

stimulating and considering followers, it is necessary for the schools' principals to treat and recognize each of followers fairly and sympathetic (Werang, 2015). This result was consistent with Lumsden (1998) findings that "By treating teachers in ways that empowered them, such as involving them in decisions about policies and acknowledging their expertise, administrators can help sustain teacher morale". This result was also consistent with Littleford (2007) findings that "high teacher morale occurs when the work environment is optimistic and teachers feel they have a purposeful job. These positive feelings are encouraged and promoted through principal's leadership. When teachers feel enthusiastic about their purpose, they become more productive, set higher standards, and perform better resulting in higher achievement for students".

The result of this present research indicate a significant relationship between teachers' job satisfaction and teachers' work morale. This inferred that high teachers' job satisfaction could improve teachers' work morale. In other words, the raise of teachers' job satisfaction could cause a raise in teachers' work morale. This result was consistent with Agyei-Kyeremateng (2011, p. xii) concluded that "job satisfaction has a positive correlation with employee morale. Workers with high morale tend to perform better on the job. Job satisfaction and morale is associated with absenteeism, lateness to work, complaints, less effort towards delivery and turnover". This result was also consistent with Islam, et al. (2012) conclusion that "job satisfaction can affect employee morale, turnover, absenteeism, and prosocial behavior which can be crucial for organizational success".

4. Conclusion

The objective of this empirical research was to investigate the relationship between principals' transformational leadership, teachers' job satisfaction, and teachers' work morale at state elementary schools in Boven Digoel regency, Papua, Indonesia. The following are the conclusions drawn from the results of the research:

- a. There was a significant relationship between principals' transformational leadership and teachers' job satisfaction at state elementary schools in Boven Digoel regency, Papua, Indonesia. Accordingly, if the regional education administrators want to improve teachers job satisfaction, then they have to take some strategic steps to improving principals' transformational leadership.
- b. There was a significant relationship between principals' transformational leadership and teachers' work morale at state elementary schools in Boven Digoel regency, Papua, Indonesia. Accordingly, if the regional education administrators want to improve teachers' work morale, then they have to take an effort to improving principals' transformational leadership.
- c. There was a significant relationship between teachers' job satisfaction and teachers' work morale at state elementary schools in Boven Digoel regency, Papua, Indonesia. Accordingly, if the school principals want to improve their teacher work morale, then they have to take some strategic steps to improving teachers' job satisfaction

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