

Transformational Leadership of the School Principal in Improving the Quality of Human Resources at SMP Satu Atap Negeri 14 Sigi

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Article Info

Keywords:

Transformational leadership,
Educational quality
Human resource quality

ABSTRACT

Transformational leadership of the principal plays an important role in improving the quality of human resources at SMP Satu Atap Negeri 14 Sigi. Transformational leadership is capable of inspiring, motivating, and encouraging positive change through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This leadership is implemented through the establishment of a clear vision and mission, the provision of motivation and exemplary behavior, the strengthening of a collaborative work culture, and the development of teachers' competencies through continuous training and guidance. In addition, individualized consideration is given to the needs and potential of each educator and educational staff member. The implementation of transformational leadership has an impact on improving teacher professionalism, increasing the discipline and performance of educational staff, and creating a conducive school climate oriented toward quality improvement. Therefore, the transformational leadership of the principal significantly contributes to enhancing the quality of human resources at SMP Satu Atap Negeri 14 Sigi.

Informasi Artikel

Kata Kunci:

Kepemimpinan transformasional, kualitas Pendidikan, kualitas sumber daya manusia

ABSTRAK

Analisa kepemimpinan transformasional kepala sekolah dalam meningkatkan kualitas sumber daya manusia di SMP Satu Atap Negeri 14 Sigi. Kepemimpinan transformasional mampu menginspirasi, memotivasi, serta mendorong perubahan positif melalui pengaruh ideal (idealized influence), motivasi inspirasional (inspirational motivation), stimulasi intelektual (intellectual stimulation), dan perhatian individual (individualized consideration). Melalui pembentukan visi dan misi yang jelas, pemberian motivasi dan teladan, penguatan budaya kerja kolaboratif, serta pengembangan kompetensi guru melalui pelatihan dan pembinaan berkelanjutan. Perhatian individual terhadap kebutuhan dan potensi setiap tenaga pendidik dan kependidikan. Implementasi berdampak pada peningkatan profesionalisme guru, peningkatan disiplin dan kinerja tenaga kependidikan, serta terciptanya iklim sekolah yang kondusif dan berorientasi pada mutu. Kepemimpinan transformasional kepala sekolah berperan signifikan dalam peningkatan kualitas sumber daya manusia di SMP Satu Atap Negeri 14 Sigi.

Article History

Received : 15/03/2026
Revised : 25/05/2026
Accepted : 21/07/2026

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1. Introduction

Education is a fundamental pillar in the development process of a nation. The quality of education is highly determined by the presence of competent human resources, including educators, educational staff, and students. Within an educational institution, the principal has a strategic role as a leader who is capable of directing, mobilizing, and inspiring all members of the school community to achieve educational goals. Therefore, a principal who is able to develop and empower school human resources through the implementation of a transformative leadership style is greatly needed.

Authentic transformational leadership is characterized by high moral and ethical standards in every aspect of its implementation. Bernard M. Bass (in Bass and Steidlmeier) describes leaders who practice "authentic transformational leadership" as leaders who educate their followers about what is right, good, and beautiful; help them develop the need for achievement and self-actualization; encourage them to reach higher levels of moral maturity; and inspire them to set aside personal interests for the benefit of the group, organization, or society as a whole.

Transformational leadership consists of two elements, namely leadership and transformational. Leadership is defined as a series of actions carried out by an individual to direct, coordinate, and influence others in determining and achieving established goals. Meanwhile, transformational refers to a process of change from one condition to another, such as transforming a vision into reality or converting potential into concrete achievements. Therefore, a transformational leadership style enables leaders to inspire their followers through the creation of productive new ideas, the development of mutually supportive relationships, the cultivation of responsibility, concern for education, and the development of shared aspirations.

Transformational leadership refers to an approach that emphasizes the process of change and development. Therefore, it is important to further examine the role of the principal's transformational leadership in improving the quality of human resources and all elements within the school, so that synergistic cooperation can be established in achieving educational goals. Through such collaboration, schools are expected to realize better educational quality. Based on the explanation above, the researcher is interested in conducting a deeper study on the transformational leadership of the principal entitled "The Transformational Leadership of the Principal in Improving the Quality of Human Resources at SMP Satu Atap Negeri 14 Sigi."

The transformational leadership of the principal plays an important role in improving the quality of human resources through motivation, guidance, and competency development. The improvement of human resources has an impact on enhancing teacher performance, the quality of learning, and the overall quality of education at SMP Negeri 14 Sigi.

The principal's transformational leadership also plays a vital role in improving the quality of human resources through the empowerment of teachers and educational staff. The principal not only serves as a decision-maker but also acts as a facilitator who creates opportunities for human resources to grow and develop. Through a visionary and

participatory approach, the principal is able to foster collective awareness of the importance of improving competencies in order to achieve educational goals.

2. Method

This study uses a qualitative research method with a case study approach. This approach is employed to obtain an in-depth understanding of the principal's management in implementing transformational leadership to improve the quality of human resources at SMP Satu Atap Negeri 14 Sigi.

Location and Time

The research was conducted at SMP Satu Atap Negeri 14 Sigi, located in Kalora Village, Kinovaro District, Sigi Regency. The study was carried out from January to April 2026. Research Subjects: the principal, teachers, educational staff, and students of SMP Negeri 14 Sigi.

Data Collection Techniques

- Observation
- In-depth interviews
- Documentation

Data Analysis Techniques

Data analysis was conducted using the Miles and Huberman model, namely a qualitative data analysis approach based on Miles & Huberman.

- Data reduction
- Data presentation
- Conclusion drawing and data verification

Data validity was ensured through:

- Source triangulation
- Technique triangulation
- Time triangulation

3. Result and Discussion

Result

A. Kepemimpinan Transformasional Kepala Sekolah Smp Satu Atap Negeri 14 Sigi.

Based on observations and experiences from observation, interviews, and document analysis, the principal's leadership at SMP Satu Atap Negeri 14 Sigi demonstrates characteristics of transformational leadership, which include four main components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

a. Principal

1. Idealized Influence

Charisma in the first interview conducted with the principal is reflected in his statements related to the charisma indicator, particularly regarding exemplary behavior.

2. Inspirational Motivation

The principal actively provides motivation to teachers and educational staff through regular meetings, informal communication, and direct guidance.

3. Intellectual Stimulation

The principal encourages teachers to continuously develop their competencies through training activities, workshops, subject teacher forums (MGMP), and the use of technology in learning. The principal also provides

opportunities for teachers to express ideas, thoughts, and instructional innovations, thereby creating a conducive and creative work environment. The indicator emphasized in this aspect is innovation.

4. Individualized Consideration

The principal shows concern for the needs and individual problems of teachers and educational staff through interpersonal communication, personal guidance, and support for teachers who experience difficulties, both in professional and personal aspects.

The principal must always strive to bring positive changes within the school. A leader must also be able to manage human resources as well as school facilities and infrastructure. For example, by providing inspiration, support, direction, and adequate facilities. Therefore, strong collaboration among all parties is highly needed, including coordination with the village head who is willing to support the smooth learning process and the improvement of facilities and infrastructure in order to enhance the quality of school human resources to achieve shared educational goals.

The research results show that the leadership implemented at SMP Satu Atap Negeri 14 Sigi is a transformational leadership style, where the principal understands the individual needs of teachers. The findings also indicate that the school tends to emphasize the aspect of intellectual stimulation, in which the transformational leader continuously fosters new ideas, provides creative solutions to problems faced by subordinates, and motivates them to seek new approaches in carrying out their duties. The principal also contributes innovative ideas for school development to build a positive image of the institution.

The coefficient of determination test results show a value of 65.5%, while the remaining percentage is influenced by other factors outside the study. Individualized consideration is an aspect that influences the relationship between transformational leadership style and organizational culture on staff performance. This reflects a transformational leader who is willing to listen attentively to input from subordinates and pays special attention to their needs, particularly in career development.

This is evident in the principal's leadership at SMP Satu Atap Negeri 14 Sigi, who listens to suggestions from teachers regarding new programs to be implemented by the school. Teachers also provide guidance to ensure that the principal does not make hasty decisions and that decisions are made collaboratively

B. Peningkatan Kualitas Sumber Daya Manusia (SDM) Di Smp Satu Atap Negeri 14 Sigi.

Improving the quality of human resources at SMP Satu Atap Negeri 14 Sigi with the following indicators:

1) Increased Discipline and Responsibility of Teachers in the Learning Process

It can be understood that the transformational leadership of the principal at SMP Satu Atap Negeri 14 Sigi in improving the quality of human resources has a very positive impact on the overall development of human resource quality.

2) Improvement of Teachers' Pedagogical and Professional Competence

At SMP Satu Atap Negeri 14 Sigi, this is reflected in teachers' ability to plan, implement, and evaluate learning more effectively. In terms of professional competence, teachers are increasingly mastering the subject matter in

accordance with their respective fields of study and keeping up with the development of the applicable curriculum.

3) Increased Teacher Participation in Self-Development Activities

Based on observations conducted by the researcher at SMP Satu Atap Negeri 14 Sigi, teachers' self-development activities have increasingly progressed and continue to innovate in line with the developments of the digital era.

4) The Development of a Collaborative and Supportive Work Culture

At SMP Satu Atap Negeri 14 Sigi, this is reflected in the increasing cooperation among teachers and educational staff in carrying out their duties and responsibilities within the school.

Transformational leadership of the principal in improving the quality of human resources at SMP Satu Atap Negeri 14 Sigi has carried out its duties and functions by implementing the principles of transformational leadership. The principal of SMP Satu Atap Negeri 14 Sigi has a vision and mission to produce students with noble character, broad knowledge, and the ability to compete in the current global era. Through various extracurricular activities, the school encourages students to develop their interests and talents, as well as instilling positive character values.

With strong commitment and dedication, SMP Satu Atap Negeri 14 Sigi is determined to continuously improve the quality of education and produce a qualified generation that is ready to contribute to the development of Sigi Regency, Central Sulawesi, and Indonesia as a whole. In improving the quality of human resources, the principal is responsible for changing mindsets and ways of thinking about existing conditions, while also collaborating with teachers who are actively involved in the learning process.

Based on the research findings described above, it can be understood that the transformational leadership of the principal in improving the quality of human resources at SMP Satu Atap Negeri 14 Sigi has implemented its duties and functions by applying the principles of transformational leadership, which can be carried out in several ways as follows:

1. Transformational Leadership of the Principal

This is in line with the theory of Bernard M. Bass and Bruce J. Avolio, which states that transformational leadership is capable of changing the attitudes and behaviors of subordinates through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The principal's exemplary behavior is a key factor in building teachers' trust and commitment to the school's vision

2. Transformational Leadership in Improving Human Resource Quality

The transformational leadership of the principal contributes significantly to improving the quality of human resources. The principal not only acts as an administrator but also as a motivator, innovator, and facilitator of teacher development. The findings of this study strengthen previous research results which state that transformational leadership has a positive influence on teacher performance and professionalism..

3. Implications of Transformational Leadership

The implications of transformational leadership of the principal at SMP Satu Atap Negeri 14 Sigi include:

- a. The formation of a positive school culture
- b. Increased teacher work motivation

- c. Improved quality of learning
- d. Strengthening the quality of human resources in a sustainable manner

Based on the explanations above, it can be understood that the principal of SMP Satu Atap Negeri 14 Sigi has carried out his duties and functions in implementing the principles of transformational leadership in improving the quality of human resources. This improvement has been implemented effectively, as shown by the principal's ability to design programs in a directed and consistent manner.

These include planning learning activities, implementing teaching processes, evaluating students, and continuously improving facilities and infrastructure. The results are indicated by several outcomes: first, teachers have a better understanding of students' social and economic backgrounds; second, teachers are able to implement learning using various methods and strategies that are easily understood and observed by students; and third, teachers are able to understand and apply the learning system effectively.

The conclusion of this study is that there is an influence between transformational leadership and the improvement of human resource quality at SMP Satu Atap Negeri 14 Sigi. The principal has carried out his duties and functions by applying the principles of transformational leadership in improving human resource quality. This improvement is evident from the ability to develop well-directed and consistent programs, including planning learning activities, implementing instruction, evaluating students, and continuously improving facilities and infrastructure.

Conclusion

The results of the study show that transformational leadership of the principal at SMP Satu Atap Negeri 14 Sigi has been implemented effectively, as demonstrated by the principal's ability to build a clear school vision and mission and to inspire all school members to commit to achieving shared goals. The principal's transformational leadership plays an important role in improving the quality of human resources, as reflected in changes in teachers' attitudes and performance. Teachers have become more active in participating in professional development activities, more open to instructional innovation, and more committed to carrying out their duties and responsibilities.

Transformational leadership also creates a positive and collaborative work culture. Harmonious relationships between the principal, teachers, and educational staff help create a conducive school climate for the continuous improvement of educational quality. The implementation of this research has an impact on the principal, as well as on teachers and educational staff.

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