

THE ROLE OF TRANSFORMATIVE LEADERSHIP IN MANAGING CONFLICT OVER CHANGES IN ISLAMIC EDUCATION

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Abstract

This research explores the impact of transformative leadership strategies on improving the performance of Islamic educational institutions. The main focus of the research is how leaders who are able to articulate a clear and inspiring vision and mission can create a more motivated and productive environment. The research results show that there is a strong correlation between the professional development of teachers and staff and improving the quality of learning. Empowering human resources through training and rewards is proven to play an important role in motivating staff to innovate and contribute better. Additional findings highlight the importance of effective communication in the practice of transformative leadership. Leaders who listen to feedback and respond with empathy are able to build strong relationships of trust with staff and students, facilitating better collaboration and creating an environment that values all its members. The leader's ability to manage change and communicate change goals clearly has also proven to be an important factor in the successful implementation of this strategy. The conclusion of this research shows that a transformative leadership approach can bring significant positive changes in Islamic educational institutions. By implementing an inspiring vision, empowering human resources, and effective communication, leaders can create an environment conducive to growth and development, for both students and staff. Therefore, the implementation of transformative leadership strategies should be considered as a potential model for achieving improvements in overall educational performance and quality.

Keywords: Transformative Leadership, Conflict Change, Islamic Education

INTRODUCTION

Islamic education has a very important role in shaping the character and thinking of Muslims throughout the world. The long history of Islamic education shows that educational institutions such as madrasas and Islamic boarding schools have become centers of learning and dissemination of knowledge, not only in the religious field but also general science (Couture & Murgatroyd, 2024). Madrasas in the Middle East, South Asia and other regions have contributed greatly to producing scientists, scholars and leaders who have had a significant impact on the development of Islamic civilization and the world at large. The success of Islamic education over the centuries shows that this education system has a strong foundation that is capable of producing knowledgeable, moral and highly skilled individuals (Farini, 2022).

However, in an ever-changing global context, Islamic education faces various challenges that require adaptation and innovation (Patidar, 2024a). Modernization and globalization have brought significant changes to the world education system, which also has an impact on Islamic education. Technological transformation, shifting social values, and the need for global competence are challenges that Islamic educational institutions must face (Dr. Hj. Binti Maunah, 2011). Not only that, issues such as radicalization and extremism also demand a responsive and wise educational approach (Eling, 2024). In this situation, Islamic education is expected to be able to adapt and evolve to remain relevant and effective in producing future generations who are faithful, intelligent and broad-minded.

The role of transformative leadership in this context is very crucial. Transformative leadership is not only able to inspire and motivate educators and students, but is also able to lead the changes needed to face new challenges. Transformative leaders are expected to be able to recognize the need for change, formulate a clear vision, and implement effective strategies to realize this vision (Wahyuni & Maunah, 2021). By utilizing a transformative leadership approach, Islamic educational institutions can improve the quality of education, manage conflicts that arise due to change, and proactively contribute to creating global peace and prosperity.

Islamic education, which has a long history and rich traditions, is now faced with various complex challenges of change. One of the main challenges is how to balance maintaining traditional Islamic values and responding to modern needs. Islamic education must strive to remain relevant in this digital

and globalization era, where information and communication technology has changed the way we learn and teach significantly. The internet and social media, for example, although they bring many opportunities, also present their own challenges in filtering correct and useful information for students (Jablonski, 2024). In addition, the Islamic education curriculum needs to be developed to include global competencies without ignoring the basic teachings of Islam, so that students can become individuals with good morals and be able to compete internationally (Askew, 2024).

Another challenge that is no less important is dealing with the phenomenon of radicalization and extremism which is often associated with religious education. In reality, Islamic education has great potential in building peace and tolerance if carried out with a wise and comprehensive approach (Brady, 2023). Therefore, Islamic educational institutions need to innovate in teaching methods, develop inclusive curricula, and strengthen the values of moderation and tolerance. This requires visionary and transformational leadership, as well as support from the wider education community (Kaur, 2024). In this way, Islamic education not only withstands the challenges of the times, but also continues to develop and make a positive contribution to the maintenance and development of a just and prosperous society.

Transformative leadership plays a crucial role in managing change conflicts, especially in educational and organizational contexts in general. Transformative leaders not only facilitate the process of adapting to change, but also inspire and motivate members to see change as an opportunity rather than a threat (Wahyuni & Maunah, 2021). With the ability to articulate a clear vision and encourage collaboration, transformative leaders can reduce resistance to change. They are also able to recognize potential conflicts and resolve them through effective communication, inclusive decision making, and empathy. As a result, conflicts that may arise can be better managed, creating an environment conducive to innovation, creativity and sustainable growth.

RESEARCH METHOD

The study in this research is qualitative with literature. The literature study research method is a research approach that involves the analysis and synthesis of information from various literature sources that are relevant to a particular research topic. Documents taken from literature research are journals, books and references related to the discussion you want to research (Earley, M.A. 2014; Snyder, H. 2019).

RESULT AND DISCUSSION

Analysis of the Role of Transformative Leadership in Managing Conflict

Transformative leadership emphasizes the importance of vision, inspiration, and positive change in managing conflict. One of the main roles of a transformative leader is as a visionary. They are able to see the big picture and inspire their team to work toward bigger goals (Westover, 2024). With a clear vision, leaders can help all members of the organization understand the purpose and benefits of proposed changes, which in turn reduces uncertainty and resistance. A strong vision provides a basis for leaders to encourage and motivate their teams to face challenges and accept change with a more proactive and supportive attitude.

Additionally, a key strategy of transformative leadership involves developing strong, collaborative relationships with team members. Leaders must show empathy, listen well, and respond to team members' concerns firmly and fairly. This can build trust and create an open and inclusive work environment, where team members feel valued and heard (Phiri & Chitando, 2023). Transformative leaders are also able to recognize potential conflicts before they occur and take preventive steps through effective mediation and communication. They ensure that all parties are involved in the decision-making process, provide space to talk, and actively participate in finding solutions (Dyer & McMahon, 2022).

Another important strategy is capacity building and continuous learning. Transformative leaders focus not only on short-term results but also on developing individual competencies in the long term. They encourage learning, training and development of the skills needed to adapt to change. By empowering team members and providing them with the necessary tools and resources, leaders can reduce fear of change and increase self-confidence and ability to overcome challenges (Mudannayake et al., 2024). Through a combination of an inspiring vision, building strong relationships, and a focus on individual development, transformative leaders can manage conflict more effectively and create an environment conducive to innovation and sustainable growth (Khanal & Ghimire, 2022).

Transformative leadership has a number of effective strategies for managing conflict and leading positive change, but the effectiveness of these strategies can vary depending on the organizational context and individuals involved (Fetman & DeMartino, 2024). One of the main indicators of the effectiveness of transformative leadership is the extent to which the leader can inspire and motivate his team. If organizational members feel empowered

and motivated by a clear and strong vision, they tend to be more receptive to change and more motivated to work toward collective goals (Smith et al., 2022). Empirical analysis shows that organizations with transformative leadership often have higher levels of employee commitment, reduced internal conflict, and increased productivity.

Additionally, strong interpersonal relationships and effective communication play an important role in the success of transformative leadership. Transformative leaders who are able to build trust and show empathy tend to see improvements in team cooperation and collaboration (Sholikhah & Sumartik, 2023). Evaluation of the effectiveness of this strategy can be seen from a decrease in employee turnover rates, increased employee satisfaction, and more ideas and innovations proposed by team members. When conflict arises, transformative leaders who are proactive in mediating and resolving issues in a fair and inclusive manner are often successful in maintaining harmony within the team and ensuring that each individual feels heard and valued (Maunah, 2019).

However, the challenges in implementing transformative leadership strategies must also be acknowledged. The effectiveness of these strategies can be compromised if leaders are inconsistent in upholding transformation values and principles, or if they fail to adapt their approach to the specific dynamics and needs of their teams. To ensure long-term success, regular evaluation of leadership practices and organizational development is essential (Shields, 2024). Transformative leaders must continue to learn and adapt, and form an organizational culture that is flexible and responsive to change. Through ongoing feedback and honest evaluation, transformative leadership strategies can be improved and adjusted to achieve more optimal results.

Case Studies in Islamic Education

One practical example of transformative leadership in Islamic education can be found in modern Islamic boarding schools which combine religious and general education. A transformative Islamic boarding school leader is able to create a shared vision that integrates Islamic values with contemporary educational needs. By motivating santri (students) to achieve high academic achievements while still adhering to religious teachings, these leaders not only foster intellectual skills but also form strong moral character (Yeung, 2023). For example, the leader holds regular discussions on the relevance of Islamic values in modern life and activities that promote creativity and technological innovation based on Islamic values.

Another example is transformative leadership at Islamic universities which focus on research and scientific development that benefits society. These university leaders were able to inspire faculty and students to engage in research projects that not only increased scientific understanding but also had a positive impact on local communities. By encouraging collaboration between various scientific disciplines and strengthening commitment to Islamic ethics in research, they create a dynamic and innovative academic environment (Mandokhail, 2024). For example, universities develop research programs that address social issues such as public health or Islamic economics with a multidisciplinary and inclusive approach.

Apart from that, transformative leadership can also be seen in Islamic schools which emphasize character learning and moral development. A school principal who practices transformative leadership will strive to create a school culture that values diversity and respects each individual. They often initiate programs that promote the values of justice, cooperation and social responsibility (Nasution et al., 2022). For example, holding social activities such as social service, collaboration between schools with different backgrounds, as well as inter-religious dialogue involving students and the surrounding community. In this way, schools are not only places for academic learning but also centers for character development that are balanced with Islamic values.

Learning from successful cases in transformative leadership in the world of Islamic education shows that having a strong vision and consistency in pursuing goals that are beneficial to all parties is the key to success (Musaigwa, 2023). For example, a modern Islamic boarding school is successful because its leaders succeed in combining religious education with modern science, so that the students are ready to face the challenges of the modern era without forgetting their religious roots. The Islamic boarding school has also succeeded in creating an environment that supports innovation and creativity, by providing adequate facilities and comprehensive self-development programs. The added value of this success is the formation of alumni who are not only intellectually intelligent, but also spiritually and morally mature.

On the other hand, learning from failure cases also provides valuable lessons, especially regarding what to avoid and how to overcome challenges that arise. For example, the failure of an Islamic school which is less successful in maintaining a balance between religious and general education. Foundation heads or school principals may not be able to inspire teachers and students, or

internal conflicts often occur that are not resolved properly, thus disrupting the teaching and learning process (Hamadou, 2023). In addition, the lack of adaptation to changes in curriculum and modern teaching methods can also result in the school falling behind other institutions. This failure emphasizes the importance of adaptability, effective communication, and conflict management in leadership (Caldwell, 2024).

Combining lessons from both cases, success and failure, can help leaders in the field of Islamic education to create better models for managing educational institutions. Transformative leaders should always be ready to learn from mistakes, remain committed to a clear vision and mission, and be flexible in implementing new strategies that are relevant to achieving these goals. In this way, they can ensure that their educational institutions not only excel academically, but are also able to embody Islamic values in the daily lives of their students. This will produce a young generation who is ready to face the modern world with a strong foundation in science and noble morals.

Implications for Implementation

Based on the lessons learned from the success and failure cases above, the implications for implementing transformative leadership in the field of Islamic education include several important aspects. First, there needs to be a deep understanding of the vision and mission of educational institutions, which must be socialized and internalized by all parties, from teachers, administrative staff, students, to parents. This will ensure that each step taken is aligned with the ultimate goal and brings significant benefits to the learner's development (Chun & Evans, 2023). Apart from that, the importance of adequate infrastructure support, both in terms of physical and technological aspects, is a supporting factor that should not be ignored, especially in the current digital era.

To avoid failure, Islamic education leaders must have the ability to adapt and continue to improve the quality of teaching and curriculum. This means they must be open to change and innovation, and ready to carry out continuous evaluation of the programs that have been implemented. Forming a solid work team and prioritizing effective communication is an important step in creating a conducive work environment (Kenny, 2024). In addition, leaders must be able to identify and resolve internal conflicts wisely, as well as create a work culture that supports collaboration and innovation (Zenawi, 2024).

As a recommendation for Islamic education leaders, first of all, continue to develop professionalism through training and workshops that are relevant to the challenges of the world of education today. Second, create a collaborative network with other institutions, both at home and abroad, to exchange knowledge and best practices. Third, actively involve students and parents in the educational process, by providing wider participation space so that they feel ownership and responsibility for the progress of the institution (Ogborn, 2022). In this way, Islamic education leaders can maximize the potential of their institutions, producing graduates who not only excel in academics, but also have strong moral and spiritual values.

Implementing transformative leadership strategies in Islamic educational institutions requires planned and continuous strategic steps. The first step is to develop a clear and inspiring vision and mission, which defines the long-term goals and direction of the institution's development (Patidar, 2024b). Leaders must be able to communicate this vision effectively to all members of the educational community, including teachers, staff, students, and parents, so that they all feel inspired and motivated to work towards this vision (Fraser, 2022). In addition, it is important for leaders to live this vision in daily actions, providing real examples that each member can emulate.

Furthermore, implementing this strategy also requires a focus on developing and empowering human resources. Transformative leaders must continue to support the professional development of teachers and staff through various training, seminars and workshops. They must also encourage innovation in teaching and learning methods, and listen to and value feedback from all relevant parties (Janudin et al., 2024). Apart from that, giving awards and recognition to teachers and staff who excel can be additional motivation to continue to innovate and contribute optimally (Budiman, 2023). In this way, leaders can create a positive and productive work environment.

Effective communication is also key in implementing transformative leadership strategies. Leaders must continue to build open and transparent communication channels, which allow all community members to express their opinions, aspirations and complaints without fear or hesitation. Listening with empathy and responding constructively will help build trust and strong collaboration (Mulvaney et al., 2024). In addition, leaders must be able to manage change well, navigate various challenges that arise, and ensure that all members understand the importance of their role in the change. With an inclusive and collaborative approach, transformative goals can be achieved effectively and sustainably (Lytras et al., 2024).

CONCLUSION

This research succeeded in identifying that transformative leadership strategies have a significant impact on improving the performance of Islamic educational institutions. The main findings show that leaders who are able to communicate a clear and inspiring vision and mission to all members of the educational community can create a more motivated and productive environment. In addition, there is a strong correlation between teacher and staff professional development and improving the quality of learning. Empowering human resources through training and rewards plays an important role in motivating staff to innovate and contribute more optimally.

Overall, the research shows that a transformative leadership approach can bring about significant positive change in Islamic educational institutions. Through an inspiring vision, empowering human resources, and effective communication, leaders are able to create an environment conducive to growth and development, for both students and staff. Therefore, the implementation of transformative leadership strategies should be considered as a potential model for achieving improvements in overall educational performance and quality.

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