



## Application of Transformational Leadership Principles in School Management (Case Study at SMP Negeri 1 Bojongsoang)

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### Abstract

Penerapan Prinsip-prinsip Kepemimpinan Transformasional dalam Manajemen Sekolah sangatlah penting untuk meningkatkan mutu pendidikan sehingga hal tersebut yang melatarbelakangi penelitian ini. Penelitian ini bertujuan untuk menjelaskan Prinsip-prinsip Kepemimpinan Transformasional dalam Manajemen Sekolah (Studi Kasus di SMP Negeri 1 Bojongsoang). Penelitian ini menggunakan metode penelitian kualitatif dengan pendekatan studi kasus dan bersifat deskripsi. Tempat dan waktu penelitian ini adalah SMP Negeri 1 Bojongsoang pada Semester Genap 2022/2023. Teknik pengumpulan data yaitu Observasi, Wawancara dan Dokumentasi. Informan/sumber informasi dalam penelitian ini adalah Kepala Sekolah, Wakil Kepala Sekolah dan Guru-guru SMP Negeri 1 Bojongsoang. Teknik analisis data yang dilakukan yaitu reduksi data, penyajian data, dan verifikasi. Hasil penelitian ini menjelaskan 1) Kepemimpin transformasional adalah pemimpin yang memiliki wawasan jauh kedepan dan berupaya memperbaiki dan mengembangkan organisasi bukan untuk saat ini saja tapi di masa yang akan datang juga, 2) Kepemimpinan transformasional didasarkan pada empat dimensi utama yaitu *Idealized Influence*, *Inspirational Motivation*, *Intellectual Stimulation*, dan *Individualized Consideration*, 3) Prinsip-prinsip kepemimpinan transformasional meliputi Simplifikasi, Motivasi, Fasilitasi, Inovasi, Mobilitas, Siap Siaga, dan Tekad, dan 4) Penerapan Prinsip-prinsip Kepemimpinan Transformasional dalam Manajemen Sekolah di SMP Negeri 1 Bojongsoang meliputi visi yang inspiratif, pengembangan individu, stimulasi intelektual, pengaruh ideal, pemberian inspirasi dan motivasi, serta pemberdayaan dan delegasi.

**Keywords :** *Kepemimpinan Transformasional, Manajemen Sekolah, Mutu Pendidikan*

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### Abstract

*The application of the principles of transformational leadership in school management is very important to improve the quality of education, so this is the background of this research. This study aims to explain the Principles of Transformational Leadership in School Management (Case Study at SMP Negeri 1 Bojongsoang). This study uses a qualitative research method with a case study approach and is descriptive in nature. The place and time of this research is SMP Negeri 1 Bojongsoang in the Even Semester 2022/2023. Data collection techniques namely observation, interviews and documentation. The informants/sources of information in this study were the principal, deputy principal and teachers of SMP Negeri 1 Bojongsoang. Data analysis techniques carried out were data reduction, data presentation, and verification. The results of this study explain 1) Transformational leaders are leaders who have far-reaching insights and seek to improve and develop the organization not only for now but in the future as well, 2) Transformational leadership is based on four main dimensions, namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration, 3) The principles of transformational leadership include Simplification, Motivation, Facilitation, Innovation, Mobility, Alertness, and Determination, and 4) Application of the Principles of Transformational Leadership in School Management at SMP Negeri 1 Bojongsoang includes a clear inspirational vision, individual development, intellectual stimulation, ideal influence, inspiration and motivation, and empowerment and delegation.*

**Keywords :** *Transformational Leadership, School Management, Education Quality*

## Introduction

SMP Negeri 1 Bojongsoang is a school located at Sapan street Gudang Number 52 hamlet Tegalluar, Bojongsoang District, with an area of approximately 9989 m<sup>2</sup>. Tegalluar village has 3 (three) elementary schools, namely Masa Bakti Elementary School, Dana Bakti Public Elementary School and Sapan 3 Elementary School and several elementary schools around Tegalluar proceed to junior high school outside the Tegalluar region. Based on the data above, the quality of education at SMP Negeri 1 Bojongsoang is actually also influenced by the quality of education at this elementary school and other elementary schools in the Bojongsoang sub-district.

Transformasional Leadership plays a role in improving the quality of education in schools. Transformational leadership focuses on creating positive change in schools. Transformational leaders inspire and motivate staff and students to achieve higher achievements, encourage innovation in teaching, and improve the overall quality of learning (Nafsiah, S., & Makniyah, 2021).

Principals who apply transformational leadership are able to motivate and involve all stakeholders in the school, including teachers, students, parents and school staff. By communicating an inspiring vision, providing personal attention, and empowering individuals within the school environment, transformational leadership creates a positive school climate and encourages all stakeholders to contribute actively (Andriani, 2015).

Transformational leadership provides space for innovation and creative thinking in schools. Leaders who adopt this leadership style encourage followers to think critically, try new approaches to teaching, and develop innovative solutions to problems at hand. This allows schools to continue to adapt to change, face new challenges, and improve teaching effectiveness (Riyanta, 2016).

Transformational leadership promotes a collaborative culture in schools. Leaders who apply these leadership principles encourage open communication, mutual support, and teamwork among school members. This collaborative culture creates an environment

where ideas and experiences can be shared, collaboration occurs, and cooperation increases. Thus, transformational leadership strengthens collaboration between teachers, students, and school staff to achieve common goals (Asbari et al, 2020).

Transformational leadership promotes sustainable leadership development in schools. By empowering individuals within the school, principals facilitate the growth and development of their leadership potential. This contributes to the continuity of strong leadership in the future and creates a sustainable leadership succession in schools (Gaol, 2017).

Overall, transformational leadership has a positive influence in creating significant changes in education. By motivating, inspiring, and building collaboration, transformational leadership brings about sustainable changes in the quality of education, teaching, school climate, and stakeholder involvement in schools (Gunawan, 2016).

Research on the Application of Transformational Leadership Principles in School Management has been carried out by many previous researchers (Kuswaeri, 2017; Rofiq, 2019; Pranyoto, 2017; Priarni, 2022) which revealed that transformational leadership influences the achievement of school goals so that the quality of education will be increase.

Based on the importance of transformational leadership in school management and some previous research, the authors are interested in conducting research on the Application of Transformational Leadership Principles in School Management (Case Study at SMP Negeri 1 Bojongsoang). This study aims to explain the Principles of Transformational Leadership in School Management (Case Study at SMP Negeri 1 Bojongsoang). With the results of this research it is hoped that it will be able to contribute to understanding explaining the Principles of Transformational Leadership in School Management.

## Method

This study uses a qualitative research method with a case study approach and is

descriptive in nature. According to Denzin and Lincoln, qualitative research is research that uses a natural setting, with the intention of interpreting the phenomena that occur and is carried out by involving various existing methods (Solihin, 2021). According to Arikunto (2021) a case study is an intensive, detailed and in-depth approach to certain symptoms.

The place and time of this research is SMP Negeri 1 Bojongsoang in the Even Semester 2022/2023. Data collection techniques namely observation, interviews and documentation. The informants/sources of information in this study were the principal, deputy principal and teachers of SMP Negeri 1 Bojongsoang

Data analysis techniques carried out were data reduction, data presentation, and verification. Implementation of case studies includes planning, case descriptions, classifying types of problems, describing problems, collecting data, data processing, synthesis and interpretation, evaluation and follow-up.

## Results and Discussion

### Transformational Leadership Concept

The term Transformational leadership is the result of a development of several leadership theories. This thought began with the thoughts of James Mac Gregor Burns in 1979 using the term *Transforming Leadership* and then further developed by Bernard M. Bass in 1985 which he wrote in his book entitled "*Leadership and Performance Beyond Expectations*" using the term *Transformational Leadership (Transformational Leadership)* which is admittedly inspired by Burn Thinking. Since Bass, the term *Transformational Leadership* is a standard term in the science of leadership.

The definition of leadership was also stated by Peter Northouse, a leadership expert, transformational leadership is "a form of leadership in which the leader builds relationships with followers based on mutual trust, inspires them with an interesting vision, provides individual attention, and strengthens followers in developing their potential. In line With this definition, transformational leadership is also defined as a leader who has far-reaching insights and seeks to improve and develop the

organization not for now but in the future. Therefore, transformational leaders are leaders who can be said to be visionary leaders (Engkoswara & Aan, 2011).

Transformational leadership is based on four main dimensions, namely 1) Idealized Influence, namely transformational leadership begins with a leader who is a role model for those around him, 2) Inspirational Motivation, namely transformational leaders are able to inspire and motivate people to perform high and achieve the desired goals, 3) Intellectual Stimulation, namely transformational leadership encourages critical thinking and creativity among team members, and 4) Individualized Consideration, namely transformational leadership involves individual attention to the needs and development of team members (Herminingsih, 2011).

The principles of Transformational Leadership include 1) Simplification, namely leadership success begins with a vision that becomes a mirror and a common goal, 2) Motivation, namely the ability to get the commitment of all parties to the vision described is another thing we have to do, 3) Facilitation, namely in relation to the ability to effectively facilitate learning, 4) Innovation, namely the ability to boldly and responsibly bring change when needed and challenge the changes that occur, 5) Mobility, namely the surrender of all existing means to complement and strengthen all involved in realizing the vision and goals, 6) Alertness, namely the ability to always be ready to learn about oneself and embrace change with a positive new paradigm, and 7) Determination, namely the determination to always finish, the determination not to finish something well and complete (Khasanah, 2019).

### Profile of SMP Negeri 1 Bojongsoang

SMP Negeri 1 Bojongsoang is a school located in an agricultural and industrial area, 35 KM to the east of the Regency City, precisely located on Jl. Sapan Gudang No 52 Tegalluar Hamlet , Bojongsoang District with an area of approximately 9989 m<sup>2</sup>, is far from the main road so it is very free from traffic noise.

The vision of SMP Negeri 1 Bojongsoang is "The Realization of Students who are Intelligent, Energetic, Religious and Beautiful and Safe, (Qualified in intelligence, energetic in body, religious activity, beautiful environment and safe atmosphere). The missions of SMP Negeri 1 Bojongsoang Bandung Regency are 1) To form students who are knowledgeable, have local and global insight, 2) To form healthy and fit students, 3) To form students who are faithful, pious and have good morals, 4) To create a beautiful school environment , Beautiful and Healthy, and 5) Creating a school environment that is safe from security disturbances both inside and outside the school.

### **Application of Transformational Leadership Principles in School Management at SMP Negeri 1 Bojongsoang**

Based on the results of observations and interviews conducted by researchers with research informants for the following principles of transformational leadership that are applied in school management at SMP Negeri 1 Bojongsoang, the following are carried out:

#### **1) Inspiring Vision**

A transformational leader in a school must have a clear and inspiring vision of the future of education. This vision must be communicated effectively to staff, students, and parents to encourage active participation and commitment in achieving this vision (Wahyuni, F., & Maunah, 2021).

Based on the results of observations and interviews with the principal of SMP Negeri 1 Bojongsoang it is known that SMP Negeri 1 Bojongsoang has a vision, namely " CERIA" (smart, educative, religious, beautiful and safe). With this inspiring vision, it is hoped that school goals can be achieved and this of course reflects the transformational leadership at SMP Negeri 1 Bojongsoang.

#### **2) Individual Development**

The principles of transformational leadership involve recognizing and developing individual potential in schools. A school leader must encourage and support teaching staff in developing their skills and knowledge through training, mentoring, and other professional

development opportunities. This will have a positive impact on the quality of teaching and learning in schools (Muslim, 2016).

Based on the results of observations and interviews with informants, it is known that at SMP Negeri 1 Bojongsoang individual development, especially empowerment for teachers, is carried out by means of class supervision which is carried out by means of an *open class* with the lesson study method. Each teacher while teaching is observed by peers to improve the quality of his personal learning and good practice for other teachers.

#### **3) Intellectual Stimulation**

A transformational leader must encourage innovation and critical thinking among staff and students. Through questions, challenges and support, school leaders can stimulate creative thinking and innovative solutions in educational contexts. This also involves facilitating open discussion and exchange of ideas between staff and students (Effendi & Sahertian, 2022).

Based on the results of observations and interviews with informants, it is known that at SMP Negeri 1 Bojongsoang intellectual simulations are carried out by the principal by building an Open Discussion Culture such as regular meetings, forums or discussion groups where new ideas, problems or challenges are discussed openly. open; provide books, journals, articles, access to technology, and relevant learning materials; and support research and innovative projects in schools.

#### **4) Ideal Influence**

Transformational leaders in schools must serve as models that others respect and follow. They must demonstrate integrity, ethics and positive values in their daily actions and communications. A leader who has ideal influence can inspire others to act positively and dedicate themselves to achieving common goals (Laily & Maunah, 2022).

Based on the results of observations and interviews with informants, it is known that at SMP Negeri 1 Bojongsoang the ideal influence for the school principal is carried out by the principal consistently following and implementing school rules and policies fairly and consistently, the principal providing clear

and accurate information about policies schools, important changes, and decision-making and school heads support programs or activities that strengthen multicultural awareness, celebrate differences, and prevent discrimination in schools.

#### **5) Providing Inspiration and Motivation**

A school leader must be able to provide motivation and inspiration to staff and students to achieve better results. This can be done through effective communication, providing constructive feedback, and recognizing outstanding achievements. Transformational leaders must also build strong relationships with school members to understand their needs, interests and aspirations (Syamsul, 2017).

Based on the results of observations and interviews with informants, it is known that at SMP Negeri 1 Bojongsong to provide inspiration and motivation for school principals by giving motivational speeches such as during flag ceremonies or on the sidelines of teacher and student council meetings; giving awards, certificates, or announcements of success in school meetings or school social media; inviting inspirational figures or experts in certain fields to give sharing sessions or lectures to staff and students; and provide inspiration boards, inspirational quotes, or motivational books.

#### **6) Empowerment and Delegation**

The principles of transformational leadership involve empowering individuals in schools by giving them greater responsibility and autonomy. A school leader must provide opportunities for staff and students to take an active role in decision-making and planning. By empowering individuals, school leaders strengthen their sense of belonging and involvement in achieving school goals (Fauzuddin, 2018).

Based on the results of observations and interviews with informants, it is known that in SMP Negeri 1 Bojongsong the empowerment and delegation of the principal is shown by the way learning is carried out with a project system, because floods often occur so that students are used to finding their own learning

resources through motivation from the teacher by digging students' interests and talents, for example: making mock-ups, performing arts and sports, PAI performances, learning practices using IT such as making science practice experiments using videos.

The findings of this study are in line with the theory of transformational leadership put forward by James Mac Gregor Burns in 1979 which found that transformational leadership is a form of leadership in which leaders and followers influence each other to achieve significant and positive changes in themselves, groups, or organization.

In addition, the findings of this study are in line and consistent with the results of previous studies, including (Nurmiyanti & Candra, 2019; Al Faruq & Supriyanto, 2020) which revealed that transformational leadership influences the achievement of school goals so that the quality of education will increase, because transformational leadership can inspire staff and students with a clear and compelling vision. This leadership style can help increase intrinsic motivation, enthusiasm, and commitment to school goals. With motivating leadership, individuals tend to work harder and contribute more actively to achieve success

#### **Conclusion**

Based on the results and discussion presented by the author regarding the Application of Transformational Leadership Principles in School Management (Case Study at SMP Negeri 1 Bojongsong) , the authors can draw conclusions:

- 1) Transformational leaders are leaders who have far-reaching insights and seek to improve and develop the organization not only for now but in the future as well.
- 2) Transformational leadership is based on four main dimensions, namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.
- 3) The principles of transformational leadership include Simplification, Motivation, Facilitation, Innovation, Mobility, Alertness, and Determination.

- 4) The application of the principles of transformational leadership in school management at SMP Negeri 1 Bojongsoang includes inspiring vision, individual development, intellectual stimulation, ideal influence, inspiration and motivation, and empowerment and delegation.

Based on the author's conclusions about the Application of Transformational Leadership Principles in School Management (Case Study at SMP Negeri 1 Bojongsoang), the author's recommendations are as follows:

- 1) **For school principals** , it is better to apply the principles of transformational leadership by creating an inspiring vision, conducting effective communication, empowering teams, innovation and development, building relationships with stakeholders, and continuous learning.
- 2) **For the government** , the government should encourage school principals to have a strong and inspiring vision for their schools. This vision should focus on improving the quality of education, stimulating innovation, and preparing students for the future. The government can provide training and support to school principals in developing a clear vision and roadmap to make it happen.
- 3) **For teachers**, as teachers, teachers should have an important role in creating an inspiring and motivating learning atmosphere. Be a leader in the class by setting a good example, inspiring students and helping them develop their full potential. Guide students to take initiative, think critically, and collaborate in learning.

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