

The Research on the Relationship between Transformational Leadership and Teacher Work Performance in Higher Vocational Colleges of Guangdong Province

Ting Jing^{1,*}, Luoluo Wang²

¹Guangdong Preschool Normal College in Maoming, Maoming, Guangdong, China

²Zhuhai City Polytechnic, Zhuhai, Guangdong, China

*Corresponding author: 1032841598@qq.com

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Abstract: This study aims to explore the relationship between transformative leaders and teacher work performance in higher vocational colleges in Guangdong Province. Through questionnaire survey and statistical analysis, the transformative leadership behavior and its impact on teacher work performance were systematically studied. The results show that the transformational leadership behavior has a significant positive impact on teachers' work performance, among which the dimensions of virtue model, vision incentive, personalized care and leadership charm all have a positive impact on teachers' work performance. In addition, the study also found that the organizational innovation atmosphere plays an important role in regulating between transformational leadership and teacher performance. In the practical sense, the research results provide useful enlightenment, and provide a reference basis for university administrators to optimize their leadership style and promote the improvement of teachers' work performance. Continuing the in-depth study of this field will help to better promote the quality of college education and provide important support for the sustainable development of schools.

1. Introduction

In today's increasingly competitive environment of higher education, higher vocational colleges undertake the important task of cultivating applied talents. As one of the important engines of China's economic development, Guangdong vocational colleges play an important role in cultivating professional talents needed by all walks of life. However, how to improve the work performance of teachers in higher vocational colleges to better adapt to the social needs and educational reform is one of the urgent problems to be solved at present. In this context, it is important to explore the influence of transformational leadership on teacher work performance in higher vocational colleges.

This study contributes to a thorough understanding of the relationship between transformational leaders and teacher work performance in higher vocational colleges in Guangdong Province. With the rapid development of social economy and the deepening of educational reform, transformational

leadership, as a new type of leadership, may play an important role in improving the work performance of teachers, so it is necessary to study its influence mechanism in depth.

By studying the relationship between transformational leadership and teachers' work performance, scientific management ideas and strategies can be provided for the managers of higher vocational colleges. Understanding the influence of transformational leaders on teachers' work performance can guide managers to play a better leadership role in daily management, stimulate teachers' work potential, and improve the quality of education and teaching.

In addition, the research results can also help to promote the professional development and educational and teaching reform of teachers in higher vocational colleges. Teachers are the core force of education and teaching, and their work performance is directly related to the quality of education and teaching and the development of students. Through in-depth study of the impact of transformational leaders on teachers' work performance, teachers can provide more development opportunities and support, stimulate their work enthusiasm and innovation ability, and promote the education and teaching reform to a higher level.

Exploring the relationship between transformational leaders and teachers' work performance in higher vocational colleges in Guangdong Province not only helps to improve the quality of education and teaching and promote the development of higher education, but also provides important theoretical and practical guidance for education management and teacher development. This research will provide an important reference for the management and development of higher vocational colleges in Guangdong Province and even the whole country, and has important practical significance and far-reaching influence.

2. Literature review

Rong Lei conducted A research on the commitment of transformative leaders to employees. He introduced four variables: transformational leadership, work engagement, organizational sense of belonging, and work enthusiasm, and explored the relationship between them. Taking the employees of A Company and combining with the literature and the actual situation, we analyze the causes of the rapid development and the problems faced by A Company. The study used on-site interview, questionnaire and statistical analysis to verify the mutual influence relationship between transformative leadership, organizational sense of belonging, work enthusiasm and work input, and put forward relevant suggestions and plans, which provided reference for the future development of Company A and similar companies[1].

Han Yang's paper studies the influence of transformational leadership on the organizational performance of grassroots public security organs. The mechanism of influence was thoroughly analyzed by introducing organizational identity and organizational cohesion as mediating variables. In this paper, the relationship model between transformational leadership, organizational identity, organizational cohesion and organizational performance of grassroots public security organs was proposed, and 528 valid data samples were collected through questionnaires for analysis. Studies found that transformational leadership has a positive impact on organizational performance, with leadership charisma is the most significant; organizational identity and organizational cohesion play a partial or chain role between transformational leadership and organizational performance. The paper puts forward the countermeasures of promoting leadership virtue, cultivating transformative talents, strengthening organizational identity and cohesion management, and provides the development suggestions for the grass-roots public security organs[2].

Sun's research aims to analyze the impact of transformational leaders on the performance of the new generation of employees and explore the intermediary role of career satisfaction. According to the hierarchical regression and correlation analysis of the new generation of employees, the results

showed that transformational leaders had a significant positive impact on the performance of the new generation of employees, and showed a significant positive correlation between task performance and peripheral performance. Transformational leaders also have a significant positive impact on the career satisfaction of the new generation of employees. The study found that career satisfaction has a partial intermediary effect between the work performance of transformational leaders and new generation employees, playing a role in task performance and peripheral performance, respectively. These findings provide an important reference for understanding the relationship between transformational leadership and the performance of new generation employees[3].

Liu Wei's research discusses the influence mechanism of transformational leaders on employees' innovative behavior. Based on the social cognition theory and individual-environment matching theory, the hypothesis that transformational leaders have a positive influence on employee innovation behavior. The study introduced work input as a mediating variable and organizational innovation atmosphere as regulatory variables. Through the empirical analysis of 429 sample data, the results show that the transformative leaders have a positive impact on employees' innovative behavior, and significantly promote employees' work input. Work engagement plays a significant intermediary role between transformational leadership and employee innovation behavior, and is influenced by the regulation of the organizational innovation atmosphere. The paper puts forward countermeasures and suggestions such as improving the transformative leadership level, encouraging employees to increase work investment, and paying attention to the rendering of the innovation atmosphere within the organization, so as to promote the transformation of leadership style and the generation of employees' innovative behavior, and summarizes the research limitations and future prospects[4].

Li Hui's paper "Research on the Influence of Transformational Leaders on Employees' Work Performance" discusses the influence of transformational leaders on employees' task performance, peripheral performance and adaptive performance from four dimensions: moral model, vision motivation, leadership charm and personalized care. Research found that transformative leaders have a direct positive impact on employee performance, and put forward corresponding reasonable suggestions[5].

Ren's research focuses on the impact of transformational leaders in universities on teacher engagement. Combined with the theory of social exchange and the theory of individual-environment matching, through the questionnaire survey and data analysis, the following conclusions are drawn: Transformative leaders in universities have a significant positive impact on teacher engagement, including four dimensions: moral model, vision incentive, personalized care, and leadership charm. At the same time, the transformational leadership behavior also has a positive impact on the organizational atmosphere of universities, among which the vision incentive, personalized care and leadership charm have a significant impact on the academic atmosphere. Studies find that the organizational climate plays an intermediary role between transformational leadership and teacher engagement. In order to improve the level of teacher engagement, universities and administrators should pay attention to the cultivation of transformational leadership behavior and the construction of organizational atmosphere, so as to promote the continuous development and promotion of higher education[6].

Wu Lanfang's research aims to explore the influence mechanism of the transformational and transactional leadership style of middle school principals on teachers' teaching innovation performance. Through sorting out and analyzing the relevant literature at home and abroad, and using the questionnaire survey method, 982 teachers from 20 middle schools in the city were selected for research. It is found that there is a significant relationship between the transformational and transactional leadership style of middle school principals and the innovation atmosphere of

school organization, teachers' sense of professional mission and teachers' teaching innovation performance. Both transformational and transactional leadership style can promote the formation of school organizational innovation atmosphere and teachers' teaching innovation performance, while organizational innovation atmosphere plays an intermediary role in teachers' teaching innovation performance, and teachers' professional mission plays a regulating role. Combined with the empirical analysis results, the paper puts forward suggestions on flexibly applying leadership mode, improving leadership level and reconstructing the innovation atmosphere of school organization, which provides a reference for the optimization of middle school principals and the improvement of teachers' teaching innovation performance[7].

Gao Hao is exploring the influence mechanism of transformative leadership behavior on employees' work performance, and paying special attention to the intermediary role of employee loyalty. Through the analysis of 315 questionnaire survey data of employees in different industries and enterprises, it is found that there is a significant positive correlation between transformational leadership behavior and employee work performance. Meanwhile, transformational leadership behavior also has a positive impact on employee loyalty. Further analysis showed that employee loyalty plays a mediating role between transformational leadership behavior and employee job performance. Specifically, the four dimensions of transformational leadership behavior indirectly influence the work performance of employees through the two dimensions of employee loyalty: attitude loyalty and behavior loyalty. This finding provides important theoretical and practical implications for a deep understanding of the impact of leadership behavior on employee performance[8].

3. Research methods

This study aimed to explore the relationship between transformational leadership and faculty work performance. In order to ensure the scientific nature and effectiveness of the study, this study adopts quantitative research methods, combined with qualitative analysis, in order to draw more accurate and comprehensive conclusions.

First, the study will establish the theoretical basis and research framework through the literature review method. This process involves collecting and analyzing existing theoretical and empirical research on the work performance of transformational leaders and teachers to ensure the rationality of research hypotheses and research questions. The research hypothesis will be based on transformational leadership theory, as well as related theories of faculty job performance.

During the data collection phase, questionnaires will be used in this study. The questionnaire will be designed in two parts: the first part involves the measurement of transformational leadership, which will be modified and adapted using the existing transformational leadership scale, and the second part will evaluate teacher performance, which will include multiple dimensions such as teaching quality, student evaluation, innovation ability and work input. To ensure the validity and reliability of the questionnaire, experts in the fields of leadership and pedagogy will be invited to pretest and evaluate the questionnaire.

The questionnaire respondents will include teachers and leaders of different types of schools (e. g., public schools, private schools, etc.). A sufficient number of samples were selected to ensure the representativeness and accuracy of the data analysis. After data collection, data processing and analysis will be performed using statistical software (e. g., SPSS). The data analysis methods mainly included descriptive statistical analysis, correlation analysis, and regression analysis. Descriptive statistical analysis aims to describe the basic characteristics of the sample, correlation analysis is used to test the relationship between transformational leaders and teacher work performance, and regression analysis is used to further explore the impact of transformational

leaders on teacher work performance.

To improve the credibility and richness of the study, this study will also employ qualitative methods, including the interview method and the case study. Some respondents were selected for in-depth interviews to gain more profound insights into the impact of transformational leadership on teachers' work performance. The interviews will focus around questions about how teachers perceive transformational leaders and how transformational leaders influence their work attitude and performance. In addition, through the case study method, representative schools are selected as cases to deeply analyze how the transformative leaders influence the work performance of teachers in specific situations.

In conclusion, this study will employ a variety of research methods and techniques to ensure the validity and reliability of the findings. An in-depth discussion of the relationship between transformational leadership and teacher work performance aims to provide valuable insights and suggestions in the field of educational management.

4. Research content

4.1 Transformational leadership

A transformational leadership concept. Transformational leadership is a leadership style that inspires and guides subordinates to develop and innovate. This leadership emphasizes stimulating the potential of employees and encouraging teamwork and innovation to promote organizational development and change. Transformational leaders influence employees with a positive attitude and inspiring vision, pushing them beyond their daily work for excellence. Its concerns include shaping a positive organizational culture, providing support and encouragement, and stimulating employees' awareness of innovation. This leadership style is important for coping with the changing market and environment, leading the team to meet the challenges and achieve long-term success of the organization.

Dimension of transformational leadership behavior. The four dimensions of transformational leadership behavior embody the key characteristics of leaders in stimulating team innovation and development. Virtue example demonstrates the character and integrity of the leader, demonstrates moral example through practice, and inspires team members to pursue excellence. Vision inspires leaders to express a clear vision of the future and is able to resonate with team members with a strong sense of identity with the organization's goals. Leadership charm refers to the personal charm and attraction of the leader, which infects and guides the team members through personality charm and establishes a positive working atmosphere. Personalized care emphasizes the care and care of leaders for individual employees, and provides personalized support to promote the growth and development of employees. These four dimensions are interwoven and constitute the multi-dimensional characteristics of transformational leadership behavior, which make them closer to the Chinese cultural background and provide a powerful guidance for organizational innovation and development.

Measurement of transformational leadership behavior. The measurement of transformational leadership behavior needs to be more close to the local culture and actual situation in the Chinese background, so the TLQ scale proposed by Li Chao Ping and Shi Kan is a localized measurement tool. Among them, the virtue model dimension highlights the moral character and integrity of the leader and emphasizes the moral example; the vision incentive dimension retains the measurement of the ability to vision and inspire employees to the future; the personalized care dimension emphasizes the care and support for individual employees and promotes the growth and development of employees; and the leadership charm dimension highlights the assessment of personal charm and attractiveness of the leaders. The local design of the TLQ scale enables it to

more accurately reflect the characteristics and needs of Chinese enterprise leadership behavior, provide researchers with more effective measurement tools, and help to deeply understand and evaluate the actual performance of transformational leaders in Chinese organizations.

4.2 Employee work performance

The connotation and structure of an employee's work performance. Employee work performance refers to the achievements and contributions shown by employees in their work with a certain period of technology, knowledge and ability within a certain period of time, which is a comprehensive evaluation of employees' performance in the work position. Its connotation includes work completion quality, work efficiency, work attitude and work achievement. Work performance not only reflects the personal ability and quality level of employees, but also reflects the management level and operational efficiency of the enterprise. In terms of structure, the work performance of employees is not only the individual performance, emphasizing the individual performance and achievements of employees in the position, but also covers the organizational performance, that is, the achievements and benefits of the whole enterprise in a certain period of time. Individual performance and organizational performance interact and complement each other. The improvement of employees' personal performance contributes to the improvement of organizational performance, while the improvement of organizational performance can stimulate the work enthusiasm and creativity of employees, thus forming a virtuous circle and promoting the sustainable development of the enterprise. Therefore, to understand and manage employees' work performance, we should not only pay attention to individual ability cultivation and the establishment of incentive mechanism, but also pay attention to the goal setting of organizations and the improvement of performance evaluation system, so as to achieve the goal of common development of individual and organization.

Measurement and dimension of employee work performance. The measurement of employee work performance involves multiple dimensions and methods. Among them, the commonly used performance measurement methods include quantitative evaluation and qualitative evaluation. Quantitative evaluation usually adopts indexing mode, including work results, quality and quantity of tasks completed, work efficiency, etc., which can quantify employee performance through digital data. Qualitative evaluation focuses on the abilities, attitudes and behaviors of employees at work, and gets feedback through the observation and evaluation of supervisors or colleagues.

In terms of the dimension of performance measurement, it usually covers the following aspects: work results, that is, the quality and quantity of the tasks, projects or objectives completed by the employees in the work; work quality refers to the accuracy and completeness and professionalism of the task; work efficiency, that is, the time and resources spent by the employees to complete the tasks; work attitude, including their enthusiasm, responsibility and team spirit, personal development, learning ability, innovation ability and self-improvement willingness of the employees in the work. The comprehensive evaluation of these dimensions can comprehensively reflect the work performance level of employees, and help the organization to effectively manage and improve the performance of employees.

Factors affecting employee work performance. Employee work performance is influenced by many factors. The first is personal factors, including skill level, work experience, learning ability, and self-motivation. Next are organizational factors such as leadership style, organizational culture, incentive mechanisms and training support. A good leadership can stimulate the enthusiasm and creativity of employees, a positive organizational culture helps to create a good working atmosphere, and an incentive mechanism can promote the positive performance of employees. In addition, working environment and resource support are also important factors, including working conditions,

teamwork atmosphere and technical support. Communication and collaboration between employees and colleagues will also affect work performance, and good teamwork can improve work efficiency and quality. At the same time, external environmental factors such as market competition and industry changes will also have an impact on employee work performance. Finally, the consistency between personal goals and organizational goals is also an important influencing factor. When employees' personal goals fit in with their organizational goals, they are more motivated to make positive contributions to the development of the organization, so as to improve their work performance.

4.3 Main effects between transformational leadership behavior and employee work performance

The positive impact of transformational leadership behavior on employee performance is much attention in current management research. The research of Li Lei et al. shows that the survey results of MBA personnel in Chinese universities support the positive promotion relationship of transformational leadership behavior on employees' work performance. Song Haiyan's research further emphasizes the impact of various dimensions of transformational leadership behavior on employees' work performance.

As an important dimension of transformational leadership behavior, it shows the noble moral character and behavior norms of leaders, which can set an example among employees, promote the standardization of employee behavior, and thus improve work performance. Secondly, vision incentive, as a leader's description of the enterprise vision and future, can stimulate employees' work motivation and sense of goal, and make employees' personal career development closely combined with enterprise goals, so as to promote the improvement of work performance. In addition, personalized care and leadership have been proven to enhance employees' sense of identity with the organization and stimulate their pro-organizational behavior, thus improving work performance.

These findings reveal the mechanisms for the positive effects of transformative leadership behavior on employee work performance. The performance of leaders' behavior, vision motivation and personalized care can directly affect employees' work attitude, motivation and behavior, and then affect their work performance. With a constant emphasis on leadership character, vision, and personalized care, organizations can develop a more efficient and dedicated staff to improve overall performance.

4.4 Strategies for transformational leadership to influence teachers' work performance

Transformational leadership is the key to improving teachers' work performance. Transformational leaders can significantly improve teachers' work performance by stimulating teachers' potential, shaping a positive working environment, and promoting innovation and personal development.

4.4.1 Establish and strengthen vision sharing

Transformational leaders need to develop a clear vision of education and share it with teachers. This includes not only the long-term goals and expectations of the school, but also expectations about the quality of education and student development. Leaders should understand and agree with this vision through open communication and interaction, thus improving their work motivation and goal orientation. For example, by holding regular teacher meetings, leaders can discuss the development direction of the school, listen to teachers' opinions and suggestions, and form a

consistent educational goal together.

4.4.2 Provide personalized support and incentives

Transformational leaders should identify and focus on the individual needs and career development of each teacher. This includes providing teachers with the necessary resources, training opportunities, and career development pathways. For example, by organizing professional development seminars, leaders can help teachers improve their professional skills and knowledge, providing opportunities for further education, or encouraging teachers to participate in educational research. In addition, leaders should motivate teachers' work achievement by praising, rewarding and public recognition, thus increasing their self-confidence and job satisfaction.

4.4.3 Promote team cooperation and communication

Transformational leaders should strive to create a work environment of teamwork and mutual support. This includes encouraging communication and cooperation between teachers, establishing effective communication mechanisms, and resolving possible conflicts in the team. Through team-building activities, regular team meetings or workshops, leaders can enhance mutual understanding and trust among teachers and promote the sharing of knowledge and experience. Team work not only helps to improve teaching quality and efficiency, but also promotes innovation and improvement of educational practices.

4.4.4 Promote innovation and autonomy

Transformational leaders should encourage teachers to innovate in teaching and try new educational methods. This means that leaders should be open to teachers' innovative attempts, providing the necessary resources and support, and even giving teachers some autonomy when possible. For example, leaders can support teachers in developing new teaching materials, trying different teaching methods or introducing new technologies. This culture of encouraging innovation not only improves teachers' career satisfaction, but also stimulates their enthusiasm and creativity for educational work.

In short, transformational leadership has a significant impact on improving teachers' work performance. This is evident through the implementation of the aforementioned strategy.

5. Conclusion

In this study, a series of important conclusions are drawn by deeply studying the relationship between transformational leaders and teachers in higher vocational colleges in Guangdong Province, aiming to provide feasible suggestions for university administrators and promote the development of education.

Transformational leadership behavior has had a significant positive impact on teachers' work performance in higher vocational colleges. The performance of the four dimensions of virtue, such as model, vision motivation, personalized care and leadership charm, can stimulate teachers' work potential and improve their work performance level. Leaders' moral role models, the vision of positive motivation, personalized care for employees, and attractive leadership charm have all become important factors to promote teachers' work performance improvement. Therefore, university leaders should pay attention to and cultivate the transformative leadership behavior, emphasize the power of moral example, stimulate the internal motivation of teachers, and build a good working atmosphere.

The atmosphere of organizational innovation plays an important role in regulating between

transformational leadership and teachers' work performance. The results show that transformational leadership has a more significant impact on teacher performance when the organizational innovation atmosphere is good. The construction of innovative atmosphere helps to release the creativity of teachers, stimulate their enthusiasm for work, and then improve the quality of work. University administrators should pay attention to the construction of innovation culture, provide more space for teachers to show their personality and innovation ability, and promote the whole school to a higher level.

The study also found some issues that need attention. First of all, the school leadership team should pay more specific attention to the development of each leadership dimension when formulating transformational leadership strategies, and ensure that the enthusiasm of teachers is stimulated in an all-round way. Secondly, the construction of innovation atmosphere needs a long-term process, which requires university administrators to persevere in cultural construction, so as to form an atmosphere more conducive to teachers' innovation.

The conclusions of this study also call for future studies to explore in the following aspects. First, the universality of the results can be improved by increasing the number of samples and diversified sampling methods. Secondly, the specific operation mechanism of transformational leadership behavior can be deeply studied, so as to better guide the practice of university leaders. Furthermore, research can further examine other mediating and moderating variables that may influence the relationship between transformational leadership and teacher work performance to gain a more comprehensive understanding.

The study on the relationship between transformational leaders and teachers' work performance in Guangdong higher vocational colleges provides some suggestions for university administrators to optimize their management methods, improve the quality of education, and provides a useful reference for the sustainable development of universities. It is hoped that researchers in the future can discuss in depth in this field and jointly promote the prosperity and development of higher education in China.

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3) Teaching Reform Project of Guangdong Higher Vocational Colleges and Universities Teaching Guidance Committee of Education and Physical Education for 2022: "Exploration and Practice of Cultivation Model of Higher Vocational Pre-school Education Talents in Western Guangdong Based on "Three Complete Education"" (Project number: 2022G042);

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