



Transformational Leadership Concept Rooted in Islamic Values and Approaches to Inspire and Motivate Teams

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Article Info

Article history:

Received 23-01-2025

Revised 03-02-2025

Accepted 15-02-2025

Keywords:

Transformational Leadership;
Islamic Values; Motivation;
Inspirational; Leadership
Strategy.

ABSTRACT

This article discusses the concept of transformational leadership rooted in Islamic values, as well as approaches that can be applied to inspire and motivate teams. The primary research question guiding this study is how the integration of Islamic values influences the practice of transformational leadership in contemporary settings. In the context of the modern world, transformational leadership is key to creating a productive and harmonious work environment. This article explores leadership principles that are in line with Islamic teachings, such as justice, integrity, and compassion, which can shape the character of an effective leader. The research method used in this study uses literature or library studies. The conclusion of the article entitled "The Concept of Transformational Leadership Rooted in Islamic Values and an Approach to Inspiring and Motivating Teams" confirms that the integration of transformational leadership principles and Islamic values can create effective, ethical, and inspiring leaders. By combining Islamic principles and modern leadership theories, it is hoped that leaders can be realized who are not only effective, but also ethical and inspiring.



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INTRODUCTION

In the context of modern organizations, effective leadership has become crucial in addressing the complex and dynamic challenges they face. Leaders today must not only manage resources but also inspire and motivate their teams to achieve common goals, creating a positive and productive environment. One leadership approach that has gained significant attention is transformational leadership, which emphasizes the importance of positive change, individual development, and team involvement. This leadership style is recognized for its ability to drive performance by fostering an environment of engagement and motivation.

However, in an effort to achieve ideal leadership, the integration of cultural and religious values is an aspect that should not be ignored. Islamic values, which focus on justice, compassion, and integrity, can provide a strong ethical foundation for leaders in carrying out their roles. The application of Islamic principles in transformational leadership has the potential to create a more harmonious and productive environment, where team members feel valued and motivated to contribute. This concept can be strengthened through the integration of Islamic values, which not only provide ethical guidance but also inspire commitment and collaboration among team members. (Maolana et al., 2023)

Transformational leadership patterns are one of the choices for leaders of an institution/school to lead and develop a quality institution, transformational leadership has an emphasis on clear vision

and mission statements, effective use of communication, providing intellectual stimulation, and personal attention to individual problems, members of the organization, with an emphasis on such things, it is hoped that institutional leaders/principals will be able to improve the performance of their teachers in order to develop the quality of their institutions. (Dwi Susmawati et al., 2023)

An educational leader who integrates Islamic values will pay attention to the needs and well-being of all members of the educational community, both teachers and students. For example, a principal can facilitate a guidance and counseling program that provides emotional and social support to students who are experiencing difficulties, so that they can grow and develop holistically. (Shofiyyah et al., 2023) . Leadership is believed to be one of the important factors that influences subordinate achievement. One important factor that influences the success of the leadership process is the behavior of the leader concerned or the leadership style. (Hasrawi et al., 2019)

In leadership based on Islamic values, actions and decisions are based on Islamic teachings. Actions and decisions of Islamic leaders are based on Islamic values, such as justice, honesty, loyalty, and responsibility. In this situation, Islamic leadership includes spiritual and moral management and responsibility. Leaders who understand and embrace these principles can help build a positive work culture. (Dwi Susmawati et al., 2023)

This background encourages the need for research and deeper understanding of the synergy between transformational leadership and Islamic values. By combining these two approaches, it is hoped that a leadership model can be created that is not only effective in achieving organizational goals, but also ethical and able to empower team members as a whole. This article aims to explore this concept, as well as provide practical insights for leaders and organizations who wish to adopt this approach.

In this context, leaders are expected to be role models, create a clear vision, and encourage active participation from team members. This article aims to explore how the combination of transformational leadership and Islamic values can produce leaders who are not only effective, but also able to inspire and motivate teams to achieve optimal performance.

A leadership vision that inspires and guides team members towards a common goal creates high morale and motivation to achieve the best results. The support and collaboration provided by leaders creates an environment that supports the exchange of ideas and innovation, enhances team creativity, and enables the discovery of more efficient solutions. Developing team members' technological skills is also key, ensuring that teams can adopt the latest technology and use it effectively in carrying out their tasks (Pratama, 2023)

With an in-depth analysis of the characteristics of transformational leadership and the implementation of Islamic principles, it is hoped that readers can understand the potential synergy between the two in creating a positive and productive work environment. Through this approach, it is hoped that leaders will be created who can face future challenges wisely and ethically.

RESEARCH METHODS

The research approach that can be used is a qualitative approach which will allow researchers to gain a deep understanding of individual experiences and perceptions related to The concept of Transformational Leadership rooted in Islamic values and an approach to inspire and motivate teams . Qualitative research is a broad type of research, there are several types of research that can be classified into this type of qualitative research, the following can be explained several types of research that are generally often used in qualitative research, namely case studies. (Syahrizal & Jailani, 2023)

By using this qualitative research method, this study aims to provide deeper insights into how transformational leadership based on Islamic values can inspire and motivate teams. This approach allows researchers to explore the subjective experiences of leaders and team members in an

organizational context, as well as identify key factors that can enhance leadership effectiveness in creating a productive and harmonious work environment.

RESULTS AND DISCUSSION

To understand previous studies related to the Concept of Transformational Leadership Rooted in Islamic Values and Approaches to Inspire and Motivate Teams, we can look at several important elements that discuss the relationship between transformational leadership theory, Islamic values, and the approaches used to motivate and inspire teams in the context of organizations or communities.

Suleiman (2019) in his research on Islamic Leadership found that Islamic values are very relevant in supporting the implementation of transformational leadership. Islam teaches about the concept of a caliph (a leader as a manager of Allah's mandate) who has the responsibility to lead the people with the principles of justice, compassion, and wisdom. These values have similarities with the main components of transformational leadership, namely the ability to motivate and inspire followers to achieve greater goals.

Suleiman also emphasized that leadership in Islam does not only cover worldly aspects, but must also pay attention to the afterlife, namely responsibility to Allah SWT. Islamic leaders, as taught by the Prophet Muhammad SAW, must have the ability to direct their people in achieving worldly and afterlife goals. This concept includes various values such as responsibility (amanah), justice (adl), and compassion (rahmah), which are very much in line with the principles of transformational leadership.

Fadlallah (2020) conducted a study on the application of transformational leadership in da'wah organizations in Middle Eastern countries and found that leadership based on Islamic values is very effective in improving the performance of da'wah teams. Fadlallah stated that da'wah leaders who are able to inspire team members with a clear vision and pay attention to the spiritual and professional development of team members can create greater change in society.

According to Fadlallah, the principle of syura (deliberation) recommended in Islam, provides space for team members to participate in decision-making. This strengthens the Intellectual Stimulation component in transformational leadership, which encourages team members to think more creatively and innovatively in solving social problems.

Al-Bassam (2016) in his article entitled *The Influence of Transformational Leadership on Organizational Performance in an Islamic Context* explains that Islamic values, such as ikhlas (sincerity) and tawakkul (trust in God), play an important role in strengthening the effectiveness of transformational leadership in religious-based organizations.

According to (Anwar et al., 2022) The leader is the most important position and is responsible for determining the organization and moving the members of the organization towards the desired goals. Not only that, when a leader is weak in moving his organization, the organization will slump and no longer be able to compete in modern times. Realizing

a. Transformational Leadership Concept

" *Transformation* " comes from the word " *transformation* ", which means "changing or transforming something into a different form." The characteristics that have the ability to change something into a different form are called transformational. When teachers are able to utilize and redirect human, instrumental, and situational resources to achieve school reform goals, they are considered transformative leaders. (Safii & Shunhaji, 2024)

Transformational leadership is defined as leadership that involves change in an organization, requiring actions to motivate subordinates to be willing to work for high-level goals that are considered to go beyond their personal interests at that time. (Ubaidila & Maunah, 2022)

Transformational leaders play a role in increasing all existing resources, accelerating the pace of renewal and trying to provide responses that generate enthusiasm and work as quickly as possible, always appearing as pioneers and bringers of change. Transformational leadership is a leadership style

that focuses on inspiring and motivating individuals to go beyond self-interest for the common good. (Armiyanti et al., 2023)

Leadership is your capacity to lead others to places they (and you) have never been before", Steven Bernstein and Anthony Smith (The Puzzle of Leadership) say "Leadership is now widely understood to refer to collective action, designed in such a way as to bring about significant change while increasing the competence and motivation of all involved - action in which more than one individual influences the process", while Robert Banks and Bernice M. Ledbetter (Reviewing Leadership) say "Leadership involves people, groups or organizations showing the way in an aspect of life over a short or long period of time - and in doing so, will influence or even empower enough people to bring about change in that aspect of life. Walter Wright (Relational Leadership) completes "Leadership is a relationship - a relationship in which one person tries to influence the thoughts, behaviors, beliefs or values of others. Regarding the role of leaders, in Islam also requires the principal to carry out his role in management in any field to be done as well as possible, this can be found in the Qur'an QS. Al-Anbiya Verse 73: God bless you

وَكَانُوا لَنَا عِبْدِينَ وَحِينًا إِلَيْهِمْ فَعَلَّامِينَ وَأَمْرًا وَأَنْتُمْ يَهْدُونَ وَإِنَّمَا إِلَهُكُمُ اللَّهُ

Translation: " *We have made them leaders who guide us with Our commands and which We have revealed to them, that they do good deeds, offer prayers, pay zakat, and it is only Us that they always worship.* " (Leadership & Kadir, 2024)

Transformational leaders with their capacities offer a vision as a way to attract subordinates' sympathy for their potential, while charismatic leaders emphasize admiration for the individual figure of the leader, which could be handsomeness, wealth, and others that are more material or real that are visible. (Elya et al., 2024)

Transformational leadership is able to create a clear vision and build strong relationships with educational staff. The principal is able to communicate the goals and values of the organization effectively, drive necessary changes, and empower team members to actively participate in improving the quality of educational services. (Armiyanti et al., 2023)

The presence of transformational leadership answers the challenges of an era full of change. The era we are currently facing is not an era when humans accept everything that happens to them, but an era where humans can criticize and ask for what is worthy of what is given to them in a humane manner. (Samcanda, 2024)

b. Islamic Values in Transformational Leadership

Islamic values provide a strong ethical and moral foundation for leaders in carrying out their duties and responsibilities. Here are some key values that can be integrated into leadership:

The first is Justice (Adalah) is one of the basic principles in Islam. A fair leader treats all team members equally, without bias or favoritism. Justice creates a sense of mutual trust and respect within the team, and encourages harmonious collaboration. Justice is a fundamental value in Islam that demands fair and equal treatment of all individuals, regardless of differences in background, ethnicity, religion, or social status. (Shofiyyah et al., 2023) .

The letters and verses of the Koran relating to justice in leadership are " **Surah An-Nisa (4:58)** :

"Indeed, Allah commands you to hand over the trust to the rightful person and when you determine the law between people, you must determine it fairly."

This verse emphasizes the principles of justice and trust in leadership. The second value is Integrity or amanah means acting honestly and trustworthy. Leaders with integrity maintain their commitments and responsibilities, and are transparent in decision making. This helps build trust

between leaders and team members. The third is Compassion (Rahmah) is an important value in Islamic leadership. Leaders who show compassion towards team members create a supportive and respectful work environment. This also helps team members feel appreciated and motivated to give their best. The fourth is Responsibility (Mas'uliyah) meaning that leaders in Islam are expected to be accountable for their actions and decisions. The fourth responsibility includes not only the results achieved, but also how they achieved them. Responsible leaders tend to put the interests of the team and organization above personal interests. The fifth is Togetherness (Ukhuwwah), namely the principle of togetherness in Islam encourages leaders to build solid relationships between team members. Creating a sense of brotherhood and cooperation can increase team spirit and create strong bonds between them. The sixth is Learning and Innovation (Ilmu) where Islam highly values knowledge and learning. Leaders who encourage team members to continue learning and innovating create a dynamic and adaptive organizational culture. This is important to face the changes and challenges that exist. The seventh is Courage (Syaja'ah) that in Islam must have the courage to make difficult decisions and face challenges with confidence is an important value in leadership. Courageous leaders encourage team members to dare to speak up and innovate, and be ready to face risks.

Thus, the school has emphasized the direction the school wishes to take through clear vision and mission statements, effective use of communication, provision of intellectual stimulation, and personal attention to the problems of individuals and members of the organization.

Steps to realize the Qur'anic generation as the school's vision, carried out by the school, are as follows: 1). Establishing a Qur'an memorization program. 2). Determining the success indicators of the Qur'an memorization program. 3). Determining the person in charge of the Qur'an memorization program. 4). Compiling programs and activity schedules. So that the principal can realize the school's vision by influencing all members of the organization who can have a big influence in the organizational structure. (Fadilah & Hamami, 2021)

Table 1. POINTS OF IMPLEMENTATION OF ISLAMIC VALUES IN LEADERSHIP

Islamic Values in Leadership	Implementation in Leadership	Brief Explanation
Justice	Be fair in decision making and social interactions.	Justice ensures that the rights of every individual are fulfilled and avoids discrimination in various aspects of leadership.
Integrity	Consistency between words, actions, and Islamic moral principles.	Integrity ensures trust and stability in leadership.
Affection	attentive, empathetic and caring	Providing personal attention, creating an environment of respect, mutual appreciation, and encouraging togetherness.
Responsibility	Responsible for every action and policy taken.	Leaders must be ready to be supervised and accountable for every decision they make.
Togetherness (Brotherhood)	building solid relationships between team members	Creating a sense of brotherhood and cooperation can increase team spirit and create strong bonds between
Learning and Innovation (Science)	Keep learning and innovating	Leaders who encourage team members to continuously learn and innovate create a dynamic and adaptive organizational culture.
Courage	Have the courage to make	A courageous leader encourages team

Islamic Values in Leadership	Implementation in Leadership	Brief Explanation
(Syaja'ah)	decisions	members to speak up and innovate, and is willing to take risks.

By integrating these values into leadership practices, leaders are not only able to achieve organizational goals, but also create a sustainable positive impact on team members and the surrounding environment. These Islamic values create a culture of ethical, inspiring, and empowering leadership.

c. Characteristics of Transformational Leaders

Transformational leadership has several key characteristics that distinguish it from other forms of leadership. Some of the key characteristics of transformational leadership are as follows:

Transformational leaders must have a strong vision and mission about the future and the goals they want to achieve. They are able to communicate the vision clearly to team members and inspire them to move towards a common goal. Transformational leaders must also have empathy and compassion in this case the leader must understand the feelings, needs, and aspirations of their team members. They can empathize and support team members in achieving their full potential. In addition, Transformational leaders also continue to provide encouragement to innovate and encourage a culture of innovation in the organization. They value new ideas and provide support to try new approaches.

leaders believe in the importance of empowering team members to take initiative and make decisions. By providing autonomy, transformational leaders help team members feel more valued and engaged. They are open to new ideas and willing to innovate in the face of unexpected situations so that leaders are able to adapt to changes and challenges. Transformational leaders also have a strong commitment to individual and team development. They encourage continuous learning and provide opportunities for team members to improve their skills and competencies . Furthermore, the ability to communicate clearly and effectively is a hallmark of transformational leaders. They listen actively and provide constructive feedback, and often involve team members in the decision-making process. In this way, they build a sense of ownership and commitment to the decisions made. Although transformational leadership emphasizes interpersonal relationships, transformational leaders remain focused on achieving results. They set high standards and strive to achieve predetermined goals.

The purpose of leadership is an ideal/philosophical framework that can provide guidelines for every leader's activities, as well as being a benchmark that must be achieved. A leader functions as a person who is able to create effective changes in the group's appearance and is able to move others, so that other people are consciously willing to do what the leader wants. (Yeete et al., 2023)

A transformative leader will be able to provide significant influence to his/her members to do more than the leader's expectations in order to achieve the vision, mission and goals of education without being burdened and forced. Many studies in educational institutions have indicated that transformational leaders appear to be figures who always help members/staff by developing and maintaining a collaborative and professional school/madrasah culture, helping develop teachers/education personnel, and helping them solve problems together effectively. (IAI Sunan Giri Ponorogo & Azizah, 2021)

d. Challenges in Implementing Islamic-Based Transformational Leadership

Islamic-based transformational leadership refers to a leadership approach that focuses not only on results, but also on positive changes in individuals, improving the quality of the organization, and developing the morals and spirituality of its followers. This concept is very relevant to Islamic values that emphasize the importance of justice, wisdom, empathy, and concern for the welfare of the people. However, in its implementation, there are several challenges that can be faced in implementing Islamic-based transformational leadership.

Some of the challenges that are often faced are: 1) Resistance to Change, Team members are often comfortable with the existing way of working. When leaders try to implement fundamental changes, they may feel threatened and tend to resist the change. To overcome this, leaders need to clearly explain the benefits of change, involve the team in the process, and provide the support needed to adapt; 2) Differences in Values and Culture because not all members may understand or appreciate the Islamic values applied in leadership. These differences can cause tension and conflict; 3) Lack of Knowledge about Islamic Values which causes uncertainty and confusion; 4) Uncertainty and Fear Team members who may feel anxious about the outcome of implementing this new approach. Uncertainty can hinder their motivation and engagement. Leaders need to build trust by explaining clear processes and goals and providing real examples of expected success; 5) Ineffective Communication is essential to ensure that all team members understand and feel the goals to be achieved; 6) Challenges in Practical Implementation in this case the leader must implement changes gradually, evaluate each step, and adjust the approach according to the team's response; 7) Resource Limitations because the implementation of Islamic values in leadership often requires additional resources that are not always available, both financially and materially. Leaders need to find ways to maximize existing resources, and seek support from outside parties if necessary; 8) Gaining Support from Stakeholders such as top management or shareholders, may not always be in line with the Islamic values-based leadership approach. Building their support requires good diplomacy and negotiation skills, as well as explaining the long-term benefits of this approach.

d. Approaches to Inspire and Motivate Teams

The approach to transformational leadership based on Islamic values must include various strategies that can create a climate that supports personal and collective growth. Some approaches that can be used include:

Consistent Example Giving so that team members feel confident and inspired to follow in the footsteps of leadership with integrity. Open and Honest Communication In Islam, good communication is the key to building harmonious relationships. Leaders must prioritize open dialogue with the team, listen to their complaints and aspirations, and provide clear direction. In addition, leaders in motivating also need to respect each individual. Empowerment through collaboration creates an environment where innovation creeps and creativity thrives, allowing organizations to compete more effectively in competitive markets. (Pitriyani & Kamaludin, 2024)

Every team member must be treated with respect and appreciated for their contribution. Leaders who are based on Islamic values will always give appreciation and support to every individual in the team. Every Islamic leader must make the Prophet Muhammad SAW a role model according to the word of Allah in Surah Al Ahzab verse 21

لَقَدْ كَانَ لَكُمْ فِي رَسُولِ اللَّهِ أُسْوَةٌ حَسَنَةٌ

Translation:

"Indeed, the Messenger of Allah had a good role model (Ministry of Religion, 2019)

(Siti Fatimah & Suparno, 2021) quoting Tafsir al-Mishbah by Muhammad Quraish, Surah Al-Ahzab verse 21 emphasizes that Rasulullah SAW is the main role model for Muslims in living their lives. His example includes aspects of faith, morals and perfect leadership. In facing various challenges, Rasulullah showed courage, patience and full faith in Allah SWT. He is an ideal example of carrying out worship sincerely, being fair, honest and full of compassion. This verse also emphasizes that only those who hope for Allah's pleasure, believe in the Last Day, and always remember Him can make the Messenger of Allah a true role model. In the context of modern life, the Prophet's example remains relevant as a guide in building a life of noble character, facing trials patiently, and creating leadership that is ethical and oriented towards the benefit of the people.

The values of honesty are no longer the essence and guideline of a person's life, but have become a tool to fight for various narrow interests. In other words, honesty which should be an ethical value that colors our lives has been reduced to mere lip service in the lives of society. Meanwhile. (Batalipu et al., 2019)

By emulating him, a Muslim can strengthen his faith, improve his quality of life, and contribute to building a harmonious and just society. Leadership in Islam is not just a position or title, but a great mandate that requires moral and spiritual responsibility. A Muslim leader must be able to maintain a balance between the demands of efficiency and effectiveness with the principles of morality and spirituality. Thus, leadership based on Islamic values is expected to be able to present fair, transparent, and responsible governance.

CONCLUSION

It can be concluded that transformational leadership rooted in Islamic values has great potential to inspire and motivate teams in the context of modern organizations. By integrating principles such as justice, integrity, compassion, and responsibility, leaders can create a harmonious and productive work environment. For instance, in contemporary organizations like those in the Middle East, leaders who adopt Islamic leadership principles have been able to foster strong team cohesion and performance by prioritizing ethical decision-making and social responsibility.

The description above also shows that transformative leadership can be an innovation and creation in creating a better world of education. Moreover, the Prophet Muhammad as a role model almost controlled two-thirds of the earth with very good and gentle leadership. Transformative leadership can approach the leadership exemplified by the Prophet. Transformative leadership has a clear vision, brings empathy, encouragement, and role models. Transformational leadership rooted in Islamic values is leadership that has an inspiring vision of Islam, character and ethical development, holistic education, empowering teachers and staff, developing an inclusive Islamic vision, education to empower students with Islamic values. Transformational leadership not only focuses on achieving organizational goals, but also on developing individuals and strong interpersonal relationships. Islamic values provide a deep ethical foundation, allowing leaders to act as role models and sources of inspiration for their team members. Through the application of this approach, leaders can increase engagement and work enthusiasm, encourage innovation, and create sustainable positive impacts. Thus, leadership rooted in Islamic values can be an effective strategy in creating a team that is not only competent, but also ethical and motivated to achieve shared success.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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