



TRANSFORMATIONAL LEADERSHIP IN INCREASING EMPLOYEE PERFORMANCE PRODUCTIVITY

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Abstract:

Leadership styles and models have been widely studied and even used as a characteristic of someone in leading an institution or Islamic boarding school. The purpose of this study is to analyze and understand transformational leadership in building the performance of administrators at the Nurul Jadid Islamic Boarding School, Paiton, Probolinggo, by focusing its study on the Fathimatuzzahro Girls' Dormitory Area. This study used a qualitative approach with an exploratory method to set priorities, develop definitions and determine the final research design. The research results will provide an overview of the importance of a change in organizational culture through transformational leadership so that an organization can survive and be productive at work, as happened in the Fatimatuzzahro' Girls Dormitory Area which is led by the Head of the Region on behalf of Istibsyaroh. Transformational leadership has several characteristics that show the influence of leaders on their subordinates such as inspirational leadership, belief and intellectual stimulation. The author conducted research using qualitative methods with observation techniques, interviews, and documentation. The results of the discussion show that the transformational leadership of the Head of the Female Dormitory Fatimatuzzahro' is very influential on the administrators, and can build and maintain Islamic values.

Keywords: *Work productivity, Transformational Leadership*

INTRODUCTION

In an organization to improve an activity requires a leader who can control the organization in a better direction. the leader as the holder of the highest throne in the organization must be smart in managing his organization (Rivai, 2020). Leaders must be able to build a culture within their organization because the good and bad of an organization depends on the way of leadership (Mattayang, 2019; Mlinarević et al., 2021). Researchers conducted this research at the Nurul Jadid Islamic boarding school in the Fatimatuzzahro Region, under the leadership of Ustadzah Istibsyaroh, the fatimatuzzahro area had a santri culture that was different from other areas at the Nurul Jadid Islamic boarding school. The Organizational culture is one of the most difficult dimensions of change management and involves both formal and informal structural components (Mulianingsih, 2020). This culture is not uniform or static. They are constantly evolving and it is quite possible that all cultural systems will exhibit continuous changes that are occasionally punctuated by more radical changes (Mulianingsih, 2020). Human resources are an important element in organizations and companies, and of course they have a vision and mission. which has been made a target to achieve a goal. Management activities will run well, if supported by adequate human resources (Aqmarina et al., nd). With the concept of quality and professional human thinking, it is a dream for every organization because it is able to achieve optimal and effective performance as desired (Nurhalita & Hudaidah, 2021).

The processes or activities carried out within the organization can be called performance which is the responsibility and trustworthiness of the management, the good and bad of an activity depends on the ability of the person doing it. (Setiawan, nd) Performance is a goal-oriented process that is devoted to ensuring that organizational processes are in place to maximize the productivity of leaders, board members and ultimately the organization (Arianto, 2013). Factors that influence the measurement of management performance standards are factors of ability or potential, skills, motivation and the administrators themselves (Pelita Harapan University et al., 2021). One of the factors that influence the success or failure of an organization is leadership in an organization (Widayati et al., 2017). Apart from that in improving performance, leaders must also provide an understanding related to the duties or responsibilities of the board, for example by equipping the board by holding management seminars and management technical guidance, this can be the basis for the board to carry out task that has been given (Miftahudin, 2018). Managers also need to be motivated by their leaders, because this can affect their performance and responsibilities (Heriyono et al., 2021). Leaders have great influence and responsibility according to their level of leadership. Leaders play a role in making decisions, and are required to implement them correctly in order to achieve goals effectively (Fadilah & Hamami, 2021). Transformational leadership is modern leadership that pays more attention, charisma and sensitivity to a leader. Transformational leadership styles are known to satisfy the desires of today's work group members who have a desire to be inspired and empowered to succeed in uncertain times (Solehudin et al., 2022) . Transformational leadership as sharing of power involves subordinates to jointly make changes and implement several practices to improve performance in the organization (Anggraeni & Santosa, 2023).

The existence of a transformational leadership style is needed in the management period this year, to control the organization in various situations so that the organization remains dynamic and stable. Islamic boarding school leaders must have knowledge of theology (religion) which makes it a strong guide to maintaining Islamic boarding school norms and Islamic boarding school traditions (Abrori, 2018). Transformational leadership is indeed a leadership style that is needed today, because transformational leadership can move all parts or members to achieve common goals. Various studies on leadership prove that transformational leadership has an important role in an organization (Yanti & Mursidi, 2021). More specifically, the researchers proved the role and influence of transformational leadership in encouraging the progress of management performance. This researcher discusses and elaborates on the functions and roles of transformational leadership, and focuses more on transformational leadership in the performance of administrators. This study is significant for describing the functions and roles of transformational leadership in the performance of the board (Fadilah & Hamami, 2021). transformational research can determine the effect of employee or management work performance on work integrity (Mondiani, nd) (Brazill & Ruff, 2022).

RESEARCH METHODS

This study was designed using a qualitative phenomenological approach. In this case the researcher seeks to reveal the phenomenon of transformational leadership at the Nurul Jadid Islamic Boarding School, Paiton, Probolinggo, East Java, especially in the female boarding school complex in the Fathimatuzzahro Region'.

To obtain data on the theme raised, the researcher conducted interviews with regional heads and divisional administrators in Fathimatuzzahro' area. Apart from that, the researcher also made observations and documented several matters related to transformational leadership in the region.

The data analysis was carried out circularly with the concept from Milles and Hubberman, starting from presenting all data obtained while in the field, then continuing with data reduction through sorting and sorting data according to the research theme, then ending with drawing conclusions as findings from research.

RESULTS AND DISCUSSION

The Fathimatuzzahro' girls dormitory area is one of the areas in the Nurul Jadid Islamic boarding school, Paiton, Probolinggo, to the south of the pesantren which occupies approximately 1500 m² of land. Fathimatuzzahro' area was founded in 1975 by the late KH. Hasan Abdul Wafie, who in his care was assisted by his wife, Mrs. Hj. Aisha Zaini. It was recorded that until 2023 female students living in the Fathimatuzzahro' area totaled 195 students from various regions.

To help the effectiveness of the activities carried out, caregivers form an organization formed from students who are pursuing higher education (college students), to carry out all duties and responsibilities while at the Islamic boarding school. So, the students who are given the tasks and responsibilities are named with the administrator. The administrators are present as leaders, *uswahs*, as well as effective communication liaisons between caregivers and administrators, administrators with fellow administrators, administrators with santri, administrators with santri guardians and santri with santri. So that all programs that have been set can run effectively and efficiently. Santri who live in the Fathimatuzzahro' area are expected to continue to study, learn, and learn either as ordinary students or as administrators. So that it will be a provision later when it is taken away from the Islamic boarding school.

Research shows that transformational leadership in increasing the performance productivity of administrators in the Fathimatuzzahro Girls Dormitory Area has several characteristics including the following:

Inspirational Leadership

Transformational leadership is able to arouse the enthusiasm of followers who feel hesitant or unable to complete a task. Leaders can provide inspiration, emotionally arouse, move, and enliven conditions that are no longer exciting. (Sukrajap, 2016)

The task of a leader, among others, is to influence the people he leads to behave and behave in accordance with the vision, mission, *core values* and *core beliefs* of the organization. the ability to inspire is a person's ability to be able to provide something new for others, and possibly also to make other people do something new. (Supriyanto & Troena, nd)

The leadership model of inspiring leadership is an example, inspiration and role model for leadership figures. these figures have made characters and figures very strong and can be an inspiration and motivate their environment to participate in a positive role in all fields of profession and community life. In general, inspiration that can be used as an example is selfless attitude, hard work, smart, honest, polite, creative, accountable and transparent are examples that must be used as a basis. creative attitude is shown by renewal efforts and brilliant ideas followed by actions and attitudes not just slogans so that they become motivation for employees. (Yusoff et al., 2020)

In inspiring leadership, a leader is aware that work is not only a means to earn money and a source of income, more than that work is a means of creating happiness, a means of actualizing oneself, therefore at work one must occupy the right position free from the influence of others, let alone any form of coercion.

The fathimatuzzahro female dormitory area is led by several administrators. The board consists of regional heads, deputy regional heads, secretaries, treasurers and divisions. The management structure is led by the regional head, namely Istibsyaroh. the regional head carries out the duties and responsibilities in accordance with his position. one of the duties of the regional head of the Fathimatuzzahro girls' hostel is to plan activities within the hostel for a one-year term of office. The activity plan was compiled after the inauguration of the new management was completed. from year to year the management has a different activity design.

The current head of the fathimatuzzahro female dormitory has a different program from the previous administrator. one of them is MBD (Musabaqoh Bainad Dawair) activities. This activity is carried out twice a year, namely in February and August. but in the istibsyaroh leadership, the activity was designed differently, namely there was a competition that was different from the previous leadership, such as a competition to make tissue containers from recycled materials.

The existence of different inspirations makes the students more enthusiastic and enthusiastic about participating in the event. This new inspiration can increase the ideas, innovation and creativity of the students. students are given space to hone skills. so that the activity goes well the regional head forms a committee structure. with the existence of a committee, regional administrators have their respective roles and responsibilities. the formation of committees can also increase the productivity of all administrators.

According to Iradatul Hasanah "the inspiration of a leader can foster a sense of enthusiasm among its members." Inspiration can be shown with ideas, behavior, and advice. This can be proven by the enthusiasm of the students to participate in activities in the region. Then the board members carry out their duties and responsibilities optimally.

Belief

leaders have strong instincts or instincts, can see and make the right decisions that have a positive impact on the organization, so they are able to act with confidence and instill trust in their followers. (Supriyanto & Troena, nd) leaders with these skills are needed to be able to make constructive policies for the members and the area they lead. The policy is implemented with full confidence and responsibility. Board members follow the example of the leader in implementing the policy. Leaders who are able to make policies and carry out full responsibility bring a positive aura to their subordinates.

the leadership of the head of the female dormitory fathimatuzzahro' has different characteristics from the previous management such as the existence of a new policy to improve the discipline of the santri. one of the policies implemented was to prohibit students from using school bags. this policy was implemented because science should not be behind the back, to respect science.

Intellectual Stimulation

Transformational leaders are able to provide and carry out intellectual stimulants to their followers, are able to encourage followers to act creatively, invite subordinates to think in new ways, dare to come up with ideas and think rationally in solving a problem, not based on opinions or just a guess. (Aqmarina et al., n.d.)

The leadership shown by the head of the fathimatuzzahro female dormitory area can form management members who obey the leaders and rules that have been mutually agreed upon. Management members show creative behavior when given tasks and responsibilities by superiors. this is shown by the lively and creative activities of the hostel. creativity is shown by decorating or making bauground with self-carving, decorated with mandalas (batik carvings), flowers and other things. This creativity is a form of obedience and obedience to leaders.

The head of the fathimatuzzahro girls' dormitory also contributed ideas and creativity. it aims to set an example of the spirit of having a sense of responsibility for the performance of each member.

Transformational leadership can be demonstrated through criteria Inspirational leadership, belief, and intellectual stimulation . (Fikri et al., 2021; Widayati et al., 2017) according to Burns (2021: 78) states that transformational leadership is a situation where a process occurs between the leader and his followers reaching the highest level in terms of morality and motivation, such as upholding humanity, justice, freedom, and not based on emotions of greed, jealousy or like or dislike. in transformational leadership will continue to make efforts to transform the visionary by fully involving subordinates in formulating the vision and achieving the vision. (Nahdiyah KY & Maunah, 2021)

Leadership is related to the attitude and the way a person influences the members of the board, so that they voluntarily cooperate in an effort to achieve the goals of the work program. (Sukrajap, 2016) In another sense leadership is the process and action of a leader to influence and direct subordinates to do a job as entrusted to him. (Nurmiyanti & Candra, 2019)

CONCLUSION

Based on the results of the interviews and observations that have been carried out, it can be concluded that to find out transformational leadership in improving the

effective performance of board members, it can be done by providing inspiration by leaders to achieve performance goals at Nurul Jadid Islamic Boarding School, especially the Fathimatuzzahro girls' dormitory area. A good relationship between leaders and members through the inspiration of a leader can build better coordination in order to achieve a good organization. The characteristics of transformational leadership can be seen through several characteristics

The characteristics of transformational leadership include inspirational leadership, belief and intellectual stimulation. Inspirational leaders are able to arouse the enthusiasm of followers so that they can direct members to achieve a shared vision and mission. The ability to convince and instill trust in members is part of the characteristics of a leader's belief. This ability can have a positive impact because all policies are implemented with full confidence by leaders, board members and followers. A leader must have the ability to provide intellectual stimulation to his followers so that the actions taken are full of creative and rational ideas. Through the characteristics of transformational leadership, an organization will run effectively for members and followers.

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