

# The Effects of Transformational Leadership on the Development of Good Governance in Study Programs

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## ABSTRACT

Leaders play the most important roles in the advancement of an organization. This study examines the effectiveness of transformational leadership in the management practices of study program heads in educational institutions, specifically at Almuslim University's Faculty of Teacher Training and Education (FKIP), which is undergoing numerous changes. This mini-research included 9 heads of study programs, 40 lecturers, and 9 education employees from FKIP Almuslim University. This mini-research employs qualitative research methods. Data was gathered through interviews, observation, and documentation. Following that, triangulation was used as a data collection technique. This study's findings are as follows: (1). Transformational leadership has been able to create good governance for the study program at FKIP Almuslim University, which is reflected in their leadership concept by paying attention to "Islamic" values and character, having good morals, and humanist relationships between study program heads, program staff studies, lecturers, and students. (2). Transformational leadership in nine FKIP study programs satisfies lecturers and education personnel.

**Keywords: Leadership, Transformational, Good Governance**

## 1. INTRODUCTION

Globalization has altered the educational landscape. These changes need that all parties to be prepared to participate. Similarly, the concept of leadership in education is being disrupted by global difficulties that result in changes in technology-based times. Leadership, on the other hand, is a set of competencies that a leader must have in order to engage with the organizational environment he leads in order for the organization to survive and grow<sup>1</sup>. The management of educational institutions can be transformed through the application of technology, information, and communication advancements<sup>2</sup>. Educational leadership is defined as the ability to persuade, coordinate, and mobilize others involved in the implementation and development of education in order to achieve educational or school goals effectively and efficiently. If the current leadership has good management expertise and talents, an educational unit or educational institution can be successful effectively and efficiently<sup>3</sup>.

A leader in a broader sense is an organization's leader who is expected to have the ability to become a Top Leader who is able to bring about change by using all of his authority in directing his organization for the organization's sustainability so that it can realize Good Governance leadership<sup>4</sup>. Leadership is defined as a person's ability to motivate, influence, and encourage others to make significant contributions to the organization's success and effectiveness. Leadership style influences a person's leadership in leading his subordinates. When attempting to influence the behavior of their subordinates or coworkers, someone's leadership style is a norm of their behavior<sup>5</sup>.

To be a leader in an educational institution, particularly in the study program at FKIP Almuslim University, where one of the visions is "Islamic," everyone must have a good work culture, be

responsible, and have religious values based on the Koran and Al-Hadith<sup>6</sup>. This is due to the fact that a leader in an educational institution, such as the study program at FKIP Almuslim, is also responsible for its output, which must still have religious character and values in accordance with Almuslim University's goal. The notion of leadership in an organization is a description of the environment within the organization itself so that a picture of how leadership works can be seen from the highlighted organizational culture. As a result, the concepts of leadership and organizational culture are analogous to two opposing but equal sides of the same coin.<sup>7</sup> A transformational leadership style is highly suited to adopt in this scenario since it is capable of creating overall Good Governance for the management of study programs at FKIP Almuslim University.

Leadership in the 4.0 era will bring a new color to everyone, especially the younger generation and educational institution leaders. This is consistent with what was stated by<sup>8</sup> that The Industrial Revolution 4.0, in particular, presents significant challenges to Indonesia's young generation. Theoretical and practical knowledge is insufficient to prepare the younger generation, such as students, to thrive in the age of Smart Technology. People can get a wide range of information through open access to information, which can ultimately impact or even transform a person's character, way of thinking, and conduct. Anticipating this situation, educational institutions must constantly adapt and innovate in the face of all developments. This change innovation can take the form of a leadership style from the study program leaders, such as adopting and implementing a transformational leadership style in collaboration with the study program leaders, lecturers, and students, in order to realize the study program achievements stated in the study program's main work indicators (IKU). An effective school or educational institution relies on a strong team led by a leader with great capacity and integrity so that the educational institution may grow and manage human resources, space, and personal time effectively so that learning can take place<sup>9</sup>.

Transformational leadership is viewed as one of the representative leadership styles in leading at the study program level at FKIP Almuslim because the principle of study program leadership is decentralized, which means that the head of the study program is free to innovate and be creative in developing study programs and realizing IKU (main performance indicators) in accordance with vision and mission, study program achievement targets, and Faculty. This will be straightforward for the study program's head to implement using his transformational leadership style. Because the relationship between leaders and subordinates in transformative leadership is built on trust. Leaders must motivate and pay close attention to their subordinates. Subordinates will be more committed to their workload if they pay attention to their work needs.<sup>10, 11</sup> defined transformational leadership as a process in which leaders and followers raise each other's morale and motivation.

Several prior study findings have resulted from transformative leadership, including:<sup>12</sup> who discovered that: (1) Transformational leadership, organizational commitment, and burnout had a combined effect on the performance of non-managerial employees at the Grand Aston Hotel

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Yogyakarta; (2) Transformational leadership has the most dominant influence on the performance of non-managerial employees; and (3) Transformational Leadership has a significant impact on

organizational commitment. The results of the next research by<sup>13</sup> demonstrates how the moderation of OCB (Organizational Citizenship Behavior) has a significant impact on organizational commitment, transformational leadership, and employee performance. Next<sup>14</sup> revealed the findings of his research, which show that there is a considerable association between transformative leadership and follower satisfaction. Leaders' scores on the Multifactor Leadership Questionnaire (MLQ) transformational leadership scale are significantly connected with indicators of leader effectiveness.

Next research,<sup>15</sup> who found that (1). there is a positive and significant influence between transformational leadership on the organizational commitment of the Inspectorate General of the Ministry of Education and Culture, (2) there is a positive and significant influence between job satisfaction and the organizational commitment of the Inspectorate General of the Ministry of Education and Culture, (3). There is a positive and significant influence between organizational commitment on OCB (Organizational Citizenship Behavior) of employees of the Inspector General of the Ministry of Education and Culture, (4). There is a positive and significant influence between transformational leadership on OCB (Organizational Citizenship Behavior) of employees of the Inspector General of the Ministry of Education and Culture, (5). There is a positive and significant influence between job satisfaction and OCB (Organizational Citizenship Behavior) of employees of the Inspector General of the Ministry of Education and Culture.

A particular field that is also impacted by fierce competition in all disciplines is the educational sector, which includes Almuslim University in general and the nine study programs at FKIP specifically. The existence of several regulations that keep being implemented and demand that an educational institution's quality be at the level of national and worldwide standards make this competition quite obvious. Education users' primary concern while selecting an educational institution would be the quality of good institutions.<sup>16</sup> It goes without saying that doing this requires the leadership skills of leaders at the university, faculty, and study program levels. Additionally, this will be connected to the management of the study program, which is the primary objective of quality determination, such as a high accreditation score for the study program.

The head of the study program is therefore expected to change from a traditional leadership pattern to a leadership style known as a transformational leadership style. With nine study programs at FKIP Almuslim University, it is envisaged that this leadership style will establish an effective governance structure or management for the entire academic community. The nine study programs mentioned are early childhood education studies, English study program, PGSD study program, physics study program, biology study program, geography study program, economics study program, biology study program, physics study program, mathematics study program, Indonesian language study program, and geography study program.

Furthermore, when seen broadly, the term Good Governance refers to a framework that governs the relationship between commissioners, directors, shareholders, and other stakeholders. Good governance is also viewed as a clear process for setting goals, achieving them, and evaluating government success. Governance is considered good if the public's resources and challenges are managed effectively and efficiently. Transparency, accountability, and responsiveness are examples of public needs that are met by good governance<sup>17</sup>. Based on the descriptions given above, the author of this mini-research investigated nine academic programs at FKIP Almuslim University. The purpose of

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this study is to ascertain how well transformational leadership contributes to good governance in Almuslim University study programs.

## 2. RESEARCH METHODS

This Mini Research employed a qualitative approach, with data collected through interviews, observation, and documentation. According to<sup>18</sup> In his book, the author claims that the qualitative research method is an empirical approach where the researcher serves as the primary tool. Additionally, the data collection method uses triangulation, which attempts to verify the accuracy of information or data that researchers have gathered from various points of view by minimizing bias that develops during data collection and analysis.

This mini-research data analysis is inductive in nature, moving from facts to theory as the findings emphasize meaning rather than generalizations<sup>19</sup>. In order to determine and present an overview of the effectiveness of transformational leadership in fostering Good Governance in the Study Program within the FKIP Almuslim University setting, it is intended that this study will provide a solution to the definition of the research aim. The next research methodology employed by researchers is descriptive qualitative research. Using this qualitative descriptive type involves several phases, including describing, recording, evaluating, and interpreting the existing situations.

The research subjects in this mini-research were 9 heads of study programs, 40 lecturers, and 9 education staff at FKIP Almuslim University. The researcher then collected data through interviews with the head of the study program, several randomly selected lecturers, and several educational staff at the Faculty of Teacher Training and Education, followed by the documentation procedure to ensure the accuracy of the data obtained.

## 3. RESULTS AND DISCUSSION

The educational institution for educational staff (LPTK) plays an important role in the production of teaching and educational personnel. The mission of the Law on Teachers and Lecturers Number 14 of 2005 Article 9 mandates that every teacher obtain a minimum academic qualification of S1/D4. LPTK has the task of providing education to strengthen the competency of potential teachers. As a result, in light of global happenings, education plays a critical role in deciding the direction of advancement and decline in the quality of a higher education institution. Educational institutions that can adapt to change will be able to play an important role in continuing to educate the nation's young people. An indication of an organization, or more precisely, an educational institution, is its ability to adapt to change, which is represented in the leadership style used to achieve the organization's vision.

A leader who possesses managerial skills that contribute to good governance can adapt to any environmental changes, including the difficulties of overseeing educational institutions that face difficulties in producing high-quality output in the 4.0 and VUCA eras. As a result, the head of the study program, who is the point person for dealing with students and alumni, must be able to monitor the development of his organization since changes are constantly taking place.<sup>20</sup> These changes necessitate a leader in the study program who can innovate and express original ideas regarding human resource management and development, have faith in the structure beneath him, be visionary, and have a long-term perspective in managing the study program's development<sup>21</sup>.

Based on these references, elements of transformational leadership were discovered in this Mini Research research that was carried out by nine study programs at FKIP Almuslim University with a total of 58 respondents consisting of 9 study program heads, 40 lecturers, and 9 educational staff at FKIP Almuslim University. Researchers identified this through the results of interviews and

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observations of several predetermined samples, mainly study program leaders, lecturers, and educational personnel. Several leadership traits were discovered throughout this interview. The

features discovered during observations and interviews correspond to those proposed by <sup>22</sup>in his book entitled namely (a) *Menciptakan visi dan kekuatan misi*, (b) *Menanamkan kebanggaan pada diri bawahan*, (c) *Memperoleh dan memberikan penghormatan*, (d) *Menumbuhkan kepercayaan di antara bawahan*, (e) *Mengkomunikasikan harapan tertinggi*, (f) *Menggunakan simbol untuk menekankan usaha tinggi*, (g) *Mengeskpresikan tujuan penting dalam cara yang sederhana* (h) *Menumbuhkan dan meningkatkan kecerdasan, rasionalitas dan pemecahan masalah secara hati-hati pada bawahan*, (i) *Memberikan perhatian secara personal*, (j) *Membimbing dan melayani tiap bawahan secara individual*, (k) *Melatih dan memberikan saran-saran*, (l) *Menggunakan dialog dan diskusi untuk mengembangkan potensi dan kinerja bawahan*<sup>23</sup>. Some of the transformational leadership attributes discovered by researchers through this Mini Research study are as follows:

**Table: 1.** Transformational Leadership Style in Nine Study Program at FKIP Almuslim

No	Implementation	Discussion
1	The Head of the Study Program accepts changes in the world of education	This is the value of innovation, which is in line with transformational leadership
2	The head of the study program formulates the vision and mission together with lecturers, alumni and stakeholders	This is implication/involvement, which goes hand in hand with transformational leadership
3	The head of the study program explains the vision, mission, and goals to be achieved to all the academic community of the study program	
4	The head of the study program conveys the program in the strategic plan and operational plan of the study program to all study program academics.	
5	The head of the study program facilitates lecturers for self-development	This is a facility that goes hand in hand with transformational leadership
6	The head of the study program is able to build a sense of trust and an open attitude towards his lecturers and staff.	This is an element of full trust that is in accordance with the transformational concept
7	Personally, the head of the study program provides motivation and attention to lecturers and staff, especially when it comes to problems at work.	Motivation and inspiration are one of the characteristics of transformational leadership
8	The head of the study program has a caring attitude towards all the academic community of the study program	A caring attitude towards subordinates is one of the characteristics of transformational leadership
9	The head of the study program has a firm, fair attitude and is always enthusiastic about working without giving up	A firm and fair attitude with high enthusiasm is one of the characteristics of transformational leadership
10	Staff and lecturers responded that they were very satisfied with the entire leadership style of the head of the study program	This is the impact of transformational leadership

The features of transformational leadership are extremely obvious in the table above, in that the head of the study program pays full attention to all lecturers and educational staff based on their talents, as well as an open approach toward all lecturers and educational staff. This is a strong motivator for lecturers and education staff to continually be innovative in innovating and offering intellectual stimulation so that all work programs in the study program can operate smoothly and meet the goals outlined in the study program's Strategic Plan and operational plans. As a result of the author's observations and interviews, we can conclude that the effectiveness of the transformational leadership style in all study programs at FKIP Almuslim University has an impact on the academic community's

satisfaction with their leaders. This situation demonstrates the effectiveness of transformational leadership in fostering good governance, also known as conducive and healthy

governance, throughout all study programs at FKIP Almuslim University. The findings of the researcher's interviews with lecturers, who claimed that the head of the study program encouraged and motivated us to always be involved in different independent learning activities like being a facilitator for driving teachers, a companion for practicing teachers, a guide at teacher driving events, and others, also make this very clear. The head of the study program claims that these activities are self-development for lecturers as well as self-development with regard to recurring changes in the world of education. Therefore, lecturers must be eager to participate actively in order to bring about change in the study program. The findings of this study allow us to draw the conclusion that transformational leadership is successful and has an impact on good governance in the study program.

The capability of the nine study programs at FKIP Almuslim to implement transformational leadership to achieve good governance, one of which is due to the concept of transformational leadership, namely by paying attention to all subordinates, in this case, lecturers and education staff, while still having values and character local wisdom in the form of "Islamic". The morality and humanism relationships between study program leaders, study program employees, lecturers, and students are a clear indication of the harmony that transformational leadership fosters. The academic community's contentment with the leadership of the study program's head is also impacted by this. Good governance in a healthy academic environment can give birth to collaborative actions between lecturers, students, and heads of study programs in a variety of activities. This is supported by the researcher's interviews with study program leaders, lecturers, teaching staff, and students, which reveal that study programs have obtained numerous grants that necessitate collaboration between lecturers, students, and study program heads. It appears that the SPADA grant program has been running for 5 years in a row, as has the intense student PKM program directed by the head of the study program and lecturers, and the student credit transfer program from 2017, when the obligation for autonomous learning campuses had not yet begun.

Furthermore, this researcher's findings are in line with several previous studies, namely<sup>24</sup> who discovered that Salatiga's Sidorejo District schools benefited greatly from the transformational leadership approach. This is demonstrated by a number of kindergarten school principals in the Sidorejo District who consistently inspire their staff members, stimulate their minds, and give them individualized attention to help them work to the best of their abilities to complete the tasks assigned. The results of the following study<sup>25</sup> revealed that organizational citizenship behavior (OCB) had a favorable impact on the degree of job satisfaction among employees. strong employee work satisfaction leads to strong organizational citizenship behavior (OCB). According to other research findings<sup>26</sup>, organizational citizenship behavior (OCB) has an impact on job satisfaction. As a result, the findings of the researchers strongly concur with those of earlier studies.

#### **4. CONCLUSION**

It is possible to draw the conclusion that transformational leadership has been successful in establishing Good Governance for study programs at Almuslim University based on the findings of the data analysis and research discussion discussed above. This is because the research results demonstrate that transformational leadership in all study programs within the purview of FKIP Almuslim University has been able to do so. It is expressed in the idea that leaders should uphold "Islamic" principles and morals, be morally upright, and cultivate humane connections with study program leaders, study program employees, lecturers, and students. Within the context of FKIP Almuslim University, transformational leadership in nine study programs at FKIP gives lecturers and educational personnel satisfaction.

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