



From Vision to Reality: A Holistic Examination of Transformational Leadership as a Catalyst for Cultivating Organizational Culture in Pesantren

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ABSTRACT

The focus of the study is the concept of transformational leadership and its influence on nurturing a strong and cohesive organizational culture within Pesantren. This article examines the key dimensions of transformational leadership and their role in cultivating a supportive environment that aligns with the vision and values of Pesantren through a comprehensive review of scholarly literature and empirical studies. The findings demonstrate the importance of visionary leadership, inspirational motivation, intellectual stimulation, and individualized consideration in fostering positive organizational culture change. In addition, this article proposes strategies and recommendations for Pesantren leaders to harness the potential of transformational leadership in order to establish a sustainable and flourishing organizational culture. This research contributes to the existing corpus of knowledge on leadership and organizational culture, particularly in the context of Pesantren, and offers educational leaders and policymakers valuable insights.

 OPEN ACCESS

ARTICLE HISTORY

Received: 07-08-2022

Accepted: 04-12-2022

KEYWORDS

Organizational Culture, Pesantren Management, Transformational Leadership.

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 : <https://doi.org/10.47766/development.v1i1.486>

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INTRODUCTION

Pesantren institutions are renowned for their Islamic heritage and their emphasis on religious instruction, discipline, and communal life (Salabi et al., 2022; Suradi, 2018). These institutions offer students a unique environment for spiritual development and academic pursuits (Junaidah et al., 2020). In this context, transformational leadership provides a framework for comprehending the transformative power of leadership in shaping the organizational culture of Pesantren (Fanani, 2022; Mahfudhoh et al., 2023; Nir & Piro, 2016).

Leadership is a conversation that encourages individuals to become acquainted with the language of personal responsibility and dedication (Baba, 2022; Ninković & Knežević Florić, 2018). Leadership and leadership styles are one of the most frequently discussed topics within the management discipline (Ahn et al., 2011). Transformational leadership style is regarded as the most effective among all leadership styles (Aftab, 2013; Kalkan et al., 2020; Supendi et al., 2019).

Transformational leadership is distinguished by its capacity to inspire and motivate adherents to achieve exceptional results. It emphasizes the creation of a shared vision, the promotion of collaboration, the stimulation of intellectual development, and the provision of individualized consideration (Almuhajir & Barus, 2021; Anderson, 2013; Northouse, 2014). These leadership practices correlate with the goals and values of Pesantren, where leaders seek to foster a culture that promotes spiritual growth, discipline, lifelong learning, and social responsibility (Roqib et al., 2021; Siregar & Prasetyo, 2023).

The issues that Pesantren institutions face, such as shifting societal values and changing educational demands, necessitate adaptive and innovative leadership tactics (Sidiq, 2017; Siregar & Prasetyo, 2023). To effectively handle these difficulties, leaders must be willing to accept change, encourage cooperation, and foster a learning atmosphere (Bashori et al., 2020; Starr, 2017).

Transformational leadership plays a pivotal role as a catalyst for cultivating and shaping the organizational culture within Pesantren institutions (Irawanto et al., 2011; Leithwood & Jantzi, 2000; Mulla & Krishnan, 2011). Pesantren, traditional Islamic boarding schools, are known for their profound influence on religious education and character development in many Muslim societies. In this context, transformational leadership offers a powerful framework that enables Pesantren leaders to inspire and guide their followers towards a shared vision and purpose (Sidiq, 2017). At its core, transformational leadership encompasses several key dimensions that contribute to the

cultivation of a vibrant and cohesive organizational culture within Pesantren (Branson & Gross, 2014; Salabi et al., 2022).

The function of transformational leadership in establishing the organizational culture of Pesantren (Mukri & Tamam, 2021; Rahmi, 2014). Leaders, researchers, and stakeholders interested in the development and expansion of Pesantren education can gain valuable insights from understanding and investigating the strategies (Husin, 2013; Nawawi & Hadari, 2012; Zarkasyi, 2017).

Pesantrens have started to function like business organizations, but it would be beneficial to provide an example or further explanation to support this claim. For instance, elaborating on aspects such as financial management, strategic planning, or marketing strategies within pesantrens would enhance the understanding of their business-like functions.

This study also emphasizes the importance of researching how transformational leadership can be effectively used in the Pesantren context. Given the particular nature and goals of these organizations, Pesantren leaders and stakeholders must understand how transformational leadership ideas can be put into reality. Researchers and practitioners can identify techniques and insights for improving leadership practices and establishing a flourishing, mission-driven culture inside these organizations by examining the relationship between transformational leadership and Pesantren organizational culture.

METHODS

This study is qualitative, applying a literature analysis strategy and a library research approach. According to the needs of the investigation, a variety of sources, including books, journals, and articles, are consulted. To acquire the necessary sources, libraries, books, articles, and periodicals pertaining to the investigated topic are utilized. Literature pertinent to the issues discussed in this paper is read, analyzed, examined, and annotated in order to capture data from these references. In terms of data collection methodology, the author also conducts discourse identification from books, papers or articles, periodicals, journals, websites (the internet), and any other pertinent information pertinent to the examination of the examined title.

RESULTS AND DISCUSSION

The Elements of Pesantren

A pesantren consists of the pondok (dormitory), the mosque, the santri (students), the teaching of classical books, and the influential character of the kiai. Collectively, these elements define the culture and essence of a pesantren, creating a unique setting for Islamic education and character development.

Components of a pesantren are fundamental elements that serve as its foundation. Washil identifies several essential elements, such as the presence of a dormitory is essential to the concept of a pesantren, or pondok. It functions as a dormitory for Islamic education where students live and study under the guidance of one or more teachers.

As the central structure of a pesantren, the mosque is of significant importance. It is the primary location for religious instruction, guidance, and a variety of religious activities. Santri is the term for the pupils who attend a pesantren. The presence of santri is necessary for the operation of a pesantren, as they are the institution's sustenance.

The defined Pesantren components, such as the Pondok, Mosque, Santri, Teaching classical texts, and Kiai, are crucial in establishing the distinct nature of Pesantren culture. Understanding and using these components can help to build and promote desired cultural values.

The instruction of classical texts, also known as the yellow book, is a distinguishing characteristic of the pesantren curriculum. Despite the fact that many pesantren have expanded their curricula to include subjects of general knowledge, the teaching of Islamic classics remains a central focus. The objective is to educate future scholars who remain committed to Islamic principles of the past. The kiai, or leader of a pesantren, performs a pivotal role in the provision of education. A kiai must be intellectually, physically, and psychologically superior to those they lead. They serve as role models not only within the pesantren community, but also outside of it.

Overview Transformational Leadership: Conceptual Framework and Dimensions

Transformational leadership is a well-known and influential leadership theory that has attracted a great deal of attention in the field of organizational studies. This framework provides valuable insights into the nature and effects of leadership on individuals, teams, and organizations. Transformational

leadership transcends transactional interactions and emphasizes the leader's ability to inspire and motivate followers to accomplish extraordinary results.

The overview of transformational leadership includes a discussion of its fundamental components and guiding principles. The leader's ability to articulate a compelling vision that encapsulates the collective aspirations and objectives of the organization is a fundamental characteristic. A visionary leader is capable of motivating and inspiring followers, instilling them with a sense of purpose and direction that transcends individual interests. This vision functions as a guiding force, providing organizational members with a shared sense of purpose and cohesion.

1. **Visionary Leadership;** Visionary leadership stands as a cornerstone, as leaders articulate a compelling vision that encapsulates the aspirations and values of the institution. This visionary perspective serves as a guiding light, inspiring organizational members to align their efforts and actions with the overarching mission of the Pesantren. Inspirational motivation further enhances the impact of transformational leadership in cultivating organizational culture within Pesantren.
2. **Inspirational Motivation;** Transformational leaders employ inspirational motivation in addition to a compelling vision to engage and energize their followers. They convey a compelling narrative that resonates with individuals' values and beliefs, fostering enthusiasm and commitment to organizational objectives. Transformational leaders empower individuals to surpass their own limitations and strive for excellence by cultivating a positive emotional connection.
3. **Intellectual Stimulation;** Intellectual stimulation is another crucial component of transformational leadership. Leaders who embrace this characteristic encourage their followers' creativity, innovation, and critical thinking by challenging the status quo. They cultivate a culture that values learning and development, encouraging intellectual curiosity and the exploration of new ideas. Transformational leaders foster a culture of continuous improvement and adaptability by encouraging individuals to question presuppositions and pursue alternative perspectives.
4. **Individualized Consideration;** Transformational leaders demonstrate individualized care by recognizing the unique requirements and strengths of their followers. They facilitate the growth and development of each individual by establishing supportive relationships and providing

personalized guidance and mentorship. Through active listening and empathy, they foster an inclusive environment in which individuals feel valued and empowered to contribute their distinctive talents and points of view.

Additionally, individualized consideration serves as a crucial element in the transformational leadership approach within Pesantren. Leaders recognize the unique needs, strengths, and aspirations of individual followers, providing personalized support and mentorship. By showing genuine care, empathy, and respect for their followers, leaders create a nurturing and inclusive culture where individuals feel valued, heard, and motivated to reach their full potential. This individualized consideration promotes a sense of belonging and fosters a supportive network within the Pesantren community.

The relationship between some dimensions of transformational leadership, namely Idealized Influence, Inspirational motivation, Intellectual stimulation, empowerment, and change management, plays a crucial role in Pesantren institutions. These dimensions collectively contribute to the overall effectiveness and success of leadership within Pesantren settings.

Idealized Influence is a dimension of transformational leadership that focuses on leaders being role models and setting high standards of ethical conduct. In Pesantren, this dimension becomes particularly significant as the leaders serve as spiritual and moral guides for the students. By embodying strong moral values and leading by example, leaders can inspire trust and admiration among the students and staff, creating a sense of unity and shared purpose within the Pesantren community.

Inspirational motivation is another dimension of transformational leadership that is highly relevant in the Pesantren context. As leaders in Pesantren aim to cultivate religious and spiritual growth among the students, they need to inspire and motivate them towards achieving higher levels of faith and personal development. By articulating a compelling vision, communicating it effectively, and expressing genuine enthusiasm and optimism, leaders can inspire the students to pursue their goals and aspirations with passion and dedication.

Intellectual stimulation is a dimension that encourages creativity, innovation, and critical thinking among the students and staff. In Pesantren, it is essential to foster an environment that nurtures intellectual growth and encourages students to question, explore, and challenge existing knowledge

and beliefs. Transformational leaders in Pesantren institutions can facilitate this process by encouraging open dialogue, promoting intellectual discussions, and providing opportunities for students to engage in independent thinking and problem-solving.

Empowerment is a crucial dimension of transformational leadership that empowers individuals within the Pesantren community to take ownership of their responsibilities and make meaningful contributions. By delegating authority, providing autonomy, and recognizing and rewarding achievements, leaders can foster a sense of empowerment among the students and staff. This dimension is particularly relevant in Pesantren, as it enables individuals to develop their skills, build self-confidence, and actively participate in the growth and development of the institution.

Change management is an essential aspect of transformational leadership within Pesantren systems. As Pesantren institutions face evolving challenges and societal changes, leaders need to effectively manage and navigate through these transitions. Transformational leaders play a crucial role in facilitating change by creating a supportive environment, encouraging innovation, and providing guidance and direction. By embracing change and leading by example, leaders can inspire and guide the Pesantren community through transformational processes that lead to continuous improvement and adaptability.

In summary, the dimensions of transformational leadership, including Idealized Influence, Inspirational motivation, Intellectual stimulation, empowerment, and change management, hold great significance in Pesantren institutions. By understanding and leveraging these dimensions effectively, leaders can create an environment that fosters spiritual growth, intellectual development, and adaptability, ultimately contributing to the overall success and advancement of Pesantren systems.

Theoretical Foundations and Empirical Evidence

Transformational leadership emphasizes its transformative potential in influencing organizational outcomes. This leadership approach fosters a culture of high performance, innovation, and engagement by emphasizing visionary leadership, inspirational motivation, intellectual stimulation, and individualized consideration. Understanding and applying the principles of transformational leadership can have a profound impact on enhancing

organizational effectiveness and achieving sustainable success as organizations endeavor to navigate complex and dynamic environments.

To accomplish the concept of transformative leadership, leaders must adhere to seven guiding principles that serve as the organizational culture's foundational framework. These fundamentals are as follows:

Leadership begins with a vision that functions as a reflection and a common objective. It is essential for leaders to articulate a distinct, pragmatic, and transformational vision with skill. This can be accomplished by inquiring, "Where do we want to make a change?"

As creators of a vision, leaders must motivate their members' creativity by assigning them challenging tasks that elicit a sense of responsibility and enthusiasm. Motivation is essential to this procedure.

Facilitation: Leaders should have the capacity to facilitate their members' learning. This necessitates guiding and instructing them, thereby increasing their intellectual and knowledge capacities.

Innovation: Leaders must have the willingness and accountability to instigate changes when necessary, viewing them as circumstances-imposed demands. Every member of an efficient and effective organization must be willing to change plans and accept complete responsibility for the results. Leaders should be receptive to such changes without undermining the established trust and cooperation.

Mobility refers to the utilization of all available resources to complement and strengthen each participant in order to collectively achieve the outlined vision and objectives. Leaders will always encourage their followers to assume responsibility.

Preparedness is the capacity to continuously learn about oneself and to respond to change with a positive attitude, in the knowledge that change will result in positive outcomes. The intent to complete duties thoroughly and effectively. To nurture this resolve, leaders must cultivate spiritual, emotional, physical, and commitment support, and it is their responsibility to develop these facets among the participating members.

These seven principles provide a framework for transformative leadership by emphasizing the significance of a clear vision, motivation, facilitation of learning, innovation, resource mobilization, change readiness, and unwavering resolve. In order to cultivate a culture of growth, commitment, and collective responsibility, leaders are tasked with instilling and fostering these values in their followers.

Organizational Culture in Pesantren

The study of organizational culture within Pesantren institutions provides valuable insights into the unique dynamics and characteristics of these traditional Islamic boarding schools. The beliefs, attitudes, behaviors, and standards that govern the activities and interactions of individuals inside an organization are shaped by organizational culture.

Pesantren's corporate culture is especially important. These institutions function as crucibles for religious instruction and character development, instilling Islamic values and principles in its students. The organizational culture of Pesantren incorporates the rich Islamic legacy and traditions, encouraging spiritual development and academic endeavors in a distinct and nutritious atmosphere.

Pesantren culture is distinguished by a significant focus on Islamic teachings and religious traditions. Students are engaged in an environment that promotes the study of the Quran, Hadith, and other sacred literature. This religious emphasis pervades Pesantren's daily activities, ceremonies, and procedures, instilling spirituality and dedication in its members.

Furthermore, the Pesantren culture values discipline and self-control. Students follow a schedule that includes prayer, study, and responsibilities, which promotes self-control and personal responsibility. This emphasis on discipline extends beyond individual behavior to a community-wide commitment to moral and ethical principles.

Collaboration and social life are central to Pesantren culture. Students who live and study together develop a sense of community and camaraderie. Cooperation and reciprocal assistance are encouraged, creating a social climate in which students may learn from and rely on one another. This sense of community extends to the student-teacher interaction, which is characterized by reverence, respect, and a sense of mentorship.

Another distinctive element of Pesantren culture is the emphasis on constant learning and knowledge development. Students pursue hard academic endeavours in order to expand their understanding of Islamic doctrines and related themes, and intellectual curiosity is encouraged. The quest of knowledge is considered as an ongoing journey, and the Pesantren culture fosters an environment that promotes intellectual development and critical thinking.

Furthermore, the Pesantren culture is distinguished by a strong sense of social duty and communal involvement. Students are encouraged to contribute positively to society by advocating for social justice and serving the needs of their communities. Compassion, compassion, and empathy are deeply embedded in the company culture, motivating students to be active participants in community development and humanitarian efforts.

An investigation of Pesantren's organizational culture provides a thorough understanding of the values, beliefs, and conventions that define these institutions. Pesantren culture promotes a one-of-a-kind environment for holistic and spiritual growth through its emphasis on Islamic principles, discipline, collaboration, continual learning, and social responsibility. Understanding and appreciating the nuances of Pesantren culture is critical for educational leaders and policymakers seeking to support and enhance the mission of these institutions, as well as researchers and scholars seeking to contribute to the larger discourse on organizational culture in a variety of educational settings.

Transformational Leadership as a Catalyst for Cultivating Organizational Culture in Pesantren

Leaders employ effective communication strategies to instill enthusiasm and commitment among followers, igniting a sense of passion and dedication towards the shared goals. By fostering a positive emotional climate and fostering a sense of collective purpose, leaders motivate individuals to go beyond their self-interests and actively contribute to the growth and development of the Pesantren community. Intellectual stimulation, another key dimension of transformational leadership, plays a vital role in nurturing an innovative and progressive organizational culture within Pesantren.

Leaders encourage critical thinking, creativity, and intellectual curiosity among followers, fostering an environment that values learning and exploration. By promoting a culture of open dialogue, challenging assumptions, and embracing new ideas, transformational leaders inspire a continuous quest for knowledge and improvement, enabling Pesantren to adapt to changing contexts and challenges.

The application of transformational leadership as a catalyst for cultivating organizational culture within Pesantren yields numerous benefits. By embracing transformational leadership practices, Pesantren leaders can effectively shape the cultural landscape of the institution. This, in turn,

influences the behavior, attitudes, and values of individuals within the Pesantren, contributing to a cohesive and purpose-driven community. In conclusion, the adoption of transformational leadership within Pesantren institutions plays a vital role in cultivating and shaping the organizational culture. Visionary leadership, inspirational motivation, intellectual stimulation, and individualized consideration collectively contribute to the creation of a dynamic and supportive culture within Pesantren. By leveraging these dimensions of transformational leadership, Pesantren leaders can foster an environment that aligns with the institution's vision, values, and goals. Ultimately, this promotes the holistic development of individuals within the Pesantren community, empowering them to make positive contributions to society.

The character values absorbed in the pesantren education model in the Padang city, according to the research findings, encompass a diversity of moral beliefs. These are some of the values:

	Value of Pesantren Culture
Sincerity	This value entails performing solely for the sake of Allah SWT, with no hope of recognition or reciprocation, because every activity is dedicated to the divine.
Simplicity	Simplicity, in this sense, does not indicate passivity or resignation. Rather, it denotes adversity-resistance, courage, and self-control. It requires a bold spirit, tenacity, and the ability to exercise both mental and physical self-control.
Mutual Aid	This value emphasizes the need of helping one another in acts of kindness and goodness. It encourages people to aid others regardless of socioeconomic position and to always be willing to assist others in virtuous acts.
Islamic Brotherhood	Recognizing that people are social beings by nature, the Quran encourages Muslims of all races and origins to unite. The concept of brotherhood is highly valued in pesantren life, fostering a genuine bond in which members share their joys and sorrows. This relationship serves as a beneficial paradigm for children as they transition into bigger society.

The value of freedom	This value signifies the opportunity to select one's own life path, the freedom of thought and action, and the ability to maintain an optimistic and resilient attitude while adhering to Islamic teachings.
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The benefits of combining these character traits into the pesantren education approach include instilling moral integrity, fortitude, mutual support, fraternity, and a sense of personal freedom. Internalizing these concepts gives students a solid foundation for overcoming life's challenges while remaining rooted in Islamic teachings.

Pesantren Development in Padang in Response to Local Challenges

Implementing effective leadership techniques in Islamic boarding schools, particularly in Padang, requires a comprehensive understanding of the institutions' context and constraints. Leaders can develop strategies tailored to the specific needs of Islamic boarding schools by addressing the unique conditions of Padang and taking contemporary challenges into consideration. Consider the following factors when implementing effective leadership strategies in this context:

Leaders must have a comprehensive understanding of the cultural, social, and religious context in Padang. They should be aware of the unique challenges faced by Islamic boarding institutions in urban areas, such as urbanization, shifting societal values, and technological advancements. This contextual awareness provides the foundation for the development of effective and meaningful leadership strategies.

Effective leaders in Islamic boarding schools should articulate a compelling vision that is consistent with the organization's values and objectives. The vision should address the unique challenges in Padang and serve as a road map for the future of the school. Leaders can instill a sense of purpose and direction within the school community by effectively communicating the vision and involving stakeholders.

Leaders should establish a collaborative decision-making process that includes a variety of stakeholders, including instructors, students, parents, and members of the local community. By fostering open dialogue, active participation, and shared decision-making, school leaders can draw into the collective wisdom and expertise of the school community. This inclusive

strategy not only improves the quality of decisions, but also fosters a sense of ownership and dedication among stakeholders.

Adaptation and Innovation: Islamic boarding school administrators in Padang should embrace adaptation and support innovation in order to address contemporary issues. This includes being receptive to new concepts, experimenting with new educational methods, and utilizing technology to enhance teaching and learning. Leaders must promote a culture of continuous growth by encouraging experimentation and learning from both successes and failures.

Leaders of Islamic boarding institutions should encourage professional development and support for teachers and employees. This involves providing them with training programs, seminars, and mentoring opportunities to enhance their skills, knowledge, and pedagogical techniques. By investing in the development and well-being of the school's people, administrators can create a pleasant and conducive atmosphere for teaching and learning.

Effective leadership in Islamic boarding institutions requires participation in the Padang community. Leaders ought to forge solid alliances with community organizations, religious leaders, and local officials. This relationship can provide additional resources, support, and opportunities to the institution. By cultivating strong community partnerships, leaders can increase the school's reputation and expand its role as a community-centered educational institution.

Islamic boarding schools in Padang have a distinct opportunity to provide a curriculum based on Islamic values. Leaders must ensure that the school's curriculum, activities, and daily routines reflect and reinforce Islamic principles. This includes encouraging the character, ethics, and spiritual development of students. Leaders can nurture the holistic development of students by integrating Islamic teachings into every aspect of school life.

Adopting effective leadership techniques in Padang's Islamic boarding schools requires a contextual comprehension of the city's challenges and the particular demands of these institutions. By emphasizing visionary leadership, collaborative decision-making, adaptability, professional development, community engagement, and value-based education, leaders can navigate current challenges and foster an environment that fosters the growth and development of Islamic boarding schools in Padang.

Transformational Leadership and Competitive Advantage

Transformational leadership is one of the main leadership styles influencing organizational and individual outcomes. To improve the sentence, it would be helpful to provide a brief explanation of how this leadership style impacts these outcomes. For example, mentioning its ability to inspire and motivate followers, promote innovation and creativity, and foster a positive organizational culture would provide a clearer understanding of its effects.

Transformational leadership influences organizational and individual outcomes to achieve competitive advantage. It would be beneficial to explain how achieving competitive advantage specifically relates to pesantren systems. Providing a brief explanation of the competitive landscape within the context of pesantren systems would enhance the connection between transformational leadership and competitive advantage.

Strategies for Pesantren Leaders in Cultivating Organizational Culture

Pesantren executives are crucial in establishing and defining their institutions' organizational cultures. To develop a robust and unified culture in Pesantren, leaders can employ a variety of strategies adapted to the environment's specific characteristics. The formulation of a compelling vision that articulates the institution's shared purpose and direction is an essential strategy. This vision functions as a guiding beacon for the members of the organization, providing clarity and inspiration. In addition, leaders must effectively communicate the vision, ensuring that it resonates with and motivates Pesantren community members at all levels. Clear and consistent communication methods, such as regular meetings, newsletters, and online platforms, can aid in spreading the organization's vision and fostering a sense of belonging among its members.



Figure1: Pesantren Culture Development

Active participation and engagement are also crucial in defining the company culture at Pesantren. Leaders can encourage participation by involving individuals in decision-making processes, eliciting their advice and feedback, and permitting them to contribute their unique perspectives and abilities. This approach fosters a sense of belonging and ownership, allowing all members of the Pesantren community to assume responsibility for their duties and responsibilities.

Pesantren's culture of growth and continuous learning is significantly influenced by professional development initiatives. Leaders can provide organizational members with training programs, workshops, and seminars to enhance their knowledge and skills. Leaders who invest in the professional development of instructors, administrators, and staff not only increase individual capacities, but also cultivate a culture that values continuous learning and advancement.

Pesantren's organizational culture relies heavily on ethical behavior and value congruency. Leaders must demonstrate and encourage ethical conduct by acting with integrity, honesty, and responsibility. They can construct codes of conduct and ethical guidelines that reflect the core beliefs of the Pesantren,

ensuring that all members of the organization comprehend and adhere to these concepts. Developing an ethical framework, leaders contribute to a culture of trust, respect, and moral responsibility.

Based on research conducted on pesantren in Padang, it is evident that pesantren culture can be influenced by four crucial factors: First, personality; The development of trust between members and leaders within the pesantren is essential for shaping the character of the participants. This element emphasizes the importance of imparting positive attitudes and beliefs in each member in order for them to contribute to the pesantren culture as a whole.

Secondly, the ethical principles implemented within the organization, including relationships between founders, leaders, and members, play a crucial role in shaping the organizational culture of the pesantren. These ethical standards serve as governing principles, influencing the behavior and actions of all pesantren members.

Thirdly, property rights: The rights and responsibilities accorded to each component of the organization generate distinct norms and values associated with particular jobs and positions. In this context, property rights can also be viewed as deeply engrained cultural norms that shape an individual's ethical framework. And Fourthly, The organizational structure of the pesantren, including its design and hierarchy, is essential for nurturing and promoting cultural values. The organizational structure supports the development and dissemination of cultural values throughout the pesantren community.

Leaders and members of pesantrens can actively develop and promote desirable cultural values and norms within the institution by addressing the following four factors: personal character, ethical standards, property rights, and organizational structure. To develop a vibrant and cohesive pesantren culture that is consistent with the institution's mission and values, it is essential to comprehend the impact of these factors.

Pesantren executives play a crucial role in the development and maintenance of organizational culture within their respective organizations. Leaders can establish a culture that aligns with the Pesantren's values and mission through the use of a variety of techniques, including the creation of a compelling vision, effective communication, active participation, professional development opportunities, and ethical conduct. By fostering a robust corporate culture, leaders establish an environment that promotes excellence,

collaboration, and holistic development for all members of the Pesantren community.

Pesantren institutions adapt and incorporate traditional Islamic principles and practices with contemporary educational requirements. This study could investigate how leaders strike a balance between preserving cultural heritage and adapting to a changing society. Considering the connection between transformative leadership and student outcomes in Pesantren institutions for Student outcomes. This study could investigate how leadership influences the academic success, character growth, and general well-being of students.

Implications and Policy Recommendations

The findings emphasize the importance of leadership in establishing Pesantren institutions' organizational culture in Padang City. Transformational leadership appears as a viable leadership approach for fostering a positive and influential culture within Pesantren.

Pesantren leaders should prioritize the creation of a clear and inspirational vision that embodies the values and aims of the institution. This vision must be successfully conveyed to all stakeholders in order to create a shared feeling of purpose and direction.

Embracing adaptation and innovation is critical for Pesantren leaders. To effectively traverse the challenges and seize chances for growth and development, they should foster a culture of continual learning, experimentation, and improvement.

Professional development programs and opportunities should be made available to Pesantren leaders in order to improve their leadership talents. Training in transformational leadership, effective communication, conflict resolution, and strategic decision-making is included. Building excellent relationships with external stakeholders such as parents, local communities, and relevant organizations can help Pesantren institutions succeed. Leaders should actively engage with various stakeholders in order to gain support and form partnerships for the institution's overall success.

Pesantren leaders may effectively build and preserve a healthy organizational culture that resonates with the institution's mission and values by implementing these guidelines, while simultaneously addressing the present issues encountered by Pesantren institutions.

CONCLUSION

This article presents a thorough comprehension of how transformational leadership can serve as a catalyst for fostering a robust organizational culture in Pesantren institutions. Pesantren leaders can effectively align the organizational culture with the institution's vision, values, and objectives by adopting transformational leadership practices. This study highlights the significance of visionary leadership, inspirational motivation, intellectual stimulation, and individualized consideration in fostering positive cultural change. This study provides valuable guidance for educational leaders and policymakers seeking to cultivate an environment conducive to growth and excellence in Pesantren institutions through the strategies and recommendations presented. Pesantren can realize their maximum potential in influencing the lives and futures of their students by fostering a transformative leadership approach. Leaders should prioritize collaboration and empowerment of the Pesantren community. Involving different stakeholders in decision-making processes, as well as fostering open communication and shared responsibility, can help to build a sense of ownership and collaborative commitment.

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