

**TRANSFORMATIONAL LEADERSHIP MANAGEMENT
IN IMPROVING THE PERFORMANCE OF EDUCATORS AND
EDUCATIONAL PERSONNEL**

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Abstract

This study aims to determine the effect of transformational leadership management on the performance of educators and education personnel. many things are related in order to support the success of an Islamic educational institution one of which concerns the style displayed by the figure of the leader or the pattern of behavior that he displays in leading. In general leadership style there are two leadership styles namely task oriented style (task oriented), and member oriented style (employee-oriented). In subsequent developments along with social changes the model and style of leadership underwent a change in the style of transactional leadership, transformational leadership, and visual leadership. This research uses a descriptive quantitative approach. Data from this study were obtained from the school principal, board of teachers and other school staff at SMP Muhammadiyah 2 Taman. Data collected by observation, interview and documentation. The data analysis technique used is descriptive - qualitative. The results of the study indicate that transformational leadership management is able to improve the quality of the performance of educators and education personnel in SMP Muhammadiyah 2 Taman.

Keywords: *Transformational Leadership, Teacher Performance and Education Personnel*

A. INTRODUCTION

Talking about leadership or the leadership of Islamic educational institutions is an interesting and important discussion theme in the sustainability of an educational institution. Because leadership is one factor that is very instrumental in determining the merits of an organization. This is evidenced from various studies that organizational development is very important is the character of people who become leaders. According to Covey 90 percent of leadership failures are failures in character. Furthermore, organizational success is largely determined by the quality of leadership. Because with quality leadership an organization will be able to improve performance, knowledge and even competence, motivation, and in turn job satisfaction

Actually many things are related in order to support the success of an Islamic educational institution, one of which concerns the style displayed by the figure of the leader or the pattern of behavior that he displays in leading. In general leadership style there are two leadership styles namely task oriented style (task oriented), and member oriented style (employee-oriented). In subsequent developments along with social changes the leadership style has developed namely Saladin 45 transactional leadership style, transformational leadership style, and visional leadership.

B. RESEARCH METHODOLOGY

This research is a field research because it is carried out in real terms and based on facts in the field. This type of research is descriptive-qualitative research.

With this research will help examine and describe the data in accordance with the objectives of this study. This research is used with the intention is to discover the real facts contained in the data, make researchers more flexible in analyzing data and can find the effect of transformational leadership management on improving the performance of educators and education personnel both explicitly as part of analytic and implicitly.

Data collection is done by observation, interviews and documentation which are then analyzed using descriptive analysis using the inductive method. Observation was carried out since pre-research and throughout the research process which was assisted by a field note and observation checklist to determine environmental conditions and activities carried out in revealing the effects of transformational leadership management on improving educational performance and education personnel. The interview process is carried out by way of face-to-face meeting between the researcher and the informant. Documentation was carried out to obtain policy data related to transformational leadership management.

C. TRANSFORMATIONAL LEADERSHIP MANAGEMENT IN IMPROVING THE QUALITY OF PERFORMANCE OF EDUCATORS AND EDUCATION PERSONNEL

1. Transformational Leadership Management

The term management is often interpreted as science and tips and professions.¹ Management is defined as science because it is a field of knowledge that systematically seeks to understand why and how people work together. Management is defined as tips because management achieves goals through ways by managing others to carry out tasks. The management is defined as a profession because management is based on special expertise to achieve a manager's achievement, and professionals are required by a code of ethics.² Therefore management can be understood as a process to achieve organizational goals effectively and efficiently. Achievement of organizational goals is carried out by managing the functions of planning (planning), organizing (organizing), the preparation of personnel or staffing (staffing), direction and leadership (leading), and supervision (controlling).³

According to Thoha, opinion that management is defined as "a process of achieving organizational goals through the efforts of others. Meanwhile,⁴ according to Martoyi, management is an effort to determine, interact and achieve organizational goals by carrying out the functions of planning, organizing, preparing personnel or staffing, directing and leadership as well as supervision⁵

Related to the management concept, the Qur'an does not actually explain it, but implicitly suggests the importance of management processes in life as explained in Qs. Al-Hasyr: 18

Meaning: O you who believe, fear Allah and let everyone pay attention to what he has done for tomorrow (the hereafter); and fear Allah, surely Allah knows what you are doing.

¹ Nanang Fattah, *Landasan Manajemen Pendidikan*. (Bandung : PT. Remaja Rosda Karya, 1999), h.1

² *I b i d*

³ Syafaruddin, *Manajemen Lembaga Pendidikan Islam*, Cet.1 (Jakarta: Ciputat Press, 2005), h. 156

⁴ Miftah Thoha, *Kepemimpinan dalam Manajemen* (Jakarta: Raja Grafindo Persada, 1995), h. 8.

⁵ Susilo Martoyo, *Manajemen Sumber Daya Manusia* (Yogyakarta: BPPFE, 1980), h. 3.

The above verse becomes an inspiration for anyone to always plan, as the main basis for human motivation, an awareness to work in the sense of goals and targets that are known to achieve the desired goals. As At-Thabary, giving meaning to pay attention to what he is doing for tomorrow is activity with the right faith,⁶ therefore all activities are based on good intentions with true faith, because the substance of each human being is a management of his own life.

According to Winardi, the management elements include Men, Money, Materials, Teachers, Methods and Students.⁷ Among all these elements, men (humans) are the most important element in the management process, because management exists because there are two or more people who work together in achieving the shared goals. This means that humans formulate goals, humans compile the organization as a container for achieving goals, humans also work to achieve goals and at the same time humans also control and enjoy the results achieved.

Whereas management functions include those as follows:

- a) Planning (Planning)
Planning can be understood as determining an action to achieve the desired goal. Therefore, in the context of learning, planning is closely related to learning objectives in accordance with the vision and mission of the school, especially active, creative, effective and fun learning.
- b) Organizing (organizing)
The organizing function is a process that involves how the strategies and tactics that have been formulated in planning are designed in an appropriate and resilient organization, a conducive system and organization, and can ensure that all parties in the organization can work effectively and efficiently in order to achieve the objectives to regulate and connect learning resources, so as to realize learning goals in ways that are more effective, efficient, and economical in active, creative, effective and enjoyable learning
- c) Movement (actuating)
The function of mobilization in an organization is the effort or action of the leadership in order to create willingness and make subordinates know their work so that they consciously carry out their duties in accordance with a predetermined plan.
- d) Evaluating
Evaluating learning can be a motivator and stimulate teachers and students so that they can realize the goals of good learning achievement.
- e) Supervision (controlling)
Supervision is the function or task of the leadership to see the extent to which the program or plan has been implemented and take a firm stand in the implementation of the next program⁸

2. Perspectives on Transformational Leadership

Leadership in English "Leadership" is generally defined as a close relationship between a person and a group of people because they have the same interests.⁹ Leadership is a very urgent aspect in determining the success of an

⁶ Ibn Jarir Tabariy, *Jami' u Al-Bayan fi Ta'wili Al Quran*. (Mesir: Mustafaal-Baby Al Halaby, 1968), Juz. 12, h. 49

⁷ Winardi, *Asas-asas Manajemen*(Bandung: Penerbit Alumni, 1983), h,16.

⁸ Syafaruddin, *Manajemen Lembaga Pendidikan Islam*, Cet.1 (Jakarta: Ciputat Press, 2005), h. 160

⁹ Trianasari, Y. 2005. *Hubungan Antar Persepsi Terhadap Insentif dan Lingkungan Kerja dengan Loyalitas Kerja*. Surakarta : Fakultas Psikologi Universitas Muhammadiyah Surakarta.

organization, this is because leadership involves the behavior of a leader in order to influence his employees or employees, so that employees want to work together in order to realize the goals of the organization. Leadership in the Big Indonesian Dictionary concerns the leader or the way someone leads.¹⁰ Leadership can be interpreted as a process of influencing and directing employees to do the work assigned to their employees. Leadership is an important aspect for a leader, because a leader must act as the organizer of the group to achieve what has been determined¹¹

Leadership can be defined as a process to direct and influence activities related to the assignment of company employees in order to achieve company goals. The understanding of Islamic leadership are ways to lead, regulate, direct the people / people in accordance with Islamic law. In the corporate culture, the direction and form of management of a company or organization is very dependent on the ability of a leader in running His leadership (leadership model), in order to deliver the company or organization to achieve the goals of their dreams. The company's success in achieving its targets and objectives is not only influenced by procedures, regulations, operating standards, human resources or infrastructure owned by the company. However, the leadership model that is run by a leader will also determine the company's performance in achieving its goals. How many companies have risen, after having reliable leadership management, and how many companies have fallen, because being abandoned by a leader Leadership is a process of influencing in setting organizational goals, motivating followers' behavior to achieve goals, influencing to improve their groups and culture. A leader is expected to have the ability to direct and lead a company or organization to progress in achieving the collective goals that are dreamed of together.

Leadership is understood in the sense of being the power to move and influence people and as a tool, means or process to persuade people to be willing to do something sincerely.¹² This is not possible for a leader to manifest without good social interaction with his followers. So, they will work together like a solid team to realize their shared dreams. A leader or manager is part of a company or organization and cannot be separated from them. Therefore leadership is essentially:

- a. The process of influencing or setting an example by leaders to followers in an effort to achieve organizational goals
- b. The art of influencing and directing people by means of obedience, trust, respect and cooperation that is passionate about achieving common goals
- c. The ability to influence and direct the actions of a person or group to achieve the expected goals.
- d. The ability to influence a group to achieve its goals.

Leadership practice is concerned with influencing the behavior and feelings of others both individually and in certain directions, so that through leadership refers to the process to help direct and mobilize people or their ideas. The various definitions above give an understanding that the process to influence each other between leaders and members, means that they influence one another. That is, a leader is not a single element that gives influence to its

¹⁰ Wibowo. 2013. *Perilaku Dalam Organisasi*. Jakarta : PT. Raja Grafindo Persada.

¹¹ Safaria, Triantoro. 2004. *Kepemimpinan*. Yogyakarta : Graha Ilmu

¹² I b l d. 34

members. However, it is also influenced by the opinions of its members, and interacts with their desires and beliefs in the same position. A leader is part of its members, contributing to each other, exchanging opinions and experiences, and jointly trying to achieve a common goal by doing good. In the Koran there are also verses that explain that being a leader must do good.

Meaning: We have made them leaders who instruct us with our commands and we have revealed to them that they are doing good, establishing prayers, giving alms, and only to us they always worship,

Leadership is exercised when a person mobilizes institutional, political, psychological and other resources to generate, involve and motivate.¹³ A transformational leader is a leader who masters the situation by conveying a clear vision of the group's goals, passionate about work and the ability to make group members feel recharged and Transformational leadership is a type of leadership style that leads to positive change in those who follow (followers). Transformational leaders are generally energetic, enthusiastic and passionate. Not only are leaders paying attention to and involved in the process, they are also focused on helping each group member to succeed as well Transformational leadership is a model of leadership to improve human resources with and the relationship between leaders' effects on subordinates can be measured, with indicators of trust, admiration, loyalty, and respect for leaders, trying to motivate followers to do something more and do it beyond their own expectations¹⁴

According to Danim transformational leadership is the ability of a leader in working with and / or through other people to transform, optimally organizational resources in order to achieve meaningful goals in accordance with predetermined achievement targets.

3. History of Transformational Leadership

The concept of transformational leadership was originally introduced by leadership expert and president biographer James MacGregor Burns. According to Burns, transformational leadership can be seen when leaders and followers make each other to improve morale and motivation. Through the power of their vision and personality, transformational leaders are able to inspire followers to change their hopes, perceptions and motivation to work towards common goals.¹⁵ Then, researcher Bernard M. Bass applied Burn's idea to develop what is now referred to as Bass Transformational leadership theory. According to Bass transformational leadership can be defined based on the impact that there is on followers. Bass advised transformational leaders to be able to garner the trust, respect and admiration of their followers.¹⁶

4. Components of Transformational Leadership Behavior

a. Charismatic

¹³ Bass (Ancok. 2012). *Kepemimpinan dan Inovasi*. Jakarta: Erlangga, 50

¹⁴ *Ibid*, 54

¹⁵ Gouzali, Saydam. 2000. *Manajemen Sumber Daya Manusia (Human Resource) Suatu Pendekatan Mikro*. Djanbatan, Jakarta.

¹⁶ Bass (Ancok. 2012). *Kepemimpinan dan Inovasi*. Jakarta: Erlangga

That charisma has traditionally been seen as inherent and only possessed by world class leaders. Writing proves that charisma can be possessed by leaders at the lower level of an organization.¹⁷ Leaders who have these characteristics, show their vision, abilities, and expertise as well as actions that put the interests of the organization and the interests of others (the community) rather than personal interests. Because of this, charismatic leaders are made role models, idols and role models by their subordinates.

Subordinates trust the leader because the leader is considered to have the views, values and goals that are considered true. Therefore leaders who have greater charisma can more easily influence and direct subordinates to act in accordance with what is desired by the leader. Furthermore, charismatic leadership is said because leaders can motivate subordinates to spend extra effort because they like their leaders.¹⁸

b. Idealistic influence

Transformational leaders function as role models for followers. Because followers trust and respect the leader, they imitate this person and internalize themselves. They believe in the philosophy that a leader can influence his followers only when the leader practices what he says. Leaders act as role-models for followers This type of leader seeks to influence his subordinates through direct communication by emphasizing the importance of values, assumptions, commitment and beliefs, and has a determination to achieve goals by always considering the moral and ethical consequences of each decision made. He showed confidence in his ideals, beliefs and values. The impact is admired, trusted, respected, and subordinates try to identify themselves with it. This is due to behaviors that prioritize the needs of subordinates, share risks with subordinates consistently, and avoid the use of power for personal gain. Thus, subordinates are determined and motivated to optimize business and work towards a common goal.

c. Inspiration Motivation

Transformational leaders have a clear vision that they are able to articulate to followers. These leaders are also able to help increase followers 'passion and motivation to fulfill the goals Transformational leaders act by motivating and inspiring subordinates through giving meaning and challenges to subordinates' tasks.¹⁹ Inspirational leader behavior according to Yulk can stimulate subordinates enthusiasm for group tasks and can say things that can foster subordinates' trust in their ability to complete tasks and achieve group goals. Transformational leaders guide followers by providing a sense, meaning and challenge. They work enthusiastically and optimistically to foster teamwork and commitment.²⁰ Subordinates are given the freedom to participate optimally in terms of ideas, provide a vision of the future state of the organization that promises clear and transparent expectations. Its influence is expected to increase group morale, enthusiasm and optimism are sacrificed so that expectations become important and valuable to them and need to be realized through high commitment.

d. Intellectual stimulation

¹⁷ Martoyo Susilo. 2007. *Manajemen Sumber Daya Manusia*, Edisi 5, Cetakan Pertama, BPFE Yogyakarta.

¹⁸ Mudiarta Utama' I Wayan. 2004. *Beberapa Faktor yang Mempengaruhi Semangat Kerja Karyawan Kantor JOM FISIP* Volume 3 No.1 Februari 2016 Page 13

¹⁹ Safaria, Triantoro. 2004. *Kepemimpinan*. Yogyakarta : Graha Ilmu

²⁰.i b i d , 12

The leader encourages subordinates to rethink how they work and find new ways of working to accomplish their tasks. The influence is expected, subordinates feel the leadership accepts and supports them to think about their work methods, look for new ways to complete tasks, and feel they find new ways of working in accelerating their tasks. A further positive influence is the high enthusiasm for learning by Peter Senge, this is referred to as a learning organization

The leader encourages followers to explore new ways of doing things and new opportunities for learning. Such leaders encourage their followers to be innovative and creative.²¹ They encourage new ideas from their followers and never openly criticize them for the mistakes made by them. They do not hesitate to discard the old practices established by them if the old practices are found to be ineffective. Through intellectual stimulation, leaders stimulate the creativity of subordinates and encourage to find new approaches to old problems. Through intellectual stimulation, subordinates are encouraged to think through the relevance of ways, value systems, beliefs, expectations and are encouraged to innovate in solving problems, innovating in solving problems and being creative to develop abilities.²²

e. Individual Considerations

Individual attention that is the leader gives personal attention to subordinates, such as treating them as whole people and valuing their caring attitude towards the organization. Attention or consideration to individual differences in implications is to maintain direct face to face contact and open communication with employees. In order to foster supportive relationships, transformational leaders keep the lines of communication open so that followers feel free to share ideas and so leaders can directly know the unique contribution of each follower. Individual attention can be as an initial identification of subordinates, especially subordinates who have the potential to become a leader. Leaders act as mentors to their followers and value their followers for their creativity and innovation. Followers are treated differently according to their talents and knowledge. They are empowered to make decisions and always provide the support needed to carry out those decisions. While monitoring is a form of individual attention that is shown through the act of consultation, advice and demands given by seniors to junior inexperienced when compared with seniors. Influence on subordinates, among others, felt cared for and treated humanely from his superiors.²³

D. TRANSFORMATIONAL LEADERSHIP MANAGEMENT IN IMPROVING THE QUALITY OF THE PERFORMANCE OF EDUCATORS AND EDUCATION PERSONNEL

1. Understanding Performance

Leadership is the process of influencing individuals or groups to consciously and harmoniously work to achieve the stated organizational goals. Recognition of the importance of leadership strategies in organizations has become the main basis in analyzing their roles and functions in improving the quality of the performance of their subordinates. While the quality of performance is the

²¹ Bass (Ancok. 2012). *Kepemimpinan dan Inovasi*. Jakarta: Erlangga

²² Burn, J. M (1978). *Leadership*. New York: Harper Row

²³ Mulyasa, H.E. (2015). *Manajemen dan Kepemimpinan Kepala Sekolah*. Jakarta: PT. Bumi Aksara

performance standard (principal) that has been mutually agreed upon in an organization (SOP). The following is a brief analysis of performance according to scientists:

Table 1.1
Opinions of Experts on Understanding Performance²⁴

No	Definition of Performance	Opinion
1.	Performance is defined as the results of work, or the implementation of work tasks	(Pariata Westra et al. 1977:246).
2.	performance is the work process of an individual to achieve certain results,	Bateman (1992:32)
3.	Work Achievement or work performance (performance) is defined as an expression of ability based on knowledge, attitudes, and skills and motivation in producing something,	Nanang Fattah (1999:19)
4.	Performance is defined as the record of outcomes produced on a specified job function or activity during a specific time period	Bernardin dan Russel dalam Ahmad S Ruky (2001:15)
5.	Performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.	A. Anwar Prabu Mangkunegara (2001:67)

From some of the performance typing above, it can be concluded that performance is a work ability or work performance shown by an employee in obtaining optimal work results. In other words, performance has a derivation of understanding of the existence of an action displayed by someone in carrying out a certain activity. Factors that influence the achievement of performance are the ability factor (Ability) and motivation factors (Motivation).²⁵

This is consistent with the opinion of Keith Davis, quoted by A. Anwar Sobirin PM, argues that the factors that affect performance are :

a. Motivation Factor

Motivation is formed from a person's attitude in dealing with work situations. Motivation is a condition that drives a person who is directed to achieve organizational goals so that someone will achieve maximum performance if he has high motivation.

b. Ability Factor

Psychologically, the ability of employees consists of potential ability (IQ) and reality ability (Knowledge + Skill). This means that an employee who has an IQ above average (IQ 110-120) with adequate education for his position and skilled in doing daily work, then he will more easily achieve the expected performance. Therefore, employees need to be placed in jobs that match their expertise.²⁶

²⁴ Washington, Rynetta et al. 2006. "Individual differences in servant leadership: the roles of values and personality". Leadership & Organization Development Journal. Vol. 27 No. 8. pp. 700-716

²⁵ Sulistyani, Ambar Teguh dan Rosidah, 2009, *Manajemen Sumber Daya Manusia:Konsep, Teori dan Pengembangan dalam Konteks Organisasi Publik*, Edisi 2,Graha Ilmu, Yogyakarta

²⁶ Anwar Sobirin PM. 1999. Memahami Arti dan Makna Budaya Organisasi, SINERGI : kajian Bisnis dan Manajemen vol. 2 No. 2, 1999 Hal 189-215

Some Principal Managerial Strategies in improving the Performance of education and education personnel, as described in the following table:

Table 1.2:
Principal Managerial Strategy²⁷

NO	Types of Leadership	Characteristics / aspects / strategies
1	Participatory	1. The leader provides time and opportunity to absorb aspirations with his subordinates 2. Change-oriented 3. Based on partners and friends
2	Maximum Leadership	1. Strategic approach 2. Human asset approach 3. Expertise approach 4. Control approach 5. Approach to change agents
3	Principle Centered Leadership	1. Customer oriented 2. Concerning capabilities
4	Instant Leadership	1. Prioritization 2. Integriras 3. Based on change
5	Strategic Leadership	1. Customer Strategy 2. Empowerment Strategy 3. Risk comparative strategies

The leadership management strategy above is then implemented in a policy that will improve the quality of student performance. the strategy can be pursued in the following ways:

Table 1.3:
Implementation of Management strategies²⁸

No	Method / Strategy	Description
1	listening	The principal listens to whatever the teacher says, it can be in the form of weaknesses, difficulties, problems and anything experienced by the teacher, including those related to increasing teacher professionalism
2	clarifying	The principal makes it clear what is meant by the teacher in clarifying the principal of the madrasa clarifying what the teacher wants by asking him
3	encouraging	The madrasah head encourages the teacher to want to restate something when it is still unclear.
4	presenting	The headmaster tries to convey his perception of what is meant by the teacher.
5	problem solving	the principal together with the teacher solves the problems faced by the teacher.

²⁷ Usman, Husaini. (2009) *Manajemen Teori Praktik dan Riset Pendidikan*. Jakarta: Bumi Aksara

²⁸ Ismail, I, 2008, "Pengaruh Budaya Organisasi Terhadap Kepemimpinan dan Kinerja Karyawan Pemerintah Kabupaten-Kabupaten di Madura", *EKUITAS*, 36

6	confer	The principal and the teacher establish an agreement on the tasks that must be carried out individually or together.
7	demonstrate	the principal demonstrates certain things with the intention of being observed and imitated by subordinates
8	directing	the principal mobilizes the teacher to do certain things
9	standardize	the principal mobilizes the teacher to do certain things. The head of the school makes adjustments together with the teacher
10	strengthen	Provide reinforcement by describing favorable conditions for teacher formation

Table 1.4:
Implementation of the Principal's Management Strategy

NO	Strategy / Management	Typology of leadership	
		Form of Attitude	Leadership Style
1	Behavior Daily	Be considerate, open, cheerful, assertive, wise in discipline and commitment and have stable emotions.	Visioner - Demokrasi
2	Delegation Task	Be considerate, open, cheerful, assertive, wise in discipline and commitment and have stable emotions	Demokrasi Transaksional
4	aking Decision	Together / consensus by inviting all personnel schools, joint decision-making through meetings by providing information from institutions that oversee schools (Department of Education and UPTD) to then be solved / sought a solution together, coordinating with the distribution of tasks, the principal is always involved in decision making	Demokrasi Transaksional
5	Supervision	Teacher: supervise administration and supervise learning (class visits) Educational staff (staff): carry out direct control / monitoring by asking the progress of the work done	Supervisor Visioner
	Development School	Having enthusiasm in developing schools, such as developing	Visioner Transformasional

	extracurriculars, developing learning	
communication	Having enthusiasm in developing schools, such as developing extracurriculars, developing learning	Democracy
Motivation	Fulfilling the needs of teachers and expertise such as eating and drinking, providing a sense of security, providing comfort, respecting each individual by providing encouragement, meeting learning needs.	Democracy <i>Path goal</i>
appreciation	Give praise and greeting thank you	Democracy

E. CONCLUSION

Transformational leadership is leadership that is able to create fundamental changes and is based on religious values, systems and culture to create innovation and creativity of followers in order to achieve the vision that has been set. The characteristics of transformative leadership are: able to encourage followers to realize the importance of work results, encourage followers to put the interests of the team / organization first, encourage to achieve higher needs, maintain consistency between beliefs, verbal and actions, prohibit inconsistencies between words and deeds, be careful in calling for something, have to measure / evaluate yourself, and must set an example before saying something.

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