

## **TRANSFORMATIONAL LEADERSHIP OF SCHOOL PRINCIPALS AT MTS NEGERI TOJO UNA-UNA AND IMPACT ON IMPROVING THE QUALITY OF HUMAN RESOURCES**

**Suci Indasari**

Department of Education Management, Gorontalo State University, Gorontalo,  
Indonesia

[Suciindasari58@guru.sd.belajar.id](mailto:Suciindasari58@guru.sd.belajar.id)

### **Abstract**

This research aims to analyze the transformational leadership style of school principals at MTs Negeri Tojo Una-Una and its impact on improving the quality of human resources. Using a qualitative approach, this research involved interviews, observation, and documentation as data collection methods. The research results show that school principals actively improve the quality of teachers and students through support for each school community, from an internal perspective (morale by providing various role models and advice), as well as externally (training, providing school facilities, collaboration between the community and government). Good leadership, exemplary behavior, and communication that creates a conducive school environment are some of the key factors in creating a comfortable and enjoyable school environment which is proven to increase motivation and involvement of all parties in the learning process, from cooperation and collaboration in every activity. These findings emphasize the importance of transformational leadership in achieving the vision and mission of better education with optimal-quality human resources.

**Keywords:** Transformational leadership, Human Resources

### **Introduction**

The president ratified the latest national education system law in 2017 Number 20 of 2017. This law on the new national education system has quite basic demands because it must be able to guarantee equal distribution of educational opportunities, improve the quality relevance, and efficiency of education management to face challenges by the demands of changes in local, national and global life. One of the immediate efforts to fulfill these demands is educational reform in a planned, directed and sustainable manner.

In the current era of globalization, organizations are always required to pay attention to the organization's ability to adapt to changes that occur in their environment, both external and internal, in order to win the competition. These external and internal changes will have implications for the competitive advantage possessed by an organization, especially the potential of human resources, which now plays an increasingly important role in the success of an organization, so organizations need to review business strategies to improve their competitive performance. This was emphasized by Moeheriono (2014: 277) who said, that these external and internal changes have implications for organizations to see the competitive advantage they



have, especially the potential of human resources, to win global competition, so organizations need to review their business strategy again to improve its competitive performance.

Human resource management is very necessary to be able to improve the quality of human resources in supporting the progress of the organization so that it can compete globally. Therefore, organizations are expected to improve their performance, because the ability of every organization to compete is largely determined by performance. Performance is a record of outcomes resulting from the function of a particular job or activity over a certain period (Bernardin, 1998: 379). The performance dimensions and indicators used in this research include (1) dimensions of individual work results which consist of three indicators, namely: (a) quantity of work results, (b) quality of work results, and (c) efficiency in carrying out tasks. (2) dimensions of work behavior consisting of three indicators, namely: (a) work discipline, (b) initiative, and (c) thoroughness. (3) work attitude dimensions which consist of three indicators, namely: (a) leadership, (b) honesty, and (c) creativity (Wirawan, 2009: 80)

Performance is influenced by transformational leadership style. Transformational leadership style is leadership that goes beyond ordinary expectations by instilling a sense of mission, stimulating learning experiences and inspiring new thought patterns (Griffin, in Sartika, et al, 2019) Indicators used in this research refer to the opinion of Robbins (2010), namely (a) charisma, (b) inspirational motivation, (c) intellectual stimulation, and (d) individual attention.

A professional school principal will know the needs of the world of education and the specific needs of the school, so he will make adjustments so that education and the school can develop and progress, by the needs and developments of the times.

Education has a very strategic role because education determines a person's quality or human resources. The strategic role of education involves a school principal, and the achievement of educational goals is very dependent on the skills and wisdom as well as the quality of the school principal as a leader. The principal is a professional official in the school organization, whose job is to manage all school resources and collaborate with educators, staff, and other employees.

(Tubagus in Putri Handayani et al, 2023) transformational leadership is defined as a leader's ability to change the work environment, work motivation, work patterns, and work values applied to his subordinates so that employees can improve and optimize their work performance to achieve the goals of an organization. Transformational leadership seeks to transform the values followed by subordinates in supporting the organization's vision and mission (Priscilla & I Putu, 2019).

Transformational leadership is a leadership approach that has an important role in improving the quality of education, especially in educational institutions such as

Madrasah Tsanawiyah (MTS). At MTS Negeri Tojo Una-Una Regency, the application of transformational leadership is the key to creating a learning environment that is innovative and adaptive to change. Through this leadership, educational leaders are expected to inspire and motivate teachers and students to achieve higher educational goals. The transformation carried out does not only focus on academic aspects but also on developing students' character and skills.

Transformational leadership itself can be interpreted as where a leader provides motivation and direction to his subordinates to work optimally in achieving company goals. Transformational leadership comes from the desire to transform an organization towards better change. This is implemented by motivating, inspiring, and providing attention to his subordinates (Suryanna, 2010; Nur et al., 2021).

Transformational leadership itself leads to the process of building a commitment towards organizational goals and giving followers confidence to achieve these goals. Transformational leadership theory is studying how leaders change organizational culture organize organizational structures and carry out management strategies to achieve organizational goals (Iqbal M, 2021).

Transformational leadership is an important approach in managing educational institutions, including MTS Negeri Tojo Una-Una. In the increasingly complex context of educational development, leaders are needed who not only focus on academic achievement but are also able to inspire, motivate, and bring positive change to all school members.

This transformational leadership has several urgencies in the Tojo Una-Una district school, especially for one of the State MTS in Tojo Una-Una Regency, including The need for change, where the Tojo Una-Una State MTS is in the midst of various challenges, starting from increasing quality of education to the development of student character. In facing this challenge, transformational leadership is needed to direct the school's vision and mission more effectively. Improving the Quality of Education.

Transformational leadership is expected to encourage improvements in the quality of learning through innovation and collaboration between teachers, students, and parents. Transformational leaders can create a learning environment that supports students' academic and non-academic growth. Character and Values Development: In the educational context, student character is very important. Leaders who adopt a transformational approach not only focus on achieving academic results but also on forming the character of students to become responsible and ethical individuals.

Building a Solid Team: Transformational leadership encourages active participation from all parties in the school environment. By building a solid team, leaders can create a positive and productive work climate, so that each member feels valued and involved in the decision-making process. 5). Responsive to Change: In the

era of globalization and continuously developing technology, MTS Negeri Tojo Una-Una needs to adapt to the changes that occur. Transformational leaders can recognize opportunities and challenges and can respond to them with the right strategy.

In a managerial context, the school principal is tasked with managing resources, including teaching staff, infrastructure, and budget, so that the educational process can run effectively. (Mulyasa, 2017). The school principal functions as a leader who motivates and inspires all school members to achieve the educational goals that have been set (Wibowo, 2020). School principals are expected to be able to innovate in curriculum and learning development to adapt to student needs and current developments. (Supriyadi, 2019).

## **METHODS**

This research uses qualitative research where researchers can get to know the subject, and feel what the subject experiences in everyday life. Qualitative research involves researchers so that they understand the context of the situation and setting of the natural phenomenon being studied. Every phenomenon is something unique, and different from others because the context is different. Qualitative research aims to understand the conditions of a context by directing a detailed and in-depth description of the portrait of conditions in a natural context, regarding what happens according to what is in the field of study. Research from Yusanto (2019) states that qualitative research has its own variety of approaches so that researchers can choose from these variations to suit the object they will research. Furthermore, Yulianty & Jufri (2020), in qualitative research, data analysis must be carried out carefully so that the data that has been obtained can be narrated well so that it becomes a worthy research result.

## **FINDING AND DISCUSSION**

### **1. Transformational Leadership Style of the Principal at MTs Negeri Tojo Una-Una**

Leadership is something that is needed, both in personal and group or institutional form. The development or failure of an institution, especially an educational institution (school), is greatly influenced by the leadership style of the school principal because the success or failure of a school is largely determined by a leader. Various definitions can explain this leadership style,

The leadership style used by the principal of MTs Negeri Tojo Una-Una supports improving the quality of educational resources, and human resources in a school, as well as relations with the community, where the school can run conducive even though sometimes some teachers are not present at school and the infrastructure is inadequate. , in line with efforts to fulfill all school needs. The results of this research support the theory of Gomes-Mejia et.al (2008: 76) stating that overall,

transformational leadership is more likely than transactional leadership to reduce turnover rates, improve performance, and increase employee satisfaction. If employees consider that the transformational leadership of a leader in the organization is appropriate, the higher the job satisfaction that employees will feel, thus being able to improve employee performance.

According to Robbins in Setiawan and Muhith (2013), transformational leadership is a contemporary leadership theory that was improved by James McGroger Burns. Burns stated that transformational leadership is when a leader and his followers continuously work to achieve a higher level of morality and motivation than before. According to O'Leary (Pradana and Martha, 2013), a manager uses transformational leadership when he wants a team to push boundaries and perform above and beyond what is required of them to obtain entirely new company goals.

At Tojo Una-Una State MTs, principals, teachers, students, and the community collaborate in improving the school, such as by completing extracurricular infrastructure, the school is fully supported by the community and the Tojo Una-Una Regency government together making various efforts to ensure that the school can provide the best education, support in the form of equipment from the government and financial assistance from the community in cooperation efforts to build schools. The principal at MTs NEGERI TOJO UNA-UNA, in improving facilities and infrastructure, directly monitors and implements them for completeness, by coordinating with the District Education and Culture Office, as well as bringing in teachers from outside the city.

One form of the principal's transformational leadership style at MTs Negeri Tojo Una-Una is school management, teachers and students by the current era and technology but still running according to the curriculum, one of which is, there is a habit for students, namely Greetings and Greetings. Greeting and shaking hands with teachers when entering school is a habit so that good relationships are created between teachers and fellow students. Another excellent program from this school is the congregational dhuha prayer which has been instilled since the day they entered the school. To support the success of a program, cooperation is certainly needed from the participating parties

Regarding the parties who take part, they are all school members and the community. The school community here is the principal as the school leader who accommodates the work of staff, teachers, and other staff. Teachers as instructors are the implementers of learning programs which will be directly felt by students, and other staff who provide services and provide supporting facilities. Meanwhile, the community helped by providing materials and providing facilities. When entering the school area, students are accustomed to greeting them by saying hello, asking how they are, then exchanging greetings or shaking hands. This can improve relations between teachers and students.

The principal of the Tojo Una-Una State MTs School pays intense attention to the entire school community. In treating teachers, the principal often communicates together to discuss various problems and solutions in order to achieve the school's vision and mission. The principal routinely provides rewards as a form of appreciation and motivating teachers. Teachers who make mistakes will be advised directly and consulted with the principal so that the principal can provide advice and solutions to the teacher's problems. In this school there has never been a misunderstanding between the teacher and the principal which has had a big impact on the school, this is because the principal quickly handles and provides solutions for misunderstandings and mistakes. Likewise, with students, the principal provides concrete steps directly to teachers in handling this. Students at MTs Negeri Tojo Una-Una feel very comfortable with the principal, this is because the principal always interacts intensely with students, so that students are more open and can convey their complaints when they are at school, which is used as material for the principal's evaluation. raised in meetings and exchanged ideas with other teachers.

Apart from conducting discussions in solving problems and selecting plans to achieve the vision and mission, the principal of MTs Negeri Tojo Una-Una makes various efforts as a leader who can show the best performance by being an inspirer for teachers and students, the principal of MTs Negeri Tojo Una-Una is The principal is proud of the teachers and students where when they talk and express opinions about their leader, they say that the leadership that has been carried out by the principal really inspires us, starting from discipline, hard work, communication, as well as the rewards given.

The development carried out by the school principal is not only unilateral where the leader develops alone, but the principal provides support both physically and morally to teachers who want to continue their education and development, the school principal actively provides various information and assistance in developing teacher competency, so that teachers feel cared for and happy to provide good learning without any coercion. Even for teachers who have problems, the principal is active as a solution provider.

Improving school quality is a method that must be developed by a leader because improving quality aims to provide satisfaction to the school. A quality school is a school whose circumstances or conditions have characteristics that meet the demands and expectations of all school parties. For these demands and expectations to be achieved, several things must be fulfilled by the school, to move towards this direction, one of which is improvement in terms of facilities and infrastructure, as is the case at MTs NEGERI TOJO UNA-UNA.

School principals are required to work professionally because, with professional principal leadership, the principal will understand what the school needs to produce quality graduates. Quality graduates are not only obtained because of

good teaching and learning processes but also from the facilities and infrastructure that are needed and adequate for all school parties. The graduates from MTs Negeri Tojo Una-Una can now be seen from the data that several graduates are currently or have studied in the world of college.

The leadership principal of MTs NEGERI TOJO UNA-UNA is a democratic leader because it can be seen how the principal prioritizes the needs of the school, down to direct involvement, maximizing potential, by establishing closeness with the school community, every decision-making involves teachers so that every program implemented gets support and appreciation, this is what causes schools to run based on cooperation. Having adequate facilities can increase human resources, especially at MTs NEGERI TOJO UNA-UNA, especially in increasing the competence of teachers and professionals in carrying out their duties.

## **2. Exemplary and Individual Attention of the Principal**

Transformational leadership is said to play a very important role in the process of improving employee performance. We can see this if a leader has high transformational attitudes and characteristics, then he will set a positive example for his subordinates (Nur et al., 2021). This is similar to what has been done by the principal of MTs Negeri Tojo Una-Una where improvements have been made not only in terms of administrative management, as well as completeness but through example which can be seen and felt directly by the school community, before the teacher arrives, even at the beginning of the day. , the principal is already at the school to welcome teachers and students to school, giving rewards and advice is often done in building relationships between school members when problems occur, the principal will give news to the teacher that he will be late and explain the cause.

According to (Hakim, 2018), transformational leaders are more interested in re-actualizing their followers and their organization as a whole rather than giving instructions from the top down. The top-down approach is one in which the government makes decisions that are then communicated to the general public. In addition, transformational leaders position themselves more as mentors who are willing to accommodate the aspirations of their subordinates. According to Bass in Yuki (2010: 313), transformational leadership occurs when followers of leaders feel trust, admiration, loyalty, and respect for them and are inspired to go beyond what they have previously wanted and dreamed of. The trust of the teaching partners at the school that has been created by the principal creates a conducive situation at MTs Negeri Tojo Una-Una. Where the compactness, and ease of coordination cause teachers to trust each other in the leadership of the principal. When the principal is not at school, they easily take the initiative and give their time to continue to provide

In addition, in school leadership, of course, it is inseparable from problems, whether from the teacher himself or the students, from here the exemplary nature of



a leader can be seen. An example of a school community that does not obey the rules, then, this allows the principal to find appropriate forms of teacher teaching, especially in providing guidance, encouragement, and direction to students. that in fostering students, in this case students who do not obey school rules are not only the responsibility of the teacher, but the principal also plays a role in this matter. Given, the rules are a point that needs attention from all parties in the school. Both subject teachers and homeroom teachers, especially the principal, must straighten out the attitudes of students to ensure the perfection of their education

Based on the transformational leadership style and the exemplary behavior applied by the principal of MTs Negeri Tojo Una-Una, it is good, this can be seen from the attitude during his leadership, namely: 1) can be an inspiration, able to foster teacher loyalty to the school's vision and mission and involve teachers more in decision making. 2). Can establish intensive communication with teachers and is also able to encourage teachers to work together in achieving school goals with optimism. 3) Can develop teachers' abilities to solve problems with new perspectives, and 4) Can pay attention to and treat subordinates individually well, and can develop the personal strengths of each teacher to improve the performance of MTs Negeri Tojo Una-Una teachers.

## **CONCLUSION**

The transformational leadership style of the principal in improving the quality of human resources at MTS N Tojo Una-Una is that the principal improves the quality of teachers, staff, and students not only through education but also by providing the widest possible opportunity for employees to participate in activities outside of school such as seminars and workshops to increase their knowledge. Then develop the skills of students such as extracurricular activities. In addition, it also completes school facilities because this can increase teacher creativity in teaching so that students learn actively. The exemplary behavior of a leader can be seen, recognized and imitated, including disciplined behavior, cooperation, being fair, honest and wise. Establishing closeness individually can be done easily if we have built good communication.

## **REFERENCES**

- Suryana, Asep. (2010). Konsep Dasar Kepemimpinan. Kepemimpinan Dan Manajemen Pendidikan Dasar 1-77.
- Putri Handayani, Tia Astaivada, Nia Aisyah, Mochammad Isa Ansori. (2023). Kepemimpinan Transformasional. Jurnal Manajemen Kreatif dan Inovasi, 1(2), 84-101. <https://doi.org/10.59581/jmki-widyakarya.v1i3.695>
- Iqbal, Muhammad. (2021). Kepemimpinan Transformasional Dalam Upaya Pengembangan Sekolah/Madrasah. Jurnal Pendidikan. 10(3): 119-129.

- Mulyasa, E. (2017). *Kepemimpinan Pendidikan: Konsep dan Implementasi*. Bandung: Remaja Rosdakarya.
- Wirawan. 2009. *Evaluasi Kinerja Sumber Daya Manusia Teori Aplikasi dan Penelitian*. Jakarta: Salemba Empat
- Supriyadi, S. (2019). Peran Kepala Sekolah dalam Meningkatkan Kualitas Pembelajaran. *Jurnal Pendidikan dan Kebudayaan*, 5(1), 15-25
- Wibowo, A. (2020). Strategi Kepemimpinan Kepala Sekolah dalam Meningkatkan Kinerja Guru. *Jurnal Manajemen Pendidikan*, 8(2), 45-60.
- Moleong, L. J. (2017). *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosdakarya.
- Moeheriono. 2014. *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Rajawali Pers.
- Nur ASS, Delpi Aprilinda, Alim Putra Budiman. (2021). Konsep Kepemimpinan Transformatasional. *Jurnal Ilmiah Indonesia*, 1(7): 840-846.
- Sartika Ayu Adiwantri, I Wayan Bagia, Ni Made Suci. (2019). Pengaruh Gaya Kepemimpinan Transformatasional Dan Kepuasan Kerja Terhadap kinerja Pegawai. *Jurnal Manajemen*. Vol. 5 No. 2, Bulan Oktober, Tahun 2019 P-ISSN: 2476-8782
- Setiawan, Bahar Agus, dan Abd. Muhith. (2013). "Transformational Leadership: Illustration in the Education Organization." 184.
- Basrowi & Suwandi. (2009). *Memahami penelitian kualitatif*. PT. Rineka Cipta.
- Yusanto, Y. (2019). Ragam Pendekatan Penelitian Kualitatif. *Journal of Scientific Communication*, 1(1), 1-13. <http://dx.doi.org/10.31506/jsc.v1i1.7764>.
- Hakim, A. F. (2018). Pengaruh Kepemimpinan Dan Lingkungan Kerja Fisik Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Pada Banjarmasin Post Group). *Jurnal Administrasi Bisnis (JAB)*, 62(2), 131-40