

Transformational Leadership Model of Muhammadiyah Branch Leaders in Bandung District

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Abstract. The problem of this research is that the leadership factor still has a big influence on the development of an organization. It takes the right leadership model to manage it. This happened to the Muhammadiyah organization in branch leaders Bandung Regency. Discrepancies occur in the leadership of Muhammadiyah branch leaders between very different sub-districts. The method used in this research is descriptive method with a qualitative approach. Data was collected through observation and in-depth interviews with informants. The results of the study show that the transformational leadership model is the most suitable model to be applied in Bandung Regency. His ability to influence employees or subordinates or members is not by exploiting the power that comes from his position or the resources he controls, but by taking advantage of his intellectual advantages. Charismatic leadership is more suitable to be applied in the Muhammadiyah organization so that it becomes an inspiration for its followers. This model leader further enhances understanding and stimulates the emergence of new perspectives in seeing problems, thinking and imagining, as well as in establishing trust values. Likewise, in dealing with the work community, transformational leaders will first try to understand the status, position, expectations of employees well.

1. Introduction

Leaders play an important role in an organization to uphold justice and prosperity and produce real work[1]. The success of a leader is very much influenced by his leadership model, which includes the ability to lead and interactions among leaders, subordinates-superiors, the organization, and the environment. Experience in a person greatly influences the way decisions are made and the performance of the organization he leads. Transformational leadership is an important dimension of effective leadership which is also the strongest predictor of leadership outcomes, such as the extra effort of subordinates towards leadership skills [2]. Transformational leadership is a charismatic leader and has a central role and strategy in bringing the organization to achieve its goals[3].

The theory of transformational leadership was pioneered by Burns which focuses on differences in transactional leadership and transformational leadership[4]. Transformational leadership has a positive and significant effect on employee performance[5]. This transformational leadership is truly defined as true leadership because this leadership is really working toward goals in the act of directing the organization to a goal that has never been achieved before[6]. The transformational leadership model is believed to lead to superior performance in organizations that are facing renewal and change demands. A leader can transform his subordinates through four ways called Four I: 1) Idealized influence (charisma), 2) Intellectual stimulation, 3) Individualized consideration, 4) Inspiration motivation [7]. The leadership style displayed by a transformational leader is expected to increase the efforts of subordinates to achieve optimal work results[8].

Muhammadiyah is a modern religious social organization in Indonesia. Muhammadiyah was founded by K.H Ahmad Dahlan in 1912 in Yogyakarta. According to Ali (1971), one of the characteristics of a movement with Islamic nuances can be called "modern" if the religious movement uses the "organizational" method. Because Muhammadiyah since its inception has used the "organization" method, based on these parameters, Muhammadiyah can be called a modern Islamic religious movement. Historically, the factor that became the background for the establishment of Muhammadiyah was the existence of various religious understandings of Muslims in Indonesia and the conditions of the Kauman-Yogyakarta people at that time which were far from welfare and education[9]. Muhammadiyah as a non-profit organization, is managed by a group of leaders to run the organization's management[10]. The development of the progress of Muhammadiyah at every level of leadership, both central, regional, regional, branches and branches, is of course uneven and massive. There are several regions, regions, branches or branches that are strong and advanced with indicators of members and their charities that are numerous and growing, there are also regions, regions, branches or branches whose organizational development is not progressing, tends to be stagnant and some even do not have a business charity at all. including in this case the development of Muhammadiyah in Bandung Regency is quite varied. There are branches and branches that have a lot of business charities and there are also several branches and branches that don't even have a business charity.

As a religion-based social organization known as a modern organization because of its neat and structured organizational management, the development of Muhammadiyah in Bandung Regency should be more rapidly developing and dominant compared to other newly established regions. Muhammadiyah business charity data in Bandung Regency, Bandung City and West Java can be seen as follows:

Table 1. Business Charity Data of Muhammadiyah in Bandung Regency

No	PROV	JUMLAH AMAL USAHA										
	Daerah	MD	TK	SD	SMP	SMA	PT	SLB	PST	RS/BP	KOP	PANTI
1	Kab. Bandung	8	8	10	8	6		1	1	2	18	3
2	Kota Bandung	6	17	11	12	8	2	-	3	4	14	23
3	Jawa Barat	44	115	129	135	96	19	11	22	29	77	46

Source: www.jabar.muhammadiyah.or.id

As an organized organization with a system that is often considered by many modern circles, the leadership factor certainly still has a big influence on the development of an organization, as well as in Muhammadiyah. So this research focuses more on what kind of transformational leadership model should be developed in the Muhammadiyah Branch in Bandung Regency. Each branch of Muhammadiyah in Bandung Regency has many charities. This certainly cannot be separated from the leadership of the leadership of the Muhammadiyah branch in Bandung Regency. The purpose of this research is to find out the Transformational Leadership Model of Muhammadiyah Branch Leaders in Bandung Regency. This research is used descriptive method with a qualitative approach.

2. Method

This research raises the issue of the Transformational Leadership Model in Muhammadiyah Branch Leaders in Bandung Regency. Based on this description, the researcher used a descriptive research method with a qualitative approach. Descriptive research methods can be interpreted as follows: Research is exploratory and plays a very important role in creating hypotheses or people's understanding of various social variables [11]. This study is characterized as exploratory, so it does not aim to test hypotheses, or make generalizations.

The sampling technique used by researchers is purposive sampling, which is a technique for taking data sources based on certain considerations, according to the position/person in charge, mastering the

subject matter, and having relevant competencies. In this study, the informants have been determined, including: leaders, managers of business charities and all members of the Muhammadiyah Branch in Bandung Regency. Table 2 shows that informant in this research about 18 informant.

Table 2. Informant List

	Informant List	Amount
1	PDM KABUPATEN BANDUNG	3
2	PCM BANDUNG SELATAN	1
3	PCM CIPARAY	1
4	PCM ARJASARI	1
5	PCM BALE ENDAH	1
6	PCM CIMAUNG	1
7	PCM KERTASARI	1
8	PCM MAJALAYA	1
9	PCM PANGALENGAN	1
10	PCM RANCAEKEK	1
11	PCM CICALENGKA	1
12	PCM SOLOKAN JERUK	1
13	PCM CILEUNYI	1
14	PCM NAGREG	1
15	PCM BOJONGSOANG	1
16	PCM CANGKUANG	1
17	PCM PASEH	1
18	PCM PASIRJAMBU	1

Sources: research data, 2023.

The data collection techniques used in this study were adjusted to the focus and research objectives, namely: Library Research, Field Studies in the following ways: Non-participant Observation, Interviews, FGDs and Documentation.

3. Results and Discussion

A Brief History of Muhammadiyah

The month of Dzulhijjah (8 Dzulhijjah 1330 H) or November (18 November 1912) is an important moment for the birth of Muhammadiyah. That was the birth of the largest modernist Islamic movement in Indonesia, which pioneered or pioneered the purification and renewal of Islam in the country with the largest Muslim population in the world. A movement that was founded by a pious, intelligent, and reform-minded kyai, namely Kyai Haji Ahmad Dahlan or Muhammad Darwis from the santri city of Kauman, Yogyakarta.

The word "Muhammadiyah" literally means "followers of the Prophet Muhammad". The use of the word "Muhammadiyah" is intended to attribute (connect) to the teachings and traces of the struggle of the Prophet Muhammad. H. Djarnawi Hadikusuma's change of name implies the following meaning: "With that name he intends to explain that the supporters of the organization are the people of Muhammad, and its principles are the teachings of the Prophet Muhammad, namely Islam. And the goal is to understand and implement the Islamic religion as the true teachings exemplified by the Prophet Muhammad, so that he can live the life of the world according to the wishes of the Islamic religion. Thus the holy and true teachings of Islam can give breath to the progress of Muslims and the Indonesian nation in general."

The birth and existence of Muhammadiyah at its inception cannot be separated and is a manifestation of the ideas of thought and charity struggle of Kyai Haji Ahmad Dahlan (Muhammad Darwis) who became its founder. After performing the pilgrimage to the Holy Land and settling for the second time in 1903, Kyai Dahlan began to sow the seeds of reform in the country. Kyai Dahlan got the idea for reform after studying with Indonesian clerics who lived in Mecca, such as Sheikh Ahmad Khatib from Minangkabau, Kyai Nawawi from Banten, Kyai Mas Abdullah from Surabaya, and Kyai Fakhri from Maskumambang; also after reading the thoughts of Islamic reformers such as Ibn Taimiyah, Muhammad bin Abdil Wahhab, Jamaluddin Al-Afghani, Muhammad Abduh, and Rashid Ridha. With his intelligence and interactions while living in Saudi Arabia and reading the works of reformers of Islamic thought, Kyai Dahlan planted seeds of reforming ideas. So when he returned from Saudi Arabia, Kyai Dahlan actually brought ideas and reform movements, instead of being conservative.

Bandung Regency is divided into 31 sub-districts, 10 sub-districts and 270 villages. According to the results of the 2017 census, the population of Bandung Regency is 3,522,724 people with an area of 1,767.96 km² and a population distribution of 1,992 people/km². Seeing the vast area and population growth in Bandung district, the broadcasting potential must be a priority. Muhammadiyah Branch Leaders are one of the drivers and supports of spreading Islam in Bandung Regency. Of the 31 sub-districts in Bandung Regency, Muhammadiyah is present in 18 sub-districts, as can be seen in table 3:

Table 3. Muhammadiyah Branch and Branch Leaders in Bandung Regency

No	Head of Muhammadiyah Branch	Number of branches
1	Arjasari	5
2	Baleendah	8
3	Bandung Selatan	14
4	Bojongsoang	5
5	Cangkuang	5
6	Cicalengka	3
7	Cilengkrang	3
8	Cileunyi	3
9	Cimaung	6
10	Ciparay	18
11	Kertasari	4
12	Majalaya	6
13	Nagreg	4
14	Pangalengan	8
15	Paseh	4
16	Pasirjambu	3
17	Rancaekek	8
18	Solokanjeruk	4

Source: Muhammadiyah AD/ART, 2022

The table shows that in every branch leaders, ciparay sub-district has the most branches in Bandung Regency.

1). Implementation of Idealism, Inspirational, Stimulation and Consideration of Muhammadiyah Branch Leaders in Bandung Regency

A leader is essentially someone who has the ability to influence the behavior of others in their work by using power. Power is the ability to direct and influence subordinates with respect to the tasks that must be carried out. According to Stone, the greater the number of sources of power available to a leader, the greater the potential for effective leadership. There are various types of leaders, there are formal leaders, namely those that occur because leaders rely on formal authority. There are also non-formal leaders, which occur because leaders without formal authority have succeeded in influencing the behavior of others.

Association of Muhammadiyah in Bandung Regency at the branch or sub-district level based on the following research results:

a. Idealism

Ideal influence is a leader's behavior that conveys vision and mission, creates a sense of pride, and earns the respect and trust of subordinates. Idealized influence is also known as a charismatic leader, where followers have deep faith in their leader, feel proud to be able to work with their leader, and trust the leader's capacity to overcome any problems.

In general, Muhammadiyah Branch Managers who are in the Bandung Regency area, in formulating their vision and mission are aligned with the vision and mission of both the central, regional and regional levels, this is done to maintain or align with the vision and mission formulated by the Muhammadiyah Regional Leadership at the District level Bandung.

The mission formulated by Central Muhammadiyah is: Muhammadiyah as an Islamic movement based on the Al-Qur'an and As-Sunnah with its tajdid character is always istiqomah and active in carrying out Islamic da'wah amar ma'ruf nahi munkar in all fields in an effort to realize Islam as rahmatan lil 'alamin towards the creation or realization of a true Islamic society.

Muhammadiyah is according to the Koran and al-Hadith, with a very strong network both domestically and abroad, of course a leader is able to instill a sense of pride in Muhammadiyah in his subordinates. This is proven in PCM with not too many members and administrators but able to make a lot of charity work.

The Muhammadiyah Branch Leadership (PCM) located in Bandung Regency, is led by a figure who is seen by the community as a community leader, or someone who has his own charisma. This was revealed from the Focus Group Discussion held at Aisiyah Boarding school Bandung, on January 18th 2023, that some of the participants who were representatives of 18 PCMs said that in general the current leadership, namely in several Muhammadiyah Branch Managers (PCM) Bandung Regency, led by a community leader or someone who has charisma in their area, so that the community will be proud of their leader, besides that, usually the leaders in PCM are people who have contributed both materially and non-materially. In addition, there is also a lineage from the previous generation as a member or leader of the Muhammadiyah organization.

Based on the results of research that has been done, on the first transformative leader dimension, namely idealized influence. This first dimension describes how the leader's behavior makes his followers admire, respect and at the same time trust him. Based on the views of the community or Muhammadiyah members in Bandung Regency, the elected leader is a leader who has good character and has charisma, and is able to contribute to the Muhammadiyah Association, so that Muhammadiyah members admire, respect and trust him.

b. Inspirational

Inspirational motivation means the character of a leader who is able to apply high standards but at the same time is able to encourage subordinates to achieve these standards. Such a character is able to

generate high optimism and enthusiasm from subordinates. In other words, transformational leaders always inspire and motivate their subordinates.

Based on the results of the research, that the leadership in the Muhammadiyah Branch in Bandung Regency, basically the leaders, are given an overview related to life together in the Muhammadiyah organization. Together with the Muhammadiyah organization, they are returning pure Islamic teachings, in accordance with the Al-Qur'an and As-Sunnah. The motivations conveyed by the leaders of the Muhammadiyah Branch in Bandung Regency, provide hope for a better future, which is in accordance with the guidance of pure Islamic teachings, in accordance with the Al-Qur'an and As-Sunnah. They (Muhammadiyah branch leaders) are change oriented, support and motivate Muhammadiyah members to create change for the environment in which they live.

Indeed, in leadership you will face challenges and problems, but if you want to inspire, be a model leader who has a positive attitude. This can be seen from the Bandung Regency Muhammadiyah Branch Manager who is able to give positive values to every PCM in Bandung Regency. Some PCMs already have many charitable businesses in their area.

Inspirational leadership provides an opportunity for each member to have a say. This was carried out when explaining the Vision, Mission, Purpose, Purpose at the meeting which was a charity opening for our representatives to have a good opinion, to record and make decisions together.

On the inspirational dimension, this study shows that the role of the leader of the Muhammadiyah Branch in Bandung Regency must be able to provide optimism to Muhammadiyah members, by providing a broad view of the future, and being able to become a figure who inspires its citizens. This is in line with what was conveyed by Bass and Riggio, that leaders who have inspirational motivation characteristics behave in a way that motivates and inspires those around them by providing meaning and challenge to the work of their followers, showing enthusiasm and optimism. Inspirational motivation is shown by leaders articulating interesting views about the future, challenging followers to high standards, speaking optimistically and enthusiastically, and providing support and meaning for needs that need to be resolved [12].

c. Intellectual

A leader who has intellectual stimulation characteristics is able to stimulate followers to try to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways [13].

Haedar Nashir, Muhammadiyah is committed to continuing to develop the views and mission of progressive Islam in accordance with the spirit of its birth in 1912. The progressive Islamic view introduced by the founder of Muhammadiyah has given birth to an ideology of progress, which is widely known as the ideology of reformism and Islamic modernism, which in turn gave birth to enlightenment. for life. Enlightenment (tanwir) as a form of progressive Islam is an Islamic path that liberates, empowers, and promotes life from all forms of backwardness, oppression, stagnation and injustice in human life. With an Islamic outlook that progresses and spreads enlightenment, Muhammadiyah has not only succeeded in strengthening and enriching the meaning of the teachings of the Muslim creed, worship, and morals, but at the same time carrying out reforms in the mu'amalat dunyawiyah which bring life developments along the will of Islamic teachings. Progressive understanding of Islam increasingly reinforces the perspective of tajdid which contains the meaning of purification and development (dynamization) in the Muhammadiyah movement, which all originates from the movement to return to the Al-Quran and As-Sunnah (al-ruju' ila al-Quran wa al-Sunnah) to deal with the times.

The leadership of the Muhammadiyah branch in Bandung Regency, in reflecting on the characteristics of transformational leadership, especially the intellectual dimension, was obtained from the Focus Groups Discussion which was held on January 18 2023 at Aisyiah Boardingschool Bandung. During the discussion, statements emerged from several Muhammadiyah branches of the Bandung Regency, which agreed to state that the success of PCM Ciparay was a "role model" of PCM's success in developing the Muhammadiyah organization.

Regulating AUM's governance to welcome a bright future, on the other hand, a paradigm shift is also needed. Quoting Siti Noordjanah Djohantini's dissertation, Haedar said that change must be based on the identity of the group, or what is known as organizational identity.

d. Individual Consideration

Bass and Riggio (2006) state that a leader who has individual consideration characteristics pays special attention to each of his individual followers for achievement and growth by acting as a guide or mentor. Individual Consideration is the behavior of leaders who give personal attention, treat each subordinate individually as an individual with different needs, abilities and aspirations, and train and provide advice. Individualized consideration of transformational leadership treats each subordinate as an individual and accompanies them, monitors and develops opportunities.

On the individual consideration dimension, based on the results of research in the field, it is customary for each Muhammadiyah branch leader to have two-way communication between the leadership and the organization's members. This shows the existence of a relationship or closeness between the leadership and Muhammadiyah members. Individual considerations are usually implemented by establishing good communication with Muhammadiyah members.

Muhammadiyah Branch Transformational Leadership Transformation Model in Bandung Regency

Muhammadiyah is an Islamic da'wah organization in Indonesia. Muhammadiyah was born based on K.H Ahmad Dahlan's deep understanding of the holy book Al-Qur'an and his concern for the socio-historical conditions of Muslims at that time. Muhammadiyah is a tool used to create a practical movement to liberate Muslims and the Indonesian nation from backwardness and oppression.

The leadership model that is currently taking place in the Muhammadiyah Regional Leadership, especially in several sub-districts, is the Collegial Collective leadership model, this happens because each PCM requires a leader who is able to reduce emotions, is able to unite the differences or disputes of its members, is respected and respected, so that it will the creation of a good condition for Persyarikatan Muhammadiyah itself. And in collective collegial leadership all are bound, working together to realize the ideals that are the hopes of Muhammadiyah members.

Characteristics or characteristics of leadership displayed by Muhammadiyah Branch Leaders in Bandung Regency, namely by taking care of the feelings of others showing a charismatic component, inviting discussion through two-way communication, as well as deliberations, showing an inspirational motivational component, reminding people to be disciplined in a polite way, showing the charismatic component, giving a direct example shows the intellectual stimulation component, and when reprimanding does not embarrass others shows the individual consideration component.

4. Conclusion

Based on the description above, it can be concluded that the leadership of the Muhammadiyah branch leadership in Bandung Regency is in accordance with B.M Bass's theory of transformational leadership which consists of four dimensions, namely ideal influence, intellectual stimulation, individual consideration, and inspirational motivation. This suitability has an impact on the development of human resource potential. The development of human resources directly provides changes to bring Muhammadiyah members to a better direction. Transformational leadership is one of the solutions that can be offered in developing Muhammadiyah branch leaders in Bandung Regency.

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