



Transformational Leadership of Islamic School Principals: A Literature Review

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Abstrak

Islam seperti keadilan, amanah, dan tanggung jawab dalam menjalankan peran kepemimpinan. Penelitian ini menggunakan metode literatur review, dimana data dikumpulkan melalui artikel tahun 2018 hingga 2024. Terdapat 16 artikel yang menjadi referensi dari Google Scholar. Hasil penelitian menunjukkan kepemimpinan dengan konsep sekuler dan spiritual, mencapai tujuan penting di luar tujuan organisasi sementara kepemimpinan memerlukan komitmen yang tinggi terhadap Islam, menetapkan prinsip, dan kepemimpinan bukan sekedar tugas kemanusiaan yang bertanggung jawab. Artikel ini dapat bermanfaat dari segi teoritis yaitu untuk menambah pengetahuan tentang kepemimpinan transformasional berbasis islam. Kemudian dapat dijadikan referensi untuk penelitian berikutnya.

Kata Kunci: kepemimpinan transformasional, islam, sekolah

Abstract

The transformational leadership of Islamic-based school principals integrates Islamic teaching values such as justice, trust, and responsibility in carrying out leadership roles. This research uses a literature review method, where data was collected through articles from 2018 to 2024. There are 16 articles that are references from Google Scholar. The research results show that leadership with secular and spiritual concepts, achieves important goals beyond organizational goals while leadership requires high commitment towards Islam, establishing principles, and leadership is not just a responsible humanitarian task. This article can be useful from a theoretical perspective, namely to increase knowledge about Islamic-based transformational leadership. Then it can be used as a reference for subsequent research.

Keywords: transformational leadership, Islam, school

Introduction

Educational leadership is facing rapidly changing demands of society. Leadership is often a continuously debated topic due to its strategic role within an organization. Numerous studies have been conducted on the role and impact of leadership styles in educational organizations. In the field of education, transformational leadership has a greater impact on teacher job satisfaction compared to other types of leadership.[1].

Advancements in science and technology have an impact on the success of organizations, with leadership being a key factor. [2]. The progress and decline of an organization often depend on its leader, as leaders play a crucial role in determining the direction of the organization in achieving its goals [3]. Besides their significant role in the organization, management also holds authority and responsibility in the operational processes of the organization and in achieving its objectives. Conversely, an inappropriate management style in an educational organization can have negative consequences on the organization's performance and even reduce its capacity [4]. This indicates that leadership plays a crucial role in an organization and influences the organization it leads [3]. Organizational research indicates and has proven that the transformational leadership

style applied by many organizational leaders is increasingly important in enhancing employee performance [5]. Islamic education in the modern society relies on the presence and role of leadership capable of withstanding various challenges and changes. Several studies show that transformational leadership is a new paradigm with broad influence in organizations. In Islamic education, the implementation of transformational leadership is crucial because this leadership style has a greater impact on empowering each element of the organization compared to other leadership styles [6].

Transformational leadership represents a new vision of creative and innovative leadership in leading Islamic educational organizations to drive change and address organizational challenges. Possessing a transformational leadership style is essential for managing organizations in various situations to keep them dynamic yet stable. This management style also always follows the organization's dynamics through good human relationship leadership to ensure that organizational policies are well executed because good leaders significantly influence the organization's course [7].

Likewise, the success of Islamic educational organizations is greatly influenced by their leaders. Leaders have

significant influence and responsibility according to their leadership levels. Managers play a role in decision-making and need to do so correctly to achieve goals effectively. Change leaders have the ability to create change and advance education for improvement. This is the desire of every stakeholder in Islamic educational institutions and should be the thinking model of educational institutions [4]. Transformational leaders provide common goals and visions and develop people to achieve those goals.

Transformational leaders have the ability to mobilize organizations when facing various external pressures. This is because the transformational leadership style emphasizes intellectual capacity, innovation, and creativity in developing organizational members [8]. Rapid changes in society and the numerous implementation challenges present strong evidence and arguments about the role and positive impact of transformational leadership on the performance of educational organizations. Various leadership studies indicate that transformational leadership plays a crucial role in organizations.

Furthermore, researchers also demonstrate the role and impact of transformational leadership in driving educational development. This study discusses and elaborates on the mission and

role of transformational leadership, focusing on a more transformational leadership in Islamic education. The presence of a competent school principal is a necessity. A school principal can lead educational institutions to transform and adapt to the demands and changes in the world of education. Therefore, besides having excellent management skills, school principals are required to have strong and effective leadership.

Through this literature review, the author delves into the transformational leadership of Muslim school principals applied in educational institutions, especially those based on Islam. This is due to the lack of research in Islamic educational institutions, while most studies focus on non-educational institutions or organizations. This situation motivates the author to continue conducting further research or studies.

RESEARCH METHOD

This research uses a literature review method with literature sources obtained from Google Scholar database. The search was conducted using keywords "Islamic-based school principal transformational leadership", "Islamic leadership", "transformational leadership", and "transformational leadership". The purpose of this method is to identify, search,

evaluate, and interpret all relevant research. The criteria applied are journal articles available in both Indonesian and English. The author collected articles from Google Scholar published between 2018 and 2024. There were 16 relevant articles with the keywords used. These articles were then analyzed and discussed in-depth in this research report.

Method

The ontology study on Islamic-based transformational leadership of school principals is the main focus of the literature review, analysis, and summary of this journal article, which will be presented in the following table:

Author	Judul	Results / Hasil
Hariri, et al. [9]	The Effect of Principal Transformational Leadership on Teacher Performance to Improve Student Achievement: A Literature Review	The majority of school principals with transformational leadership have a positive and significant influence on teachers' performance for student achievement.
Nurdin, et al. [10]	Tren Kebijakan Transformasi Lembaga Pendidikan Tinggi Keagamaan di Indonesia	The transformation policy of higher religious education institutions in Indonesia aims to broaden the benefits of institutions to society and produce graduates with integrity.
Komarun, et al. [11]	Tipe kepemimpinan dalam lembaga pendidikan islam	Transformational leadership and spiritual leadership are the dominant types implemented. Transformational leadership can enhance the performance of Islamic educational institutions by creating a conducive work environment, increasing innovation and organizational commitment, and achieving the institution's goals. Spiritual leadership can improve the performance of Islamic educational institutions by enhancing employees' spirituality and creating a religious atmosphere in Islamic educational institutions. This research significantly contributes to the development of leadership theory and practice in Islamic educational institutions.
Mahdiana [12]	Kontribusi kepemimpinan transformasional kepala sekolah, iklim kerja dan motivasi berprestasi terhadap kinerja guru sekolah dasar negeri kecamatan teweh baru kabupaten barito utara	There is a contribution of school principals' leadership, work climate, and achievement motivation to teachers' performance both directly and indirectly.
Febrianto and Affandi [13]	Pengaruh gaya kepemimpinan transformasional dan budaya organisasi terhadap komitmen organisasi pelajar islam indonesia	Transformational leadership style has a positive impact on organizational commitment; organizational culture has a positive impact on organizational commitment; collectively, transformational leadership style and organizational culture have a positive impact on organizational commitment.

Author	Judul	Results / Hasil
Butar, et al. [14]	Pengaruh Partisipasi Guru Dalam Musyawarah Guru Mata Pelajaran (Mgmp) Dan Kepemimpinan Transformasional Kepala Sekolah Terhadap Kinerja Guru Sma Di Kecamatan Doloksanggul	Teachers' participation in subject teacher meetings has a significant positive effect on teachers' performance. The school principal's leadership has a significant positive effect on teachers' performance. Teachers' participation in Subject Teacher Professional Development programs and the school principal's transformational leadership simultaneously affect high school teachers' performance in Doloksanggul District. There is a positive influence, both partially and jointly, on the transformational leadership's effect on high school teachers' performance in Doloksanggul District.
Shobastian and Aini [15]	Kepemimpinan Islami dalam Meningkatkan Kinerja Pegawai	Islamic leadership is related to organizational management from an Islamic perspective and involves producing applications that align with Islamic beliefs and practices to run organizational dynamics in obedience to Allah's commands.
Lathifah, et al. [16]	Kepemimpinan Islam Berdasarkan Dalil-Dalil Syar'i: Al-Quran dan Hadits	Leadership in the context of the Quran and Hadith provides clear guidance on how a leader should interpret and implement these rules.
Lailiyah, et al. [17]	Konsep Kepemimpinan dalam Menciptakan Manajemen Pendidikan Islam yang Baik	Creating good Islamic education management leadership requires determination and commitment to change,
Harahap and Sumarto [18]	Kepemimpinan Pendidikan Islam Dalam Upaya Benchmarking. <i>Jurnal Literasiologi</i>	contributing significantly to understanding benchmarking efforts in improving the quality of Islamic education in Indonesia and the importance of effective Islamic education leadership in implementing benchmarking strategies
Arifin [19]	Konsep kepemimpinan dalam islam: karakteristik pemimpin ideal menurut al-quran. <i>Akademik</i>	Research reveals that the ideal characteristics of a leader in Islam include justice, simplicity, concern for the welfare of the community, and piety.
Fadilah and Hamami [20]	Kepemimpinan Trasformasional Dalam Pendidikan Islam	Transformational leadership embodies core values that align with the spirit of Islamic educational leadership
Wahyudin [21]	Pola kepemimpinan kepala sekolah dalam membangun akhlak peserta didik	The leadership style applied by the head of SMPIT El Ma'mur in building the Islamic morals of students includes a unique type of leader, combining democratic, transformational, and authoritarian leadership styles at a lower level.
Brooks and Mutohar [22]	Islamic school leadership: A conceptual framework	This journal provides a significant contribution to understanding Islamic school leadership and offers a conceptual framework that can serve as a basis for further research
Almonawer, et al. [23]	Transformational Leadership Style and School Transformation	Transformational leadership has been found to have a positive impact on the transformation of secondary schools by improving student achievement, enhancing teacher effectiveness, encouraging innovation and creativity, and creating a positive school culture.
Riswanti Rini [24]	Principal's Transformational Leadership in Education Era 4.0	The leadership style of school principals significantly influences teacher performance.

Based on Table 1, it shows that transformational leadership influences teacher performance (Butar et al., 2023; Hariri et al., 2024a; Mahdiana, 2022; Riswanti Rini, 2022; Shobastian & Aini, 2020), further affecting school culture (Almonawer, 2023), enhancing religious atmosphere (Komarun & Bisri, 2024), motivational achievement (Mahdiana, 2022), organizational commitment (Febrianto & Affandi, 2023; Lailiyah et al., 2021), benchmarking (Harahap & Sumarto, 2020), and student morality (Wahyudin, 2018).

Result and Discussion

This study reveals that the majority of school principals who adopt transformational leadership style have a positive and significant influence on teacher performance [25], consequently improving student achievement. Transformation policies in religious higher educational institutions in Indonesia aim to benefit society and produce graduates with high integrity. Transformational and spiritual leadership become dominant leadership styles, where transformational leadership can enhance the performance of Islamic educational institutions through the creation of a conducive work climate, increased innovation and organizational commitment, as well as the achievement of institutional goals [26]. Meanwhile, spiritual leadership improves performance by nurturing employee spirituality and creating a religious atmosphere.

This research also highlights the significant contributions of school principals' leadership, work climate, and motivational achievements to teacher performance, both directly and indirectly. Transformational leadership style and organizational culture together have a positive impact on organizational commitment. Teacher participation in subject teacher meetings (MGMP) has a significant positive influence on teacher performance, and principal

leadership simultaneously enhances teacher performance [27].

Islamic leadership is closely related to organizational management from an Islamic perspective, providing clear guidance from the Quran and Hadith on the interpretation and application of leadership rules. The leader in this context must have determination and commitment to change in order to create a good Islamic education management, as well as implement benchmarking strategies to enhance the quality of Islamic education in Indonesia. This research highlights ideal characteristics of Islamic leaders such as justice, simplicity, concern for community welfare, and piety, in line with the fundamental values of transformational leadership.

The leadership style applied in the literature review is a combination of democratic, transformational, and authoritarian leadership at a low level to cultivate Islamic ethics among students. This study makes a significant contribution to understanding the dynamics of leadership in Islamic schools and provides a conceptual framework for further research. Transformational leadership has proven to enhance student achievements, teacher effectiveness, stimulate innovation and creativity, and foster a positive school culture.

Conclusion

The review of 16 articles on transformational leadership of Islamic-based school principals reveals that leadership is a balance between secular management and spiritual concepts. This leadership aims to achieve ultimate goals beyond organizational goals, with a strong commitment to Islamic principles. This elevates management tasks beyond mere human responsibilities. An effective leader in Islamic education must have the willingness and strong determination to bring about change.

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