



ANALYSIS OF LEADERSHIP STYLES ON EDUCATIONAL MANAGEMENT AT PONDOK MODERN DARUSSALAM GONTOR

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Abstrak

Studi ini menganalisis dampak berbagai gaya kepemimpinan terhadap manajemen pendidikan di Pondok Modern Darussalam Gontor. Penelitian ini bertujuan untuk mengeksplorasi bagaimana gaya kepemimpinan transformasional dan transaksional memengaruhi hasil pendidikan di lingkungan pesantren Islam yang unik ini. Dengan pendekatan deskriptif kualitatif, data dikumpulkan melalui wawancara mendalam dan observasi terhadap pemimpin sekolah, guru, dan siswa. Temuan menunjukkan bahwa kepemimpinan transformasional membentuk lingkungan belajar yang mendukung dan inovatif, meningkatkan motivasi dan kinerja akademik. Sebaliknya, kepemimpinan transaksional berfokus pada pemeliharaan disiplin dan pencapaian tujuan jangka pendek. Studi ini menyoroti peran penting kepemimpinan adaptif dalam mengelola proses pendidikan dengan efektif. Secara keseluruhan, gaya kepemimpinan yang efektif secara signifikan membentuk praktik manajemen pendidikan dan berkontribusi pada pencapaian tujuan institusional dalam pengaturan pendidikan seperti Pondok Modern Darussalam Gontor

Kata kunci: Gaya Kepemimpinan; Manajemen Pendidikan; Pondok Modern Darussalam Gontor

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Abstract

This study analyzes various leadership styles' impact on educational management at Pondok Modern Darussalam Gontor. The research aims to explore how transformational and transactional leadership styles influence educational outcomes in this unique Islamic boarding school setting. Employing a qualitative descriptive approach, data were gathered through in-depth interviews and observations of school leaders, teachers, and students. Findings indicate that transformational leadership fosters a supportive and innovative learning environment, enhancing motivation and academic performance. In contrast, transactional leadership focuses on maintaining discipline and achieving short-term goals. The study highlights the critical role of adaptive leadership in managing educational processes effectively. Overall, effective leadership styles significantly shape educational management practices and contribute to achieving institutional goals in educational settings like Pondok Modern Darussalam Gontor.

Keywords: Educational Management; Leadership Styles; Pondok Modern Darussalam Gontor

INTRODUCTION

Leadership and its various styles are crucial topics in educational management, playing a fundamental role in shaping educational outcomes and guiding teaching and learning processes (Culduz, 2023, p. 168). Recent studies highlight the significance of leadership in enhancing the educational environment and improving the performance of both teachers and students. In this

context, this research focuses on studying the impact of different leadership styles on educational management at Pondok Modern Darussalam Gontor, a prestigious Islamic educational institution that combines traditional and modern education.

Educational leadership has undergone significant transformations over the past decades, shifting from traditional and authoritative leadership to more inclusive and flexible styles (Mallillin, 2023, p. 1249). This shift includes the adoption of transformational leadership, which emphasizes inspiration, motivation, and innovation, alongside transactional leadership that focuses on systems, rules, and achieving short-term goals (Wamalwa, 2023, p. 1). Pondok Modern Darussalam Gontor plays a crucial role in promoting Islamic education and serves as a model for integrating traditional values with modern curricula. Pondok Modern Darussalam Gontor is not just an educational institution; it is a model for integrating traditional Islamic values with modern educational curricula (Muhammad Heriyudanta, 2022, p. 189). Therefore, understanding how leadership impacts educational management in this context can provide valuable insights for schools and educational institutions striving to achieve a similar balance. Researching the impact of leadership on educational management in this context is a crucial step towards achieving sustainable improvement in educational performance and enhancing the quality of education.

Previous research has shown that transformational leadership can create a supportive and inspiring educational environment, enhancing the motivation of students and teachers and leading to improved academic outcomes (Alainati et al., 2023, p. 73). In contrast, transactional leadership proves effective in maintaining discipline, organization, and achieving immediate goals but may lack the capacity to inspire sustained innovation and change (Udin et al., 2022, p. 727). This study aims to analyze how these two leadership styles affect educational management at Pondok Modern Darussalam Gontor and how their integration can comprehensively improve educational performance.

The urgency of this research arises from the critical need to understand how different leadership styles interact within diverse educational contexts, especially in institutions that blend religious and contemporary education. Pondok Modern Darussalam Gontor exemplifies such institutions, facing unique challenges that require adopting flexible and innovative leadership styles (Alamin et al., 2024, p. 102). This research seeks to bridge the knowledge gap in current literature by providing a comprehensive analysis of the impact of leadership styles on educational management in this unique context. Current research in this field shows varied findings and recommendations regarding the most effective leadership styles in education. While some studies strongly support transformational leadership, others highlight the importance of transactional leadership in achieving short-term goals and maintaining order (Dong, 2023, p. 21). This research aims to offer an integrated perspective that considers the specific context of Pondok Modern Darussalam Gontor, providing evidence-based recommendations to improve educational management through the adoption of a mix of leadership styles.

The novelty of this research lies in its focus on an educational institution that blends traditional values with modern curricula, offering a unique opportunity to study how different leadership styles affect this context. Additionally, the research aims to provide a detailed analysis of factors contributing to successful educational leadership and their interaction with the school's cultural and educational context. This study aims to achieve several key objectives. First, to analyze the impact of transformational and transactional leadership styles on educational management at Pondok Modern Darussalam Gontor. Second, to explore the factors contributing to the effectiveness of these leadership styles and their interaction with the educational and cultural context of the school. Third, to provide evidence-based recommendations for improving educational management through the adoption of flexible and innovative leadership styles. Finally, to contribute to current literature by presenting a detailed case study that can serve as a model for other educational institutions. This study seeks to make a tangible contribution to understanding the impact of leadership styles on educational management at Pondok Modern Darussalam Gontor (Fatihah, 2018). By providing a comprehensive and in-depth analysis, the researchers aim to offer practical recommendations that can help improve educational performance and enhance effective leadership in Islamic educational institutions. Studying the

impact of leadership styles in this unique context can provide a model for other educational institutions that combine religious and contemporary education.

Understanding the impact of leadership styles on educational management is of great importance in enhancing educational performance (Yasmeen et al., 2023, p. 1033). By adopting transformational and transactional leadership styles, educational institutions can improve the learning environment and motivate students and teachers to achieve the best results. The significance of this research lies in providing a comprehensive and in-depth analysis of the impact of leadership styles on educational management at Pondok Modern Darussalam Gontor, which serves as a model for integrating traditional values with modern educational curricula. This research aims to make a substantial contribution to understanding the impact of leadership styles on educational management at Pondok Modern Darussalam Gontor. By providing a comprehensive and in-depth analysis, the researchers hope to offer practical recommendations that can help improve educational performance and enhance effective leadership in Islamic educational institutions. Studying the impact of leadership styles in this unique context is a crucial step towards achieving sustainable improvement in educational performance and enhancing the quality of education in institutions striving to balance traditional values and modern curricula.

RESEARCH METHOD

This study employs a qualitative descriptive research design to analyze the leadership styles and their impact on educational management at Pondok Modern Darussalam Gontor (Sugiyono, 2013). Conducted over one month on June 2024, the research takes place within the school premises to capture the authentic dynamics of leadership and educational management. The researchers are actively present in the school environment, engaging in participatory observation and conducting in-depth interviews with key stakeholders, including school leaders, teachers, and students (Ahmed, 2024). This direct engagement allows the researchers to observe interactions, leadership practices, and the daily operational context, providing a rich, nuanced understanding of the leadership styles in practice.

Data collection involves multiple techniques to ensure a comprehensive analysis (AlYahmady & Alabri, 2013). In-depth interviews are conducted with school leaders and teachers to gather insights into their leadership approaches and experiences (Rutledge & Hogg, 2020). Focus group discussions with students provide additional perspectives on how leadership impacts their educational experience (Harrell & Bradley, 2009). Observational data are recorded in detailed field notes, capturing the interactions and behaviors of school leaders in various settings (Kawulich, 2005). For data analysis, thematic coding is employed to systematically review interview transcripts and observation notes, identifying recurring themes and patterns related to leadership styles and their effects on educational management. This method enables the researchers to draw meaningful connections between different leadership behaviors and their outcomes, offering a detailed understanding of leadership's role in the educational success of Pondok Modern Darussalam Gontor.

RESULTS AND DISCUSSION

Role of Transactional Leadership

Transactional leadership plays a crucial role in the context of educational management at Pondok Modern Darussalam Gontor, offering a structured approach to operational management and goal attainment within the institution (Fajri & Faizuddin, 2022, p. 97). Unlike transformational leadership, which emphasizes vision, inspiration, and long-term strategic alignment, transactional leadership focuses on day-to-day operations, task completion, and adherence to established rules and procedures. At Pondok Modern Darussalam Gontor, transactional leaders are instrumental in maintaining discipline, order, and efficiency across various facets of educational administration (Mahfudhoh et al., 2023, p. 118). These leaders rely on contingent rewards and management-by-exception to incentivize compliance with organizational policies and academic standards among faculty and students. By establishing clear expectations and accountability measures, transactional leaders ensure that educational activities

are executed in accordance with predetermined guidelines, contributing to organizational stability and consistency.

Transactional leadership is particularly effective in managing routine tasks and operational challenges encountered in the daily operations of an educational institution (Tyssen et al., 2014). Leaders at Pondok Modern Darussalam Gontor who adopt this style prioritize task completion, timely decision-making, and resource allocation to support the efficient functioning of academic programs and administrative processes. Their proactive approach to problem-solving and risk management helps mitigate potential disruptions and ensures continuity in educational delivery. Moreover, transactional leaders play a pivotal role in enforcing compliance with regulatory requirements and institutional policies at Pondok Modern Darussalam Gontor. By monitoring performance against predefined standards and addressing deviations through corrective measures, these leaders promote accountability and uphold organizational integrity. This structured approach to leadership fosters a culture of reliability and adherence to professional standards among staff and students, reinforcing the institution's commitment to educational excellence and ethical conduct.

While transactional leadership contributes to operational efficiency and regulatory compliance, its impact on fostering long-term innovation and educational advancement may be limited compared to transformational approaches (Khairy et al., 2023). Leaders who predominantly rely on transactional strategies may prioritize short-term goals and immediate outcomes over long-term strategic initiatives and educational reform efforts (Carvalho et al., 2021, p. 1). This emphasis on task-oriented management, while essential for maintaining organizational order, may overlook opportunities for creative problem-solving, curriculum innovation, and pedagogical development. Furthermore, the transactional leadership style at Pondok Modern Darussalam Gontor intersects with transformational elements in certain contexts, creating a balanced approach to leadership that integrates operational efficiency with strategic vision. Leaders adept at combining transactional and transformational strategies leverage their understanding of organizational dynamics to optimize performance, cultivate a supportive work environment, and promote continuous improvement in educational practices (Almaududi Ausat et al., 2022, p. 61).

The role of transactional leadership in educational management at Pondok Modern Darussalam Gontor is characterized by its emphasis on operational efficiency, regulatory compliance, and task-oriented management (Salome Chkheidze, 2023, p. 171). Transactional leaders play a vital role in maintaining discipline, ensuring procedural adherence, and managing day-to-day operations within the institution. While effective in addressing immediate challenges and promoting organizational stability, transactional leadership may benefit from integration with transformational elements to foster long-term educational innovation and holistic development among stakeholders. This balanced leadership approach can enhance institutional resilience, promote sustainable growth, and support the achievement of educational excellence at Pondok Modern Darussalam Gontor.

Impact of Transformational Leadership

Transformational leadership, within the context of educational management at Pondok Modern Darussalam Gontor, embodies a dynamic approach that goes beyond traditional administrative roles to inspire, innovate, and empower stakeholders within the institution (Abidin, 2020, p. 203). This leadership style, characterized by visionary leadership, intellectual stimulation, individualized consideration, and idealized influence, plays a pivotal role in shaping organizational culture, fostering academic excellence, and nurturing holistic development among students and faculty. At Pondok Modern Darussalam Gontor, transformational leaders are visionary figures who articulate a compelling educational mission aligned with Islamic values and global educational standards (Bashori et al., 2022, p. 144). They inspire stakeholders by communicating a clear vision of academic excellence, ethical conduct, and personal growth. For instance, leaders may set goals to enhance curriculum quality, integrate technology into teaching practices, and promote a culture of research and innovation among faculty and students. This

visionary leadership encourages stakeholders to envision and work towards a collective future, motivating them to contribute actively to the institution's growth and success.

Moreover, transformational leaders stimulate intellectual growth and innovation within the educational setting (Supermane, 2019). By encouraging critical thinking, creativity, and problem-solving skills, they empower educators to explore new pedagogical approaches and instructional methods (Faig, 2024, p. 1). For example, leaders may initiate professional development programs that focus on enhancing teaching effectiveness, integrating interdisciplinary learning experiences, and adapting educational practices to meet the diverse needs of students. This intellectual stimulation fosters a culture of continuous improvement and educational innovation, positioning Pondok Modern Darussalam Gontor as a center of academic excellence. Individualized consideration is another hallmark of transformational leadership observed at Pondok Modern Darussalam Gontor. Leaders demonstrate genuine care and support for the personal and professional development of their team members, including teachers and administrative staff. They provide mentoring, coaching, and feedback tailored to individual needs and aspirations, fostering a supportive work environment where educators feel valued and motivated to excel. This personalized approach builds trust, enhances morale, and promotes a sense of belonging among faculty, contributing to a positive organizational climate conducive to learning and growth.

Furthermore, transformational leaders at Pondok Modern Darussalam Gontor embody idealized influence, serving as role models who exemplify the values and principles upheld by the institution. Their ethical conduct, integrity, and commitment to excellence inspire admiration and emulation among stakeholders. For instance, leaders may demonstrate transparency in decision-making processes, uphold academic integrity, and promote social responsibility within the school community. This ethical leadership sets a high standard of behavior and fosters a culture of accountability and ethical responsibility among students and staff alike. The impact of transformational leadership extends beyond individual behaviors to influence organizational effectiveness and sustainability. By fostering a shared sense of purpose and commitment to educational goals, transformational leaders at Pondok Modern Darussalam Gontor cultivate a cohesive and resilient institution capable of adapting to changing educational landscapes and societal needs. For example, during times of organizational change or external challenges, leaders may rally stakeholders around a unified vision, mobilize resources effectively, and navigate uncertainties with confidence and strategic foresight.

The impact of transformational leadership on educational management at Pondok Modern Darussalam Gontor is profound and multifaceted. It encompasses visionary leadership, intellectual stimulation, individualized consideration, and idealized influence, all of which contribute to fostering a culture of innovation, motivation, and academic excellence within the institution. By embodying these leadership qualities, transformational leaders not only enhance educational outcomes but also cultivate a supportive and dynamic learning environment that prepares students for future success in an increasingly complex and interconnected world.

Integration of Leadership Styles

At Pondok Modern Darussalam Gontor, the integration of leadership styles represents a strategic approach to maximizing educational management effectiveness by blending the strengths of different leadership paradigms within the unique context of an Islamic educational institution. This approach recognizes that no single leadership style can fully address the diverse needs and challenges faced in educational settings. Instead, by integrating complementary elements of transformational, transactional, and perhaps other leadership styles, administrators can create a synergistic environment that promotes both operational efficiency and strategic innovation. Transformational leadership, characterized by visionary goal-setting, inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, sets the tone for organizational vision and values at Pondok Modern Darussalam Gontor (Pawar, 2016, p. 15). Leaders who embody transformational principles inspire a shared commitment to educational excellence and holistic development among students, faculty, and staff (Kareem et al., 2023, p. 01). For example, transformational leaders may articulate a vision for integrating Islamic

teachings with modern educational practices, promoting critical thinking skills, and nurturing a sense of social responsibility among students. This visionary leadership encourages stakeholders to embrace change, innovate in teaching methodologies, and adapt to emerging educational trends while preserving core Islamic values (Candrasari et al., 2023, p. 451).

In parallel, transactional leadership plays a pivotal role in maintaining day-to-day operational stability and procedural adherence at Pondok Modern Darussalam Gontor. Leaders employing transactional approaches focus on contingent rewards, management-by-exception, and performance monitoring to ensure compliance with established policies and standards. For instance, transactional leaders may implement clear guidelines for academic performance assessments, establish protocols for disciplinary actions, and allocate resources based on institutional priorities (Wamalwa, 2023, p. 1). This structured approach helps streamline administrative processes, enhance accountability, and maintain a conducive learning environment where rules are respected and expectations are consistently met. The integration of these leadership styles at Pondok Modern Darussalam Gontor involves synergistically leveraging the strengths of both transformational and transactional approaches to optimize educational outcomes. By combining visionary leadership with operational efficiency, administrators create a balanced leadership framework that supports sustainable growth and continuous improvement (Müller et al., 2017, p. 1). For example, during periods of organizational change or academic reform initiatives, leaders may integrate transformational elements of inspiration and strategic vision with transactional elements of goal-setting and performance management. This hybrid approach empowers educators to innovate in curriculum design, collaborate on research projects, and engage in professional development opportunities that align with institutional goals and values.

Moreover, the integration of leadership styles at Pondok Modern Darussalam Gontor fosters a culture of collaboration and shared governance among stakeholders. Leaders who embrace participative decision-making and inclusive leadership practices empower faculty, students, and community members to contribute actively to institutional planning and policy development. For instance, leaders may establish advisory committees comprising diverse stakeholders to provide input on strategic initiatives, review educational programs, and address emerging challenges facing the institution (Jeffery, 2009). This collaborative approach not only enhances transparency and accountability but also cultivates a sense of ownership and collective responsibility for achieving shared educational goals. Furthermore, the integration of leadership styles at Pondok Modern Darussalam Gontor reflects a commitment to continuous improvement and adaptive leadership in response to evolving educational needs and global trends (Fitriani & Mohamad Iwan, 2023, p. 1). Leaders who blend transformational vision with transactional rigor are better equipped to navigate complex challenges, seize opportunities for innovation, and foster resilience in times of uncertainty (Baškarada et al., 2017, p. 506). For example, in response to technological advancements or changes in educational policy, integrated leaders may facilitate faculty training on digital literacy skills, implement data-driven decision-making processes, and leverage partnerships with industry stakeholders to enhance career readiness programs for students.

The integration of leadership styles at Pondok Modern Darussalam Gontor represents a strategic approach to enhancing educational management effectiveness through the synergistic alignment of transformational and transactional leadership principles (Attamimi et al., 2023, p. 716). By fostering visionary leadership, operational efficiency, collaboration, and adaptability, administrators create a dynamic and inclusive learning environment that empowers stakeholders to thrive academically, professionally, and ethically (Candrasari et al., 2023, p. 451). This integrated leadership approach not only promotes institutional excellence but also prepares students to become conscientious global citizens capable of making meaningful contributions to society.

CONCLUSION

The analysis of leadership styles at Pondok Modern Darussalam Gontor reveals a nuanced interplay between transformational and transactional leadership approaches, each

contributing uniquely to educational management within an Islamic educational framework. Through this study, we have elucidated how transformational leadership fosters a visionary outlook, promotes intellectual stimulation, and cultivates individualized consideration among stakeholders. These qualities empower educators and students alike to embrace innovation, uphold academic standards, and integrate Islamic values with contemporary educational practices. Conversely, transactional leadership ensures operational efficiency, regulatory compliance, and discipline management, thus providing a stable foundation upon which educational excellence can thrive. By integrating these leadership styles thoughtfully, Pondok Modern Darussalam Gontor can navigate challenges effectively while fostering a dynamic learning environment conducive to holistic student development and organizational resilience.

Moving forward, further research could explore the long-term impacts of integrated leadership styles on student outcomes, faculty satisfaction, and institutional sustainability at Pondok Modern Darussalam Gontor. Additionally, investigating the applicability of other leadership theories and models within Islamic educational settings could enrich our understanding of leadership dynamics and their implications for educational management. Furthermore, the implications of this research extend beyond Pondok Modern Darussalam Gontor to inform broader discussions on educational leadership in diverse cultural and religious contexts. By continuing to study and refine our understanding of effective leadership practices, we can advance educational theory and practice, ultimately enhancing educational outcomes and preparing future generations to meet the challenges of a globalized world.

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