



TRANSFORMATIONAL LEADERSHIP IN QUALITY ORGANIZATIONAL MANAGEMENT

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Abstract:

This research discusses transformational leadership which is the main foundation for organizations in achieving excellence and success. The research method used is field research with a qualitative approach, involving holistic observation of individuals. The research location was carried out at the Nurul Jadid Paiton Islamic Boarding School, Paiton, Probolinggo in 2024. The main aim of this research is to contribute to the understanding of the role of transformational leadership in creating a quality organizational culture and improving team performance in religious organizational environments. The research results show that transformational leadership has a significant positive influence in forming a quality organizational culture. Open communication, regular evaluation, and building member involvement are key elements in the successful implementation of transformational leadership.

Keywords: *leadership, transformational, Organization*

INTRODUCTION

In this dynamic and rapidly changing era, transformational leadership has emerged as a key foundation for guiding organizations towards excellence and success. Transformational leadership not only understands change, but is also able to inspire and shape an adaptive and innovative organizational culture (Pratama). The primary focus is on developing a strong vision, motivating the team, and creating an environment where each individual can reach his or her full potential. In this case, resistance to change is explained as one of the problems that may arise in the context of transformational leadership (Puspasari). Such resistance reflects the challenges that can be faced in implementing significant change in an organization, where team members may feel uncomfortable with uncertainty or changes in their routines. Therefore, transformational leaders need to overcome this resistance to ensure successful change and achieve organizational excellence and success.

Previous research conducted by Wahyuni & Maunah (2021) stated that the application of transformational leadership involves idealistic influence, intellectual inspiration, and individual consideration. The principal emphasizes the direction of education through a clear vision and mission, using effective communication, providing intellectual stimulation, and giving personal attention to individual problems. Furthermore, research Muktamar & Pinto (2023) shows that transformational leadership plays a central role in forming a positive and inclusive organizational culture. A focus on empowerment, shared vision, and open communication creates a creative climate and supports growth. Empowering individuals through responsibility and autonomy, along with a clear vision, provides strong direction and increases employee

engagement, creating a collaborative work environment. Artanto (2022) said that transformational leadership encourages innovation and change, providing encouragement and motivation to the campus community to focus on developing and revitalizing the institution.

In the context of quality organizational management, it involves careful planning, effective strategy implementation, and careful monitoring to ensure the achievement of organizational goals. This also includes developing an inclusive work culture, supporting innovation, and empowering individuals to create a productive and sustainable work environment. Transformational leadership is the key to creating a sustainable positive impact (Muktamar and Pinto). Emphasis on values, innovation and human resource development are vital elements in ensuring organizational sustainability and competitiveness.

Departing from several studies that have been mentioned, the novelty in this research lies in an inclusive work culture, namely that transformational leaders are active in building an inclusive work culture, respecting diversity, and creating an environment where every member of the organization feels heard and appreciated. This article will explore various dimensions of transformational leadership in the context of quality organizational management, discussing its central role in establishing a productive work culture and improving team performance.

RESEARCH METHODS

The research method used in this research is field research, using qualitative methods, namely research procedures that produce descriptive data in the form of written or spoken words, and involve observation of people and observable behavior. This research focuses on natural settings and individuals holistically, covering comprehensive aspects (Muaz et al.). The location of this research is at the Nurul Jadid Paiton Islamic Boarding School in Probolinggo, especially in the Fathimatuszahro' south dhalem area, this research was conducted in 2024. The aim of this research is to reveal information or data related to Transformational Leadership in Quality Organizational Management.

RESULTS AND DISCUSSION

Leadership is still very important to bring about continuous change where leaders have an important role in creating a culture that maintains continuous change. These two leadership tasks are important for eliminating the risk of failure and capturing small changes to sustain change over time. Leadership is the process of influencing and guiding individuals or groups in an organization or certain situation towards achieving certain goals or results (Sahabudin). Leadership involves a number of skills, attitudes and behaviors possessed by someone who is responsible as a leader. Meanwhile, transformation refers to deep and significant changes in an entity or system, be it an organization, individual or process (Prabowo et al.). Transformation does not simply involve surface or cosmetic changes, but includes fundamental shifts in the underlying structure, culture, or paradigm of a situation. It can be concluded that transformational leadership is a leadership approach characterized by the leader's ability to inspire, motivate and direct subordinates or team members towards achieving higher goals. Transformational leaders do not only focus on tasks or achieving organizational goals, but also seek to create deep changes in the culture, values and vision of the organization (Mardizal et al.).

A transformational leadership style is very necessary to encourage the creation of small-scale and bottom-up innovation to realize sustainable change in school organizations. Based on the results of an interview with Ustadzah Yeni Sintiawati

Ningsih as head of the Fathimatuzzahro' region, "in managing a quality organization, there is a need for open communication from the leader to the members of the organization and vice versa, and it is necessary to regularly monitor and assess the performance of the members of the organization on a monthly basis." From the above understanding, open communication is a key element in transformational leadership. Effective communication helps create clear channels for conveying ideas, listening to feedback, and ensuring that each individual feels heard (Akbar and Yuliana). In addition, in order to ensure the effectiveness and consistency of performance improvement, it is important to carry out routine evaluations every month. This evaluation aims to monitor employee performance developments, identify areas that need improvement, and provide constructive feedback. By conducting monthly evaluations, institutions can: *First*, measure individual progress, meaning monitoring the progress of each employee towards their individual goals (Salam). This is confirmed by (Sanjaya et al.). This helps understand the extent to which employees have achieved the set targets. *Second*, identify challenges and achievements. Identify obstacles and difficulties faced by members, by conducting in-depth analysis of aspects that can hinder progress or create challenges in achieving goals. This identification process is important for developing appropriate resolution strategies. Next, help members or teams understand and overcome obstacles that may arise. By knowing specifically what the obstacles are, members can focus on effective solutions to overcome these challenges. This process is strengthened by celebrating achievements that have been achieved, helping members or teams understand and overcome obstacles that may arise. By knowing specifically what the obstacles are, members can focus on effective solutions to overcome these challenges. In this case, it can motivate members and help in handling problems that may arise. *Third*, build member involvement, by paying attention to their needs, providing resources, and responding to their input. By conducting monthly evaluations, institutions can create a dynamic feedback cycle, and ensure that all parties are involved in a continuous improvement process. The research results show that transformational leadership has a significant positive influence in forming a quality organizational culture. This influence is reflected in the leader's ability to empower, inspire, and create a shared vision. Transformational leadership, as a leadership style that emphasizes inspiration, motivation and empowerment of employees, has a significant positive impact on improving their performance. When a leader implements transformational leadership well, employees tend to respond with increased morale, dedication, and better work results (Rivai). Therefore, there is a link between the quality of transformational leadership and improving employee performance in an organization.

Transformational leadership style, as proposed by Mardina (2022), can be described into four dimensions: Idealized Influence, marking the strength of the leader's vision and mission that triggers respect. Leaders create optimism among employees and emphasize the importance of goals. Leaders play a role in building employee self-confidence. Inspirational Motivation, Involves the capacity of a leader to be a role model for employees. Leaders convey clear goals and set positive examples to inspire employees. Intellectual Stimulation, is the leader's ability to eliminate the reluctance that employees may have in conveying ideas. Leaders encourage employee creativity and invite them to think innovatively in solving problems. Individual Consideration Shows the attention the leader gives to each individual. Leaders provide personal guidance and special attention to help employees develop their abilities individually. By combining these four dimensions, transformational leadership creates an environment where strong vision, inspiration, creativity and personal attention are the main drivers in guiding and developing employees to achieve common goals.

CONCLUSION

Based on the description above, it can be concluded that the importance of transformational leadership is seen in the leader's ability to empower, inspire, create a shared vision, and eliminate feelings of reluctance in conveying ideas. The link between the quality of transformational leadership and increased employee performance is clear, where open communication is a key element in this leadership style. Regular monthly evaluations are also considered important to monitor employee performance developments, identify challenges, and build member involvement. Leadership still has a very important role in bringing about continuous change in an organization, especially in the context of transformational leadership. The transformational leadership style, which involves four dimensions, namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration, has a significant positive impact in forming a quality organizational culture.

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