different current data ought to be changed to teachers, regulatory staff, understudies and guardians through the powerful and instructive touch of the foremost. Transformational leadership style plays a role in expanding job satisfaction. Principals with transformational leadership emphasize more on connections of common belief within the usage of educating and learning exercises. The relationship of common believe is based on the job description and obligations of each educator (Nurjanah et al. 2020; Pregernig, 2017). The vital or pioneer administers the usage of teacher obligations occasionally. This circumstance gives instructors the opportunity to improve and create inventiveness in carrying out their obligations whereas still centering on accomplishing the objectives of the organization. This may cultivate job satisfaction in teachers, concurring to the suppositions of Avolio (1999); Bass (1990); and Bureau (2021); which states that transformational authority advances execution, commitment, and job satisfaction and makes a difference organizations oversee strife for common advantage. The inquire about of Almatrooshi et al. (2016); Arnold (2017) appeared that transformational leadership style plays a role in increasing job satisfaction. From the conclusions of the research results, the hypothesis in this study is formulated as follows

H5: Job Satisfaction Moderates the Effect of Transformational Leadership on Teacher Performance.

## **Job Satisfaction in Moderating Compensation on Teacher Performance**

Agreeing to Rachmawati & Mauludin (2018), money related compensation could be a form of remuneration paid to employees within the shape of cash for the administrations they contribute to their work. Agreeing to Robbin (2017), non-financial compensation could be a frame of indirect compensation (periphery advantage) or extra recompense given based on company approach to progress worker welfare. Job satisfaction as a moderating variable. Robbin (2003), job satisfaction is partitioned into two, to be specific:

a) Physical fulfillment may be a figure to meet the essential or natural needs of representatives (for illustration, organizational approaches, compensation, work security, and quality of interpersonal connections between co-workers); b) Non-physical fulfillment incorporates accomplishment, acknowledgment, advancement, development openings, obligations that frame solid representatives and produce good execution. The comes about of the examination appear that remuneration with markers of compensation, benefits, social rewards, and career rewards includes a critical and positive impact on job satisfaction. Usually to the comes about of research conducted by Putra & Heriyanto (2019); Rachmawati & Mauludin (2018); Saputra et al. (2018); Nesterkin & Porterfield, (2016); who expressed that financial compensation and non-financial compensation influence employee job satisfaction From the conclusions of the research results, the hypothesis in this study is formulated as follows:

H6: Job Satisfaction Moderates the Effect of Compensation on Teacher Performance.

## **Job Satisfaction in Moderating Compensation on Teacher Performance**

The higher the level of job satisfaction, the more prominent the part of organizational culture in improving performance. Alternately, the lower the level of job satisfaction, the littler the part of organizational culture in making strides employee performance. These comes about are in agreement with research conducted by Putra & Heriyanto (2019); Saputra et al. (2018); Santis et al. (2018); and Seeng & Arumugan (2017) where there's a part of job satisfaction as a

mediating variable between organizational culture and employee performance. The moderating variable Job Satisfaction influences the relationship between Organizational Culture. Smith et al. (2018); Patway et al. (2019) contend that organizational culture impacts employee choices and behavior, and works unwittingly and gets to be a social stick that ties employees and makes them feel portion of the organization. A strong culture may be a valuable instrument for directing behavior since it makes a difference representatives to have higher performance. This consider appears that the part of organizational culture on employee performance depends on employee job fulfillment. From the conclusions of the research results above, the hypothesis in this study is formulated as follows:  
H7: Job Satisfaction Moderates the Influence of Organizational Culture on Teacher Performance.

In Figure 1, the results of the study illustrate the relationship between transformational leadership, compensation, and organizational culture affecting teacher performance, where job satisfaction also affects teacher performance, so it can be said that the greater the positive influence of job satisfaction, the better teacher performance will be.

## RESULTS

Based on the comes about of the consider conducted on 124 respondents of Mitra Nusantara Foundation teachers (Table 1), where male respondents were 66 (54.1%) individuals and female respondents were 58 (45.9%) individuals. The biggest number of workers were respondents matured between 31-40 a long time,

specifically 58 individuals (47.3%) and the least were respondents matured to be specific 8 individuals (6.8%). Based on instructive characteristics, the vast majority of respondents with a Bachelor's degree (S1) was 105 (84.4%) and the least number of representatives with a Master's degree was 5 individuals (2.65%), whereas the longest period of benefit was more than 6-9 a long time, to be specific 48 individuals (39.10%) respondents and respondents who worked for 1-3 a long time were 6 individuals (5.40%).

## Validity and Reliability Test

According to Ghazali and Laten (2015), validity and reliability tests using Partial Least Square (PLS) are employed to ensure that the questionnaires used in a study are valid and reliable. Validity testing is conducted to determine whether the questionnaire accurately measures what it is intended to measure, while reliability testing assesses whether the questionnaire is consistent and dependable in measuring the same concept. Convergent validity is considered achieved if the indicator's loading factor value exceeds 0.7 and the Average Variance Extracted (AVE) value is above 0.5. Additionally, it is stated that a Composite Reliability value greater than 0.70 indicates that the questionnaire possesses strong reliability. According to Sugiyono (2019) the R-squared value which could be a show goodness-of-fit test (Table 2). The R-square value of 0.75 is within the solid category, 0.50 is within the medium category, and 0.25 is within the frail category. If the Q-square value is more noteworthy than zero, the Q-square (Prescient Pertinence) computation is considered to be great

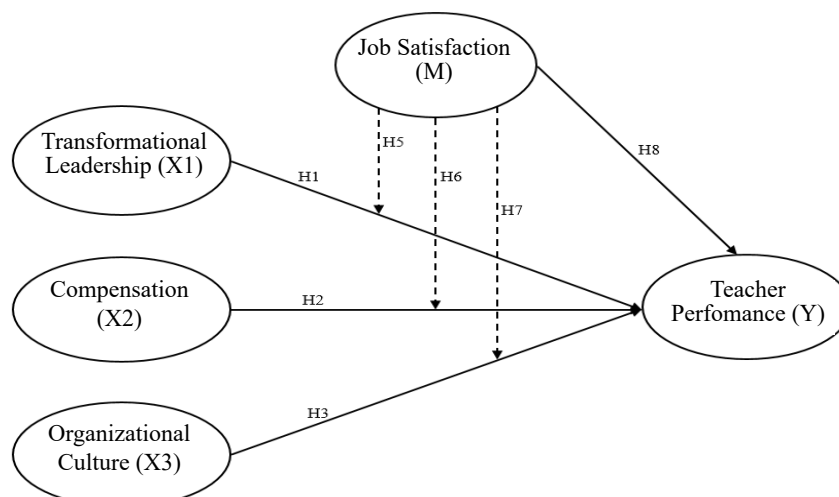


Figure 1. Conceptual Framework

Table 1. Respondent Characteristics

Gender	Age	Education	Years of Service
Male = 66 (54.1%)	<30 = 8 (6.80%)	Dipl 3 = 14 (11.95%)	<3 = 6 (5.40%)
Female = 58 (45.9%)	31-40 = 58 (47.3%)	S1 = 105 (85.4%)	3-6 = 45 (36.5%)
	40-50 = 39 (32.10%)	S2 = 5 (2.65)	6-9 = 48 (39.10%)
	>50 = 19 (13.8%)		>9 = 25 (19%)

Table 2. Goodness of Fit Model

Variables	AVE	Cronbach's Alpha	Composite Reliability	R-square
Organizational culture	0.673	0.930	0.943	
Job satisfaction	0.632	0.918	0.932	
Teacher Performance	0.630	0.926	0.938	0.883
Compensation	0.653	0.911	0.929	
Transformational Leadership	0.696	0.945	0.954	

## Hypotheses Test

In the structural model, the estimated path coefficient must demonstrate statistical significance. By applying the boosting technique, the significance level for this hypothesis can be evaluated. Additionally, it is critical to assess the statistical significance of the parameter coefficients to validate the relationship. To find out whether it is significant or not significant, look at the T-table at alpha 0.05 (5%) = 1.96 (Hanlein & Kaplan, 2019), afterwards, the T-count T-statistics are compared with the T-table.

## Hypotheses testing

The evaluated value for the way relationship within the basic demonstrate must be critical. The noteworthiness esteem for this speculation can be gotten by utilizing the bootstrapping method. See the noteworthiness of the theory by looking at the parameter coefficient value and the centrality value of the T-statistic within the bootstrapping report calculation. To discover out whether it is noteworthy or not, see the T table at alpha 0.05 (5%) = 1.96, at that point the T table is compared with the T count (T-statistic).

From Table 3 it can be seen that Organizational Culture has a significant positive effect on Teacher Performance since the T-statistic value is 3.338, the initial test value is 0.371, and the P-value is 0.000. The T-statistic value is more noteworthy than the T-table value of 1.96, the first test value appears a positive value, and the P value appears a value littler than 0.05. Job Satisfaction encompasses a critical positive impact on Teacher Performance since the T-statistic value is 2.759, the

initial test value appears a positive value, and the P value appears a value littler than 0.05. The t-statistic value within the unique test is 0.236 and the P Values value is 0.001. The T-statistic value is greater than the T-table value of 1.96, the first sample value appears a positive value and the P Values appear a value less than 0.05. Compensation includes a critical positive impact on Educator Execution since the T-statistic value gotten is 3.155, the first test value is 0.357 and the P Values value is 0.000. The T-statistic value is more prominent than the T-table value of 1.96, the initial test value appears a positive value and the P Values value appears a value of less than 0.05. Transformational Leadership has no impact on Teacher Performance The T-statistic value of teachers is 1.692, the first sample value is 0.188 and the P Values value is 0.595. The T-statistic value is more prominent than the T-table value of 1.96, the initial test value appears a positive value, and the P-value appears less than 0.05

As can be seen from Table 3, Job Satisfaction can moderat the effect of Compensation on Teacher Performance since the T-statistic value is 2.227, the first test value is 0.219, and the P-value is 0.004. The T-statistic value is more noteworthy than the T-table value of 1.96, the first test value appears a positive value, and the P value appears a value littler than 0.05. Job satisfaction can moderate the impact of transformational leadership on teacher performance since the T-statistic value is 2.531, the first , the first test value is 0.256, and the P value is 0.010. The T-statistic value is more noteworthy than the T-table value of 1.96, the initial test value appears a positive value, and the P value appears a value littler than 0.05. Job satisfaction is incapable to moderate the influence of

organizational culture on teacher performance since the T-statistic value is 1.155, the first test value is 0.111, and the P-value is 0.248. The T-statistic value is more noteworthy than the T-table value of 1.96, the first test value appears a positive value, and the P value shows a value of more than 0.05.

### The Influence of Transformational Leadership on Teacher Performance

After conducting the hypothesis test in this study, the T-statistic value was 1.692, the original sample value was 0.188, and the P-value was 0.595 (Table 3). Although the T-statistic value is close to the critical T-table value of 1.96 and the original sample value is positive, and the P value appears a value of less than 0.05, it means to show that Transformational Leadership does not influence Teacher Performance. This can be since the nearness or nonappearance of inspiration given by superiors to teachers does not influence the day by day teacher performance figure. Teacher performance is more affected by inner variables and the satisfaction gained by each teacher. The comes about of this study are in line with the inquire about of Lee et al. (2018); Kurniati (2020); and Piedade (2021) which states that transformational leadership does not influence teacher performance. Principals with transformational leadership styles have an impact on moving forward teacher performance towards the school's vision and mission. This contains a positive affect on teacher performance in terms of teaching arranging,

actualizing learning, and evaluating student learning results. Teachers who feel upheld and recognized by the vital tend to appear better performance and are more proactive in their proficient advancement. In any case, the principal's leadership cannot essentially boost teacher performance, meaning that without execution from the pioneer, teachers have attempted to grant their best performance .

### The Influence of Compensation on Teacher Performance

After conducting the hypothesis test in this study, the T-statistic value was 3.155, the initial test value was 0.357, and the P Values were 0.000 (Table 3). The T-statistic value is more prominent than the T-table value of 1.96, the initial test value appears a positive value, and the P Values appear a value of less than 0.05, these comes about demonstrate that Compensation includes a noteworthy positive impact on Teacher Performance. This is often since the Establishment does not give satisfactory health insurance to ensure the wellbeing of teachers, the establishment is continuously late in giving compensations to instructors and feels that the office offices given are not by the wishes of teachers, so teachers are less eager in teaching lessons. The comes about of this think about back Putra & Heriyanto (2019); Rachmawati & Mauludin (2018); Saputra et al. (2018), and Hartawan and Sopanah (2021) who expressed that compensation has a positive and significant effect on employee performance.

Table 3. Direct and Indirect Effects

	Original Sample	Standard Deviation	T-Statistics	P Values	Description
Transformational Leadership → Teacher Performance	0.188	0.132	1.692	0.595	Positive – Not Significant
Compensation → Teacher Performance	0.357	0.079	3155	0.000	Positive – Significant
Organizational Culture → Teacher Performance	0.371	0.159	3.338	0.000	Positive - Significant
Job Satisfaction → Teacher Performance	0.236	0.048	2.759	0.001	Positive – Significant
<b>Moderation</b>					
Job Satisfaction x Transformational Leadership → Teacher Performance	0.256	0.105	2.531	0.010	Predictor Moderation
Job Satisfaction x Compensation → Teacher Performance	0.219	0.083	2.227	0.004	Pseudo Moderation
Job Satisfaction x Organizational Culture → Teacher Performance	0.111	0.096	1.155	0.248	Pseudo Moderation



The positive impact on the recuperation of teacher performance, it is trusted that the establishment and school will center more on tending to the issue of reasonable compensation for teachers since this calculate significantly decides teacher performance. In any case, on the other hand, each teacher must be able to make strides their execution in carrying out their work in agreement with the directions that have been set by the school, by expanding conducive teach since the arrangement of installments from the school to teachers does not make teachers smug with what has been given, so that in case the teacher breaks the directions within the school, the school must still act immovably by giving sanctions agreeing to the level of mistake made by the teacher.

### **The Influence of Organizational Culture on Teacher Performance**

After conducting the hypothesis test in this study, the T-statistic value was 3.338, the original sample value was 0.371, and the P Values were 0.000 (Table 3). The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that Organizational Culture has a significant positive effect on Teacher Performance. This is because the Foundation encourages teachers to innovate and there is a culture of helping each other, so teachers routinely choose learning resources or learning media according to the material and learning strategies and always apply effective learning strategies. The results of this study are in line with the research of Aritonang & Herminingsih (2020); Dunggio (2020); Ekosusilo (2020); Hasibuan & Bangun (2020); Iskanto (2021); Jufrizen et al. (2021); Hartawan and Sopanah (2021) showed that organizational culture has a positive and significant influence on employee performance. The execution of a great organizational culture is one of the agent competitive focal points of an organization. The ideal representation of education quality will be seen when there's an increment in work culture and organizational culture in schools. Teacher performance could be a shape of the capacity of comes about or work accomplishments created by teachers in carrying out their obligations, counting actualizing instructing arranging, overseeing classes, actualizing educating programs, and providing student learning results for which they are responsible. This can be since organizational culture in schools encompasses a part in

building participation between its individuals to attain objectives such as progressing teacher performance.

### **The Influence of Job Satisfaction on Teacher Performance**

After conducting the hypothesis test in this study, the T-statistic value was 2.759, the first test value was 0.236, and the P Values were 0.001 (Table 3). The T-statistic value is more noteworthy than the T-table value of 1.96, the first test value appears a positive value, and the P Values appear a value of less than 0.05, these comes about demonstrate that Job Satisfaction includes a critical positive impact on Teacher Performance. This is often since teachers are less satisfied with their work. After all, the establishment does not give what teachers require, such as supporting offices for teaching, and teachers feel less empowered to require modern advancement openings, so teachers feel less cared for. The comes about of this think about are supported by inquire about by Joen et al. (2022); Santis et al. (2018); Smith et al. (2018); Patway et al. (2019); Seeng & Arumugan (2017); which states that Job satisfaction features a significant positive impact on employee performance.

### **The Influence of Job Satisfaction in Moderating Transformational Leadership on Teacher Performance**

After conducting the hypothesis test in this study, the T-statistic value was 2.531, the first test value was 0.256, and the P Values estimate was 0.010 (Table 3). The T-statistic value is more prominent than the T-table value of 1.96, the initial test value appears a positive value, and the P Values estimate appears to be a value of less than 0.05, which comes about to demonstrate that Job Satisfaction can moderate the impact of Transformational Leadership on Teacher Performance. Usually since superiors who continuously give inspiration, and communicate desires and challenges will influence teacher performance with the support of satisfaction felt by teachers with respect to the appropriateness of the compensation received with the current work. The comes about of this think about are in line with the inquire about of Santis et al. (2018); and Smith et al. (2018), which state that job satisfaction can direct the impact of transformational leadership on performance. Transformational leadership of the vital is able to improve teacher performance through

job satisfaction, usually closely related to increasing teacher efficacy, which in turn improves the quality of learning within the classroom. Principals who apply a transformational approach energize teachers to require the activity, think inventively, and proceed to make strides in their competence. Teacher job satisfaction will increase the potential for teacher understanding to encourage make strides their performance in the teaching process in the classroom.

### **The Influence of Job Satisfaction in Moderating Compensation on Teacher Performance**

After conducting the hypothesis test in this study, the T-statistic value was 2.227, the first test value was 0.219, and the P-value value was 0.004 (Table 3). The T-statistic value is more noteworthy than the T-table value of 1.96, the initial test value appears a positive value, and the P Values value appears a value of less than 0.05, these comes about demonstrate that Job Satisfaction can direct the effect of Compensation on Teacher Performance. Typically since teachers don't get pay rates agreeing to their workload, which makes instructors less able to mobilize their educating capacities it influences performance. Coupled with the presence of a comfortable work environment, it advance empowers the creation of high teacher performance. The comes about of this consider are bolstered by inquire about conducted by Patway et al. (2019); and Seeng & Arumugan (2017) which state that job satisfaction can moderate the effect of compensation on performance.

### **The Influence of Job Satisfaction in Moderating Organizational Culture on Teacher Performance**

After conducting the hypothesis test in this study, the T-statistic value was 1.155, the primary test value was 0.111, and the P Values were 0.248 (Table 3). The T-statistic value is more vital than the T-table value of 1.96, the beginning test value shows up a positive value, and the P Values show up a value of more than 0.05, these comes almost illustrate that job satisfaction is unable to direct the affect of organizational culture on teacher performance. Regularly since the culture that's associated must continue to be taken after to by teachers, such as a culture that demands to be qualified. Teachers must continue to take after to this culture in making strides in execution undoubtedly without any back of satisfaction from inside the teacher. The discoveries of this consider back inquire about conducted by Smith et al. (2018); Patway et al. (2019); Jufrizen et al.

(2021) which state that organizational culture impacts performance without going through mediator variables.

### **Implication Managerial**

The results of this study give data to the Establishment and Foremost almost the significance of paying consideration to teacher conditions related to the soul of working candidly and the perseverance of teachers in carrying out work errands, a positive physical, mental, and work environment approach is required to empower them to feel more excited and propelled by their work and propelled in giving information to understudies. Teachers in working are able to oversee their time by deciding the foremost imperative errand needs. Overseeing time well will make teachers feel more beneficial in giving ideas/concepts for the advancement of this school. In case typically connected by teachers consistently, the environment of work accomplishment will increment and of course will affect the advancement of the in general school execution. Ingrains values within the work environment must proceed to be created in teachers, the values summarized within the culture at school are great and rectify values related to educator behavior. Values within the working environment will shape positive work behavior which is exceptionally imperative since teachers have a significant part in carrying out the progression of educating and learning exercises for instructors and understudies. Teachers who have keenness, work with polished skill, and illustrate an demeanor of caring for understudies will progress the quality of student victory.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

The following conclusions were drawn from the study's findings: Teacher performance is positively impacted by organisational culture; if the foundation's culture is strong enough, teacher performance will rise. Employees, organisational procedures, and employee performance are all significantly impacted by organisational culture. If employees are dedicated and share the same values, they can perform better and help the organisation reach its overall objectives. Because the value system within an organisation can serve as a guide for human behaviour in an organisation focused on reaching predetermined goals or job outcomes, organisational culture influences how members

behave. Teacher performance is significantly positively impacted by job contentment, hence a high level of job satisfaction will translate into higher performance. An employee is more inclined to work more and perform better when he is happy in his position. Because job happiness boosts performance and contented employees are more productive, this tends to improve overall organisational performance. On the other hand, job satisfaction can also occur because of performance or work achievements so that more productive workers will get satisfaction.

Teacher performance is significantly positively impacted by compensation; that is, if instructors obtain high salary, they will perform well. Employees will be more engaged and motivated to improve their performance if they receive more compensation. the quantity of benefits that the company provides to employees in exchange for their labour. Employees place a high value on remuneration since it provides them and their families with a source of money. It's interesting to note that transformational leadership has no discernible impact on teacher performance. This means that whether transformational leadership is effective or not, it has nothing to do on how well or poorly teachers perform in their duties at school. Work satisfaction has the ability to fully ascertain the impact of organisational culture on teacher performance, to significantly moderate the predictor of the impact of transformational leadership on teacher performance, and to partially moderate the effect of compensation on teacher performance.

### Recommendations

The usage of transformational leadership in its usage can be made strides by continuously giving inspiration to teachers and welcoming teachers to examine school desires, counting holding a briefing within the morning to examine the vision and mission and giving inspiration at the starting of educating. For extraordinary teachers, give rewards to instructors such as giving a point framework for instructors for each period and giving rewards to teachers who exceed expectations in that period. The execution of great social values in schools can cultivate the arrangement of educators' cherish for classroom exercises and make it a portion of life in providing material to understudies, this could be done such that teachers must compete strongly in competing to attain accomplishments. School pioneers persistently give direction to teachers, and give schedule preparing

to teachers by teaching activities at school. This action can be planned, and budgeted for usage each school year.

For researchers who will conduct more in-depth research on transformational leadership, compensation, organizational culture and job satisfaction on teacher performance, it is anticipated to conduct research with more respondents. In expansion, advance creators can conduct research by changing or including factors within the research according to the hypothesis so that the talk on teacher performance will indeed be way better.

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