

Transformational Leadership by the Leader of Muhammadiyah Region of Central Kalimantan

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Abstract

Muhammadiyah leadership covers the central, regional, branch, and general levels. This research focuses on transformational leadership within the Central Kalimantan Muhammadiyah organization with a model based on four points, namely the Influence of Idealism, Inspirational Motivation, Intellectual Stimulus, and Individual Consideration. The research method used in this research is a qualitative descriptive method with data collection techniques obtained from literature studies, interviews, and observations. The research results show that transformational leadership works quite well based on four points, namely the Influence of Idealism, Inspirational Motivation, Intellectual Stimulus, and Individual Consideration. All of these points have worked well in the context of the Muhammadiyah organization progress in Central Kalimantan

Keywords: Transformational Leadership, Muhammadiyah Regional Leader, Central Kalimantan Muhammadiyah.

1. Introduction

Muhammadiyah is one of a modern religious social organization. Muhammadiyah was founded by KH Ahmad Dahlan in 1912 in Yogyakarta, which has been characterized by a moderate Islamic movement. Muhammadiyah has a movement spirit, that is trying to return the lives of Muslims to the guidance of the Koran and Al-Hadith. The spirit of this movement is expressed in various movement formulas and organizational activities aimed at developing organizations in the fields of education, health, economics and so on, which are spread throughout Indonesia. The development of Muhammadiyah as a religious organization has been established for a long time in Indonesia. There are many leaders who lead Muhammadiyah at every level in every generation and each has their own individual characteristics. The experience an individual has will greatly influence the way decisions are made and the work of the organization they lead. One leadership model that is suitable for facing change and evaluating organizational performance is the transformational leadership model. The transformational leadership itself is defined as how a leader can influence the subordinate he leads so that those they lead can be loyal to the organization. This can be achieved because of the charismatic and inspiring leader. A leader actualizes 3 (three) ways of transformational action, namely *Idealized Influence*, *Inspirational Motivation*, and *Intellectual Stimulation*.

The Central Kalimantan Muhammadiyah Regional Leadership (PWM) was officially established in 1977 with the first Muswil held in the Tambun Bungai building, with the first chairman at that time of H. Amberi Lihi and Imam Mardhani, BA as secretary. After the founding of PWM, in 1977 Muhammadiyah Middle School and High School were established in Palangka Raya City. In 1978, the Indonesian Academy of Management Secretaries (ASMI) was also established. Then, in 1987, at the location of the Muhammadiyah college, Muhammadiyah Palangkaraya University was founded, which at that time was approved simultaneously by three private universities in the city of Palangka Raya, namely Muhammadiyah University of Palangkaraya (UMP), Palangka Raya Christian University (UNKRIP), and Batang Garing University (now PGRI University Palangka Raya). Currently, Central Kalimantan Muhammadiyah has various kinds of business charities spread across the Central Kalimantan area.

In its development, the Central Kalimantan Muhammadiyah Regional Leadership also has 13 (thirteen) City Regency Regional Leadership, which oversees 70 (seventy) branch leaders under them. The development of Central Kalimantan Muhammadiyah cannot be separated from regional and branch leaders who have an important role in the

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development of Muhammadiyah in Central Kalimantan with regions and branches that have varied assets, number of members and business charities. There are several leaders with small, medium, and large numbers of members, business charities, and assets. Therefore, it is important to research why the progress of each regional leader has different progress and developments so that in the future they can be harmonized and provide mutual supporting factors for progress so that they can be applied to each regional leader. As an organized and modern organization, leadership factors certainly play a great role in the development and progress of the Muhammadiyah organization. Therefore, this research focuses on the transformational leadership model developed by the Central Kalimantan Muhammadiyah Regional Leadership with 13 (thirteen) regional leaders and 70 (seventy) branch leaders under them.

2. Literature Review

A leader is essentially someone who has the ability to influence the behavior of other people in their work by using power. This is the ability to direct and influence subordinates regarding the tasks that must be carried out. According to Stone, the greater the number of sources of power available to leaders, the greater the potential for effective leadership (Deng et al., 2023; Labrague et al., 2020). There are various types of leaders, including formal leaders because the leader relies on formal authority. Meanwhile, there are also non-formal leaders because leaders without formal authority succeed in influencing the behavior of other people (Febb Haendar Dwi Anggara, 2010).

Transformational leadership is built from two words, namely leadership and transformational (Deng et al., 2023; Labrague et al., 2020; Sukmawati et al., 2023). Transformational leadership is included in situation theory, which has a vision for the future and is able to identify environmental changes and is able to transform these changes into the organization, pioneer change, as well as provide motivation and inspiration to individual members of the organization to be creative and innovative and bring renewal in management performance, as well as courageous and responsible to lead and control the organization (Girardi & Rubim Sarate, 2023; Hairudinor et al., 2020; Monje Amor et al., 2020; Waglay et al., 2020).

Transformational leadership refers to the process of building commitment to organizational goals and giving followers confidence to achieve these goals (Bakker et al., 2023; Kaur Bagga et al., 2023; Zhu & Huang, 2023). Transformational theory also studies how leaders change organizational structures to be more consistent with management strategies to achieve organizational goals (Tri, 2013). According to Bloom, to change a person's abilities, including changing a person's transformational leadership, there are three domains or realms that are needed, namely the cognitive domain which is the domain of increasing a person's abilities towards their knowledge (cognitive domain), namely knowledge about transformational leadership. The affective domain is increasing a person's abilities through changes in attitude (affective domain), namely attitudes towards transformational leadership and changes in behavior or psychomotor (psychomotor domain), namely the practice of transformational leadership (Cheng et al., 2023; Karimi et al., 2023; Lee et al., 2023).

3. Research Method

3.1. Research Object

The research object is a condition that describes or explains a situation of the object to be studied to get a clear picture of the research (Karsadi, 2022; Sugiyono, 2020). According to Supriyanti (2012), research objects are variables studied by researchers at the place where the research is conducted. Meanwhile, according to Satibi Iwan (2017), research objects generally map or describe research areas or research targets in a comprehensive manner, which includes regional characteristics, development history, organizational structure, main tasks and other functions in accordance with the mapping of the research area in question. From the definition above, it can be concluded that the research object is a scientific target to obtain data and find out what, who, when and where the research was carried out. The object of this research employed the transformational leadership of the Central Kalimantan Muhammadiyah Regional Leadership.

3.2. Research Methods

This research takes problems that include Transformational Leadership in the Muhammadiyah Regional Leadership in Central Kalimantan. Based on the research object, the researcher utilized a descriptive method to describe the conditions or opinions that are developing in transformational leadership in the Central Kalimantan Muhammadiyah

leadership. According to Prof. Dr. Mukhtar (2017), descriptive research method is a method used by researchers to find knowledge or theories regarding research at a certain time.

4. Results and Discussions

4.1. Research Result

The entry of Muhammadiyah into Central Kalimantan was in the 1925s in Kuala Kapuas through Alabio, opened up the development of the Muhammadiyah Association to remote areas of Central Kalimantan until it was followed by the establishment of Muhammadiyah in Bapinang, Tanjung Jariangau (Kotim), Tumbang Sanamang, Tumbang Samba (Katingan), even mentioned have also been to Tumbang Manjul (Seruyan), and Kuala Kurun (Gunung Mas). The entry of Muhammadiyah at that time was brought by traders from South Kalimantan and teachers or preachers from Yogyakarta. Almost a century has been traced by Persyarikatan Muhammadiyah in Central Kalimantan, since the official establishment of the Regional Leadership of Muhammadiyah Central Kalimantan in 1977. Now, Persyarikatan Muhammadiyah in Central Kalimantan has spread to 13 (thirteen) Districts/Cities and 70 (seventy) Branch Leaders as well as dozens of Charities.

4.2. Discussion

According to Robbins (2017), transformational leadership styles are leaders who can motivate followers to carry out and manage their own interests for the benefit of the organization with individual friendliness, intellectual stimulation, and ideal influence all of which will result in extra efforts from workers for better organizational effectiveness.

Considering at the concept of leadership in social psychology, there are three perspectives: 1) Personality perspective, 2) Situational perspective, and 3) Group process perspective. First, the personality perspective is that the success of a group to achieve its goals depends on the characteristics or innate traits of the leader. Second, the situational perspective is that the success of a person in leading his group to achieve a goal depends not only on the characteristics of the leader, but rather on the interaction between the leader and the conditions of the culture being led. Third, the group process perspective is that not only the personality of the leader and the situation of the organization or group, but the processes within the group also affect leadership. This group process is what we usually recognize in Muhammadiyah as the cadre.

4.2.1. Implementation of Transformational Leadership in Muhammadiyah Regional Leadership in Central Kalimantan

Transformational leaders set an example and act as role models in behaviour, attitude, and commitment for their subordinates. They pay attention to the needs of their subordinates, bear the risks together, do not use their power for personal interests, provide a vision and sense of mission, and instill a sense of pride in their subordinates. Through such influence, subordinates will have respect, admiration, and trust for their leader, so that they will want to do the same as the leader. This is very beneficial in terms of adaptation to changes, especially those that are radical and fundamental.

In general, the Muhammadiyah Regional Leadership of Central Kalimantan is led by a figure who is considered by the community and its members as a community leader or someone who is charismatic. This was revealed on 20 June 2023 at the Central Kalimantan PWM leadership meeting, revealing that in general the current leadership, be it at the regional or local level, is led by charismatic community leaders.

The existence of charismatic figures in the leadership, indirectly provides an example in Muhammadiyah. Therefore, implementing the Muhammadiyah Islamic Life Guidelines (PHIWM) is an important point in the implementation of consistency within the organization. The Muhammadiyah Islamic Life Guidelines are guidelines for living life in the scope of personal, family, community, organization, managing business charities, doing business, developing professions, nation and state, preserving the environment, developing science and technology, as well as developing arts and culture that show *uswah hasanah* (good example) behaviour.

Based on the results of the research that has been conducted, the first transformational leadership, namely Idealizes Influence (ideal influence) in which the views of citizens and structural members of Muhammadiyah Central

Kalimantan believe that leaders who have good character and morals and charismatic can lead and advance Muhammadiyah because these leaders get respect and the leaders below them also trust them.

4.2.2. *Motivational Inspiration*

Transformational leaders motivate and inspire their subordinates by clearly communicating high expectations, using various symbols to focus efforts or actions, and expressing important goals in simple ways.

Based on the results of the research, the leadership within the Muhammadiyah Central Kalimantan organization provides an understanding that the inspiration in Muhammadiyah is none other than to restore the pure teachings of Islam in accordance with the Qur'an and Hadith. Such an ark that is hit by waves, so is leadership, there will always be challenges and problems that will be easily overcome if we have a positive attitude as a model of inspirational leadership. Inspirational leaders make the organization a place to communicate and determine the opinions of its members as a benchmark for decisions. This supports the harmony within the organization that must be maintained by the leader.

4.2.3. *Intellectual Stimulus*

Transformational leaders seek to create a climate conducive to the development of innovation and creativity. Differences of opinion are seen as commonplace. Leaders encourage subordinates to bring up 'new ideas and creative solutions to the problems faced. For this reason, subordinates are involved in the process of formulating problems and finding solutions.

Leaders of Muhammadiyah Charities (AUM) are appointed and dismissed by the Muhammadiyah leadership within a certain period of time. This makes the leadership of the business charity must be wise in determining attitudes and there is no sense of personal ownership. Routine planning, supervision, and implementation management are carried out by the union leadership to the leaders of the Charity in order to provide a conducive atmosphere.

4.2.4. *Individual Consideration*

Transformational leaders pay special attention to each individual's need to achieve and develop, by acting as a coach or mentor. Through personal interaction, it is expected that the achievements of employees can increase.

Individual considerations based on the research results that each Muhammadiyah regional leader is accustomed to having a two-way relationship between leaders that shows a humanist relationship within the union where the results of the dialogue are decided collectively collegially.

According to Riswandi (2016), communication is the process of sharing meaning through verbal and nonverbal behaviour carried out by two or more people. Communication is important for a leader because communicating both verbally and non-verbally to structural members and Muhammadiyah citizens can create a good environment where decisions are made with a good process and involve all related elements.

5. Conclusion

Idealism Influence in which members and citizens of Muhammadiyah Central Kalimantan view the charismatic leader as a community leader and carry out leadership well in accordance with the guidelines. Inspirational Motivation. The leadership within the Muhammadiyah Central Kalimantan organization provides an understanding that the inspiration in Muhammadiyah is none other than to restore the pure teachings of Islam in accordance with the Qur'an and Hadith. Such an ark that is hit by waves, so is leadership, there will always be challenges and problems that will be easily overcome if we have a positive attitude as a model of inspiration to lead. Transformational leaders seek to create a climate conducive to the development of innovation and creativity. Differences of opinion are seen as commonplace. Leaders encourage subordinates to bring up 'new ideas and creative solutions to the problems faced. For this reason, subordinates are involved in the process of formulating problems and finding solutions. Individual considerations based on the research results that each Muhammadiyah regional leader is accustomed to having a two-way relationship between leaders that shows a humanist relationship within the union where the results of the dialogue are decided collectively collegially.

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