



Transformational Leadership and Organizational Citizenship Behavior Motives in Teachers: A Reaction

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Transformational leaders inspire positive changes in their followers or group of followers. They are generally energetic, enthusiastic, and passionate. They not only involve themselves in the process but also focus on helping their followers succeed.

I agree with Anderson's theory that the relationship between the principal and the teachers in a school setting is very crucial to achieving goals and transformational leadership is one key factor for principals to convert teachers' attitudes, beliefs, and behaviors toward raising student achievement and performance level. Teacher's motivation towards achieving their goals is dependent on the individual support and appreciation they get from the principal. The appreciation they receive for the effort they put into helping raise students' performance levels is very significant to them. To attain a higher OCB, principals need to be aware of and understand the three motivating factors behind it which include concern, value, and impression. A well-motivated teacher will produce higher productivity and higher OCB and a higher OCB means the principal manifests good transformational leadership and the school has achieved a high performance level.

Of the two distinct leadership styles proposed by Burns, I believe that Transformational leadership is likely to be more effective. Based on another study, it ranked first in terms of effectiveness. It has the advantage of producing more creative ideas through collaborations. Transformational leaders collaborate with their followers to make decisions by combining different insights and ideas.

As a teacher, I always do things that would motivate my students, I want them to try several ways to improve themselves. I am generous enough to commend them when I see them trying their best and showing improvement. As I do this, I also expect my principal to make ways to motivate us, teachers. I expect the principal as our leader to not just focus on the achievements of our students but also on the well-being of the teachers. Work can be stressful most of the time which is why a lot of teachers get burnt out and decide to leave the teaching profession. Transforming the stressful school environment into a positive work environment would certainly change the attitudes of teachers towards our work and would help improve the performance of the students. When a teacher is motivated to work, stress will never get in the way and every day will always be a productive day.

We entered the teaching profession for tangible and intangible benefits, and not only that, we took this job expecting to enjoy breaks from our tiring work. Of course, good pay motivates us to work harder however, the moment we get overworked, we sometimes reach a point when what we want is just to quit. The breaks from work that we expect to enjoy are sometimes taken away from us because of the extra workload. Teachers' morale and their productivity as well and this would mean dismal OCB. Having an opportunity to enjoy a deserved vacation is an extra motivation for teachers. A principal, being the school leader and number one motivator should know when the teacher is suffering from too much workload. A day of rest and relaxation should always be a benefit that should be provided to teachers. This will recharge them and will motivate them to be more productive. This will also serve as an avenue to create harmonious relationships between the principal and the teachers.

Every teacher dreams of getting promotions and obtaining professional growth. Getting promotions means having an improved income. A principal can extend individualized support to teachers seeking further professional growth be it financial and other considerations that would help the teacher.

A goal set to improve the performance of the students and the school, in general, would certainly be achieved easily due to the collaborative effort of the teachers and the principal. A principal who motivates teachers positively will likely influence them to do better and increase their productivity until the goal is achieved. In this way, students will benefit more from the increased productivity of their teachers and the school will get the recognition it so deserves. A positive working attitude will truly help achieve good results. A teacher's OCB is dependent on the kind of principal that leads them. When a principal practices good transformational leadership, expect teacher OCB to improve and students' performance to be better also. This will also help stabilize the status of the teaching profession. As it becomes a good working environment, cases of teachers leaving the profession will likely decrease or even be eradicated. Teachers will learn to love the profession more and have self-respect. In the end, students will benefit more from the quality education they will get from dedicated, motivated, and productive teachers. It is true that principals do not have a first-hand line of impact on student achievement, but their good influence on teachers, their decisions, and their behavior still impact student achievement through teacher behavior.

In conclusion, undergoing training in Transformational Leadership should be made a requisite for someone who aspires to be an assistant principal, principal, or a leader of a school in general. Transformational leaders will help a certain school go through changes because they positively influence the behavior of teachers and help them accept change through collaborative engagement and improving relationships. Transformational leaders will take control of every situation by conveying a clear vision of the goals set by the school. They are the leaders who could make teachers fully recharged, energized, and well-motivated. A principal who undergoes training on transformational leadership and is deemed ready to take on the job will surely focus on helping teachers support one another and provide them with the support, guidance, and inspiration they need to work hard, perform well, and stay loyal to the teaching profession. Above all, a principal who practices transformational leadership will help teachers get an improved OCD which will transcend improved student and school performance.