



STYLE LEADERSHIP TRANSFORMATIONAL IN ELEMENTARY SCHOOLS

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Abstract

This study aims to analyze the transformational leadership style applied by the principal at Elementary School Islam Al Fahd and its impact on the school environment. The research employs a descriptive qualitative method, with data collected through interviews, observations, and documentation. The findings indicate that the principal plays a central role as a transformational leader by clearly conveying the school's vision and mission, providing inspiration, serving as a role model, and supporting individual development. This leadership style has a positive impact on teacher motivation, innovation in teaching, and the character development of students. However, challenges in implementation include limited resources, resistance to change, and the need for regular evaluation. This study emphasizes the importance of transformational leadership in creating a conducive, innovative, and character-oriented educational environment.

Keywords: Elementary School, Transformational leadership

Abstrak

Penelitian ini bertujuan untuk menganalisis gaya kepemimpinan transformasional yang diterapkan oleh kepala sekolah di Sekolah Dasar Islam Al Fahd serta dampaknya terhadap lingkungan sekolah. Penelitian menggunakan metode kualitatif deskriptif dengan pengumpulan data melalui wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa kepala sekolah memainkan peran penting sebagai pemimpin transformasional dengan menyampaikan visi dan misi yang jelas, memberikan inspirasi, menjadi panutan, serta mendukung pengembangan individu. Gaya kepemimpinan ini berdampak positif terhadap motivasi guru, peningkatan inovasi dalam pembelajaran, dan perkembangan karakter siswa. Namun, terdapat beberapa tantangan dalam implementasinya, seperti keterbatasan sumber daya, resistensi terhadap perubahan, dan kebutuhan evaluasi berkala. Penelitian ini menegaskan pentingnya kepemimpinan transformasional dalam menciptakan lingkungan pendidikan yang kondusif, inovatif, dan berorientasi pada pembentukan karakter serta prestasi.

Kata Kunci: Kepemimpinan transformasional, Sekolah Dasar

INTRODUCTION

Leadership transformational is A draft leadership Which focus on change positive And coaching Which deep on individual. In context education, specifically in institution school like Elementary School (SD) Islam, style leadership transformational become relevant Because oriented on development character, intellectual, And spiritual. Leader Which apply style This No only as director, but Also as inspirator Which capable motivating And

empowering all over member within the scope of educational institutions to achieve the expected vision and mission (Ruqaiyah, 2021). Leader on in essence is somebody Which have ability For influence behavior person other in the his work with use power. Power is ability For direct And influence subordinate in connection with tasks Which must implementation (Iqbal, 2021). The more Lots amount source power Which available for leader, will increasingly big potential leadership Which effective.

Elementary School Islam own objective main For form generation Which superior, No only from aspect academic but Also from aspect morals And spirituality. Style leadership transformational can play an important role in moving Islamic elementary schools towards this goal, Because model leadership This emphasize on development potential self And creation conducive educational climate. Transformational leadership provides an approach Which more human And personal in development students, so that process learning No only focus on aspect academic but Also on formation character And morals. Leader transformational is is leader Which inspiring for followers/subordinates For put aside interest personal with for the sake of kindness organization And they capable own influence Which outside normal on self And his subordinates (Ilyas, 2016) .

Leader transformational in Elementary School Islam play a role as role model Which implant values Islam And inspiring students through exemplary behavior. Leadership This emphasize the importance of paying attention to the individual needs of each student, providing moral encouragement, and foster a spirit of achievement. Through personal attention and support, the students expected No only become students Which intelligent, but Also human Which integrity tall. Approach This very important in environment Elementary School Islam, in where students guided For undergo life daily in accordance with values Islam. Education Islam in era modern society certainly requires the presence and role of capable leadership face various challenge And change. Various study show that Transformational leadership is a new paradigm that has a broad influence in organization (Mahfudh, 2022). In education Islam, implementation leadership transformational leadership is very important because the leadership style has a greater influence on empowerment every organizational elements than style leadership other (Rofiq, 2019) .

By implementing a transformational leadership style, Al Fahd Islamic Elementary School can create environment Study Which positive And support potential every students. This leadership will create a strong community, where students, teachers, and staff Work The same in reach objective together. On Finally, leadership transformational No only push achievement

academic Which Good, but Also form students with strong character, noble morals, and ready to play an active role in society (Janah & Joseph, 2024).

Various study about leadership prove that leadership transformational has an important role in organizations. More so , researchers also prove role And influence leadership transformational in push educational progress in Islamic schools. In order to improve the quality of school principals Al Fahd Islamic Elementary School Palembang on transformational leadership and work innovation need implemented in a way effective. See a number of study previously, researchers will discuss about ***Leadership Style Transformational in Islamic Elementary School Al Fahd.***

METHOD STUDY

The research method generally used is the descriptive qualitative method. The descriptive qualitative research method is a traditional method, this is because method This Already Enough long used by for researchers so that become A method Which based on a habit in the research process. The research method used in compiling the results of this research, namely the descriptive research method where the researcher conducted obtaining data through library sources in this case books, articles, and other materials that support the research process (Ananda Muhamad Tri Utama, 2022). In study qualitative gather descriptive data researchers as well as analyze it and obtain common ground between the related case studies and the accuracy of supporting sources for the reason that the research can obtain A novelty in data which is discussed in the theme.

Through method study qualitative descriptive writer will do studies literature get data from books, articles results invention from previous researchers then the data will be analyzed and arrive at the process drawing conclusions. The analysis of this research was carried out continuously from the beginning until end study, so that get data from field Good from observation, interview And documentation, understood And analyzed. Then data Which obtained with descriptive and analytical, then the discussion of the data is concluded deductively and interesting, then concluded from general statements to specific ones using the Miles model And Humberman (Dunn et al., 2011) .

In this writing, the author took place at Al Fahd Islamic Elementary School. This done on date 14 October 2024, semester odd 2024/2025. As for source or The informant for this research was the Principal of Al Fahd Islamic Elementary School. According to Sugiyono, Interviews are conducted as a data collection technique, if the researcher wishes to conduct

them preliminary study to find out the problems being researched and other things from respondents in a way in-depth and the number of respondents is small.

RESULTS STUDY

Based on the research results regarding the transformational leadership style at Al Fahd Islamic Elementary School which conducted using survey and interview methods with school principals, teachers and several other students. The results of this study describe how the principal applies the principles of leadership transformational And the impact to environment school .

Role Head School as Leader Transformational

Based on interviews with the principal, it was discovered that the principal have a clear vision to create an excellent and innovative school. Some efforts made by the principal in implementing transformational leadership,between others: 1) Conveying the School's Vision and Mission Clearly: the principal regularly holds meeting monthly with Teacher For convey vision, mission, And objective school as well asachievement which has achieved , 2) M gives Inspiration And Motivation: head school use various approach,like give appreciation to Teacher achievers, motivating student in activityStudy, and celebrate successes both small and large , 3) Be a Role Model for Staff and Students: the principal strives to consistently demonstratework ethic, discipline, and high commitment in carrying out tasks, so that become role model for teachers and students.

Impact on Motivation Teacher

From the results of a survey of teachers, the majority stated that they felt more motivated in Work in lower leadership head school Which transformational. Following a number of identified aspects From the survey results: 1) Increased Dedication and Performance: teachers feel more motivated to innovate in teaching and working professionally because of the encouragement and support from principal , 2) Support Development Competence: head school provide various opportunities for teachers to participate in training and workshops to improve competence. This create feelings appreciated and increase dedication teachers , 3) Involvement in Decision Making: teachers feel more valued because the principal school often involving they in decision Which relate with curriculum, school activities, and program development.

Influence on Student and Environment Study

Influence leadership transformational head school Also seen on change positive among

students And atmosphere learning at school: 1) Students' learning motivation increases: students stated that they felt more motivated. motivated because the principal often gives appreciation and awards to student who excel, both in the field academic both academic and non-academic , 2) The presence of more innovative learning methods: with encouragement from head school, Teacher start apply various method learning creative Which more interesting interest student, like learning based project, studies case, And use technology , 3) Improvement Discipline And Ethics Student: Head school Also active give example And direct student For own discipline Which tall And demonstrate good ethics. This has a positive impact on the school atmosphere. more orderly and harmonious

Challenge in Implementation Leadership Transformational

Although leadership transformational give impact positive, there is a number of constraint encountered in its implementation in Elementary School Islam Al Fahd Palembang: 1) Limited Resources: Some proposed innovative programs are hampered by limitations budget, so that its implementation must postponed or customized with capacity school , 2) Resistance to Change: part Teacher Which has long teach with method traditional experience difficulty For adapt with approach Which more innovative. A number of need time more For follow development Which pushed by the principal , 3) Limited Time and Energy: the principal and staff sometimes feel overwhelmed with the many tasks and responsibilities that must be carried out, which can limit time for monitor in detail deep implementation of change .

DISCUSSION

Leadership transformational , developed by (Bass, 1999) , is approach leadership that focuses on inspiration , motivation , and empowerment follower For reach objective together more big . In the context of education , this model is very relevant Because push improvement quality school through development culture collaborative , innovation , and commitment collective . At Al Fahd Islamic Elementary School, Palembang, the implementation of leadership transformational by the head school in harmony with theory this , where four dimensions the main ones —inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation— are visible in practice leadership daily .

Inspiration And Motivation Which Strong

The principal has a role as the main motivator who can raise The enthusiasm of teachers and students. Inspiration and motivation are reflected in the principal's ability to convey a clear vision and raise the enthusiasm of teachers and students. According to (Bakker et al., 2023) ,

transformational leaders are effective in creating a sense of shared purpose through inspirational communication. At Al Fahd Islamic Elementary School, the principal not only emphasizes the importance of academic achievement but also instills character values, thus motivating the entire school community to actively contribute. Motivation This No only increase Spirit Workfor Teacher but Also push student For reach performance Which more tall. With implant values positive And convey vision Which clear, head school capable motivating all parties to work with commitment and dedication (Fan et al., 2022) .

Influence as Role model (Influence)

As a leader, head school in Elementary School Islam Al Fahd has showattitudes and actions that are role models for teachers and students. The principal tries maintain integrity, honesty and commitment in carrying out duties, so that teachers and Students consider the principal to be a figure worthy of emulation. This is important in leadership transformational Because with become role model, leader capable push school environment for follow ethics Work and the spirit that The same (Heenan et al., 2024) .

Support to Development Self (Attention Individual)

Wrong One aspect important from leadership transformational is attention to individual needs. Research results (Erdurmazli, 2025) states that transformational leaders must be sensitive to the aspirations and challenges faced by their followers. At this school, the principal provides specialized training for teachers and a personalized approach to students who need guidance, in accordance with the empowerment principle of transformational leadership. With approach Which In this personal, teachers feel supported to develop, and students feel appreciated, which on Finally create a positive environment in schools.

Stimulus Intellectual and Innovation

The principal at Al Fahd Islamic Elementary School promotes and encourages the existence of innovation in process learning. Teacher given freedom For try method newthat is more effective and engaging for students. According to (Shafi et al., 2020) , transformational leaders must challenge the status quo and encourage follower creativity. This support for innovation allows teachers to implement interactive and creative learning strategies, which are not onlymake learning more fun but also increase student engagement. In the long term, this approach can affect students' academic achievement and make they more prepared to face challenge in the past front.

Challenge Faced

However, the implementation of transformational leadership also faces challenges, as identified by (Maqbool et al., 2024) in his study of school leadership. Limited financial resources can hinder innovation, while teacher resistance to change requires a gradual approach through training and outreach. Furthermore, regular evaluation—such as using the Multifactor Leadership Questionnaire (MLQ)—is necessary to measure the effectiveness of this leadership style in improving teacher performance and student learning outcomes.

Thus, transformational leadership at Al Fahd Islamic Elementary School, Palembang, not only strengthens a dynamic school culture but also provides a theoretical foundation for holistically improving educational quality. The combination of field practice and transformational leadership theory confirms that this approach is capable of creating a learning environment oriented toward sustainable progress.

CONCLUSION

This study confirms the effectiveness of the transformational leadership model in the context of Islamic primary education in Indonesia. The main findings reveal that the implementation of four key dimensions—inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation—significantly contributes to: (1) strengthening a values-based school culture, (2) enhancing teachers' professional capacity, and (3) optimizing holistic learning outcomes encompassing cognitive, affective, and spiritual aspects.

Qualitative analysis identified key supporting factors as commitment to visionary leadership and consistency in modeling behavior. However, structural challenges such as limited resource allocation and resistance to change indicate the need for adaptive strategies in implementing this model. The theoretical implications of the study reinforce Bass's (1999) proposition about the universality of transformational leadership across cultural contexts, while its practical implications suggest integrating this approach within a framework for developing character-based, superior schools.

Recommendations for further research include longitudinal studies to measure long-term impacts and exploration of moderating variables such as stakeholder support and specific socio-cultural conditions. These findings provide an important contribution to the literature on educational leadership in Muslim-majority countries..

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