

Integrating Transformative and Servant Leadership with Islamic Values: Implications for Local Government Effectiveness in Indonesia

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Abstract

Leadership plays a crucial role in determining the direction and success of local government in Indonesia. This study aims to analyze the relevance and implications of the concepts of transformative leadership and servant leadership from an Islamic perspective on local governance. Both leadership models emphasize moral values, empathy, and empowerment, which align with Islamic leadership principles such as justice (al-'adl), trustworthiness, and community service. In the context of local government, the application of these values is expected to strengthen bureaucratic integrity, increase public trust, and create policy innovations oriented toward the interests of the people. This study used a qualitative method with a descriptive-analytical approach, with secondary data obtained from scientific literature, religious documents, and public policy sources. The results indicate that the application of transformative leadership and servant leadership principles based on Islamic values has a positive influence on the effectiveness of local government in Indonesia. Leaders who integrate a transformative vision with a spirit of service have been shown to improve bureaucratic performance, strengthen public trust, and encourage innovation in public services and sustainable development. Islamic values such as justice, trustworthiness, and moral responsibility serve as the foundation that strengthens transparency, accountability, and a service-oriented approach to the community.

Keywords

Transformative Leadership, Servant Leadership, Islam, Regional Government, Good Governance

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1. INTRODUCTION

Leadership is a fundamental element in the success of any organization, including in the context of local government. In Indonesia, the quality of local leadership is a crucial factor in determining the direction of development, governance, and community welfare (Akbar et al., 2024). In the modern context, two leadership paradigms have emerged, widely discussed in public management literature: transformative leadership and servant leadership. Both concepts emphasize moral, ethical, and empowering values aligned with Islamic principles, making them relevant for study within a local government framework grounded in religious and humanitarian values (Jahidi & Hafid, 2017; Widyacahyani et al., 2020).

Transformative leadership focuses on a leader's efforts to inspire, motivate, and transform followers toward higher goals, both in terms of morality and performance (Mahirun et al., 2021).



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Transformative leaders emphasize not only achieving results but also shaping shared values, culture, and vision that drive positive change (Hakim, 2022). In the context of local government in Indonesia, transformative leaders are expected to build public trust, strengthen bureaucratic integrity, and create policy innovations oriented toward the interests of the people (Hasanah & Maunah, 2023).

Meanwhile, servant leadership emphasizes the leader's role as a servant to their followers. Leaders in this model focus on the interests, needs, and welfare of the community they serve. This concept is closely related to Islamic teachings (Rizal, 2019), which position leaders as servants of the people (khadim al-ummah). The Prophet Muhammad (peace be upon him) exemplified leadership that prioritizes devotion, justice, empathy, and trustworthiness. The principle of servant leadership in Islam emphasizes that leadership is not a privilege, but rather a profound moral responsibility to serve the community and uphold the values of social justice (Gandasacita & Asy'ari, 2024).

In local government practice in Indonesia, the application of servant leadership and transformative leadership values can strengthen good governance (Salwa et al., 2025). Regional leaders who combine these two approaches can build an organizational culture oriented toward public service, transparency, and equitable policy innovation. However, in reality, many regional leaders still tend to emphasize bureaucratic or transactional leadership styles, which are more oriented toward power and short-term political interests (Nurhayati et al., 2024).

Islamic values in leadership place morality and trustworthiness at the core of public responsibility. In the Quran and Hadith, leaders are reminded to act justly, empathize with their people, and uphold the principle of *maslahah* (public welfare) (Putri et al., 2024). Thus, the combination of transformative and servant leadership within the framework of Islamic values can be a solution to strengthen the integrity and effectiveness of regional government in Indonesia, especially amidst the challenges of corruption, social inequality, and low public trust in government institutions (Haq, 2022).

Public leadership studies indicate that transformational and servant leadership approaches are the two most influential leadership models for improving organizational performance and the quality of public services. However, most research focuses on business and education contexts, while its application in the local government sector in Indonesia remains limited. Research conducted by Monica & Partina (2023) shows that servant leadership has a positive effect on employee engagement and job satisfaction in government institutions, although its impact on performance is not yet optimal. Meanwhile, Deng et al. (2023) concluded through a literature review that the transformational leadership model in the Indonesian public sector has not yet integrated religious and moral values, even though these values play a crucial role in building integrity and public trust.

The local government context in Indonesia faces various challenges such as low bureaucratic effectiveness, lack of innovation in public services, and declining public trust in government institutions. Research by Nadir (2017) demonstrated that servant leadership, through strengthening organizational culture and employee integrity, can improve the performance of regional officials. However, this research has not directly linked Islamic values as an ethical foundation for the implementation of servant leadership.

Therefore, this research is crucial to address the theoretical and practical gaps in the literature on public leadership in Indonesia. The integration of transformative leadership and servant leadership within the framework of Islamic values such as trustworthiness, justice, and moral responsibility is expected to create a more holistic and contextual leadership model for local government. This approach emphasizes not only vision and innovation but also service ethics and spirituality in carrying out public mandates. Therefore, this research has the potential to contribute to the development of Islamic values-

based leadership theory and the practice of more transparent, innovative, and community-oriented governance.

2. METHODS

This study employed a qualitative method with a descriptive-analytical approach (Muhadjir, 1996). This approach was chosen because the research focuses on an in-depth understanding of the concepts of transformative leadership and servant leadership from an Islamic perspective and their relevance to the context of local government in Indonesia. The data used are secondary data obtained through literature reviews from various sources, such as books, scientific journals, articles, government documents, and Islamic sources (the Qur'an, Hadith, and Islamic political interpretation and fiqh literature). Data analysis was conducted through a process of data reduction, classification, and interpretation to discover the meaning and conceptual relationship between modern leadership theory and Islamic leadership values (Rukin, 2019). The results of the analysis are presented descriptively and argumentatively to illustrate how the principles of transformative leadership and servant leadership can be harmoniously applied in the local government system. This approach is expected to produce a theoretical synthesis that can serve as a foundation for a public leadership model based on Islamic spiritual values and the principles of good governance.

3. FINDINGS AND DISCUSSION

3.1 The Ideal Concept of Transformative Leadership and Servant Leadership from an Islamic Perspective

3.1.1 Transformative Leadership from an Islamic Perspective

- IFostering Vision and Inspiration

Transformative leadership, as formulated by Burns (2004) and developed by Bass (2015), is a leadership style that focuses on the leader's ability to change the values, attitudes, expectations, and behaviors of followers through a shared vision, inspiration, intellectual stimulation, and individualized attention. One key dimension in this framework is inspirational motivation—the leader's ability to articulate a challenging yet realistic vision, articulate a shared purpose, and inspire collective enthusiasm and commitment.

From an Islamic perspective, transformative leadership emphasizes the importance of vision and inspiration rooted in spiritual values. Transformative leaders not only guide their followers to achieve organizational goals but also instill moral and religious meaning in every step of change. This principle aligns with the words of Allah SWT in Surah Al-Anbiya': 107, "And We have not sent you (O Muhammad) except as a mercy to all the worlds." This verse demonstrates that the vision of leadership in Islam must be universal, bring blessings, and be oriented toward the welfare of the people. An inspiring leader not only conveys a clear vision but is also able to awaken collective spirit and a sense of spiritual responsibility to achieve shared prosperity.

Inspiration in Islamic leadership has a profound spiritual dimension. Leaders who emulate the Prophet Muhammad (peace be upon him) inspire with their exemplary conduct, honesty, and concern for the people. They motivate their followers not through coercion, but by instilling an awareness that working and serving the community is part of worship. In the context of local government, leaders with a transformative vision and spiritual inspiration will be able to build public trust, strengthen the work ethic of the apparatus, and direct policies that favor justice and the welfare of the people.

- Intellectual Stimulation

From an Islamic perspective, intellectual stimulation in transformative leadership is reflected in the teachings to continuously think critically, seek knowledge, and innovate for the benefit of the people. Leaders who apply this principle encourage their followers to think creatively and boldly propose new ideas without fear of public criticism or blame. This attitude aligns with Islamic values, which emphasize the importance of *shura* (deliberation) and *ijtihad* (intellectual endeavor) as a means of finding the best solutions to common problems. The Prophet Muhammad (peace be upon him) set an example in this regard by always respecting the opinions of his companions, even when they differed from his own, as in the strategy for the Battle of Uhud and the management of the community's social affairs.

Leaders who encourage intellectual stimulation create an environment open to learning and continuous improvement. In the context of local government, this means providing space for employees and the community to participate in public policy innovation, digital services, and development planning. Leaders grounded in Islamic values do not view differences of opinion as a threat, but as a potential to enrich perspectives and improve the quality of decisions. Thus, intellectual stimulation in Islamic leadership serves as a means to empower reason, strengthen collaboration, and foster a culture of innovation that is moral and oriented towards the common good.

- Focus on Individual Development

In Islam, the focus on individual development in transformative leadership aligns with the principle of respect for human dignity (*karamah al-insan*) and the responsibility to cultivate the potential of each individual. Leaders who prioritize personal development understand that each person has different strengths, needs, and capacities. Therefore, they provide personal attention, guidance, and opportunities for their followers to develop according to their abilities and roles. This principle is reflected in the Prophet Muhammad's attitude towards his companions—he recognized the character of each companion and assigned them according to their expertise, such as appointing Bilal as muezzin, Mu'adh ibn Jabal as a religious teacher in Yemen, and Khalid ibn Walid as a war commander.

This approach demonstrates that leaders in Islam not only guide but also educate and empower their followers to grow into competent and responsible individuals. In the context of local government, leaders who prioritize individual development will strive to increase the capacity of their staff through training, mentoring, and a fair reward system. They also ensure that delegation of tasks is accompanied by guidance and moral support so that each employee can perform optimally. Thus, focusing on individual development is not merely a managerial strategy, but a manifestation of the compassion and trust of Islamic leadership to create superior human resources with integrity and a focus on public service.

- Leading with integrity

In Islam, leading with integrity is the essence of true leadership. Integrity means harmony between words, actions, and moral values. Leaders with integrity not only convey great ideas but also exemplify the values of honesty (*ṣidq*), trustworthiness, and responsibility in every decision they make. The Prophet Muhammad (peace be upon him) is a prime example in this regard; he was able to influence the hearts and emotions of his followers not through power, but through exemplary behavior, patience, and noble character. This demonstrates that a leader's strength lies not in formal authority, but rather in moral consistency and personal credibility that exudes trust.

In the context of local government, leaders with integrity are able to transmit positive enthusiasm to officials and the community by demonstrating a commitment to the values of justice, transparency, and sincere public service. When leaders speak about change and development visions, their integrity

becomes a source of inspiration that drives collective participation and loyalty. They do not exploit followers' emotions for personal gain, but rather to build social energy for the common good. Therefore, leadership with integrity, from an Islamic perspective, is not only about the ability to influence, but also about the ability to uphold God's trust and the trust of others in carrying out leadership responsibilities.

3.1.2 Servant Leadership from an Islamic Perspective

- Servant to the People

From an Islamic perspective, the concept of servant leadership is firmly grounded in the teachings of the Quran and Sunnah. Leadership in Islam is not a position to be exalted, but rather a trust that demands significant moral and social responsibility. The Prophet Muhammad (peace be upon him) said, "The leader of a people is their servant." (Narrated by Abu Nu'aim). This hadith emphasizes that a true leader must position himself as a servant to the people, not their master. This means that power is not for personal or group gain, but rather to achieve prosperity, justice, and societal growth. This principle demonstrates that leaders in Islam are required to possess empathy, concern, and a willingness to prioritize the interests of the people over their own interests.

In the context of regional government, a servant-minded leader will be oriented toward the needs and welfare of the people through fair, participatory, and socially just policies. He ensures that every public policy is directed toward strengthening community capacity, reducing disparities, and improving the quality of life for citizens. Such leaders are not only present as decision-makers, but also as listeners and protectors of their people. By embracing leadership as a form of service (*khidmah*), regional leaders are able to build public trust, strengthen the moral legitimacy of government, and embody the values of *rahmatan lil-'alamin* (blessings for the universe) in public administration practices. This is the essence of servant leadership in Islam—leadership grounded in compassion, responsibility, and devotion to the welfare of the people.

- Building Trust

In Islam, building trust is the primary foundation of servant leadership. Trust is born from integrity, honesty, and consistency between a leader's words and actions. The Prophet Muhammad (peace be upon him) was known to the people of Mecca as *Al-Ameen*, meaning "the trustworthy one." This nickname, given long before he was ordained as a prophet, demonstrates that credibility and honesty are key assets in building harmonious and effective social relationships. Leaders who emulate the qualities of *Al-Ameen* will prioritize the interests of the people above personal gain, safeguard the public trust with full responsibility, and foster a culture of collaboration and goodness within their communities.

In the context of local government, building trust means creating transparency in decision-making, consistency in policy implementation, and openness to public participation. Leaders trusted by the people will more easily foster cross-sector collaboration, increase the effectiveness of development programs, and foster social loyalty among employees and the community. Trust also serves as a moral force that maintains political and social stability, as the people feel confident that their leaders are working for the common good. Therefore, leadership in Islam places trust not only as an ethical value but also as a spiritual and social strategy to strengthen the relationship between leaders and those led for the benefit of the community.

- Based on Islamic Principles

In Islam, leadership practices must be grounded in the basic principles of religious teachings that

guide leaders to always act fairly, honestly, and with integrity. The five ethical pillars that form the foundation of servant leadership from an Islamic perspective include: justice (al-'adl), trustworthiness (al-amānah), truthfulness (al-ṣidq), striving for self-improvement (al-jihād al-nafs), and keeping promises (al-wafā' bi al-'ahd). Justice is at the heart of leadership because without it, power will turn into tyranny. Allah SWT says, "Indeed, Allah commands you to act justly and to do good..." (Quran, An-Nahl: 90), emphasizing that justice is a moral and social obligation for every leader. Trustworthiness and truthfulness complement this principle, requiring leaders to be honest in their words and consistent in their actions, thereby maintaining moral legitimacy in the eyes of the people. Furthermore, the struggle for self-improvement (jihād al-nafs) emphasizes that leaders must first conquer their personal desires and ambitions before leading others. This aligns with the saying of the Prophet Muhammad (peace be upon him), "The leader of a people is their servant," which demonstrates that leadership is a form of devotion, not a means of seeking personal glory. Meanwhile, keeping promises (wafā' bi al-'ahd) symbolizes a leader's commitment to the people and Allah, because every leadership promise is a trust for which they will be held accountable in the afterlife. Thus, leadership based on these five Islamic principles will shape just, trustworthy, and welfare-oriented leaders, treating power not as an honor, but as a field of service to the people and God.

- Creating collaboration

From an Islamic perspective, collaboration (ta'awun) is a crucial value in service-oriented leadership. Islam emphasizes the importance of cooperation for good, as stated by Allah SWT in the Qur'an. Al-Ma'idah verse 2: "And help one another in righteousness and piety, and do not help one another in sin and transgression." This verse demonstrates that collaboration is not only a social strategy but also a moral imperative that binds every individual in the Islamic leadership system. A servant-leader will create a work environment that respects differences, fosters mutual trust, and opens up space for participation for every member of the organization or community. Thus, the resulting decisions reflect collective wisdom and strengthen social solidarity.

In the context of regional government in Indonesia, the principle of collaboration is crucial for building participatory and inclusive governance. Leaders who embrace the values of ta'awun will foster synergy between the government, the community, and the private sector in realizing sustainable and equitable development. They ensure that every citizen has the opportunity to contribute according to their abilities and potential, thereby fostering a sense of ownership in the results of development. Collaboration built on these Islamic values not only strengthens government effectiveness but also fosters social harmony, which is the foundation of regional stability and progress.

The combination of transformative leadership and servant leadership from an Islamic perspective creates a holistic and balanced leadership model. Transformative leadership provides direction through a clear vision, spiritual motivation, and encouragement to innovate in achieving shared goals. Meanwhile, servant leadership strengthens the ethical and moral dimensions by emphasizing service, concern, and the well-being of followers. When these two concepts are combined, a form of leadership emerges that not only drives structural change and organizational performance but also fosters moral awareness and social empathy in every leadership step.

Both approaches are harmoniously integrated within Islamic values such as al-'adl (justice), al-amānah (trustworthiness), and moral responsibility (mas'ūliyyah). Leaders in Islam are required not only to achieve material success but also to ensure that every policy and action is based on the intention of worship and service to the community. With this principle, the resulting change is not top-down or solely authority-based, but rather rooted in collective awareness and a spirit of togetherness. Leaders

become inspiring motivators, not commanding rulers; they lead by example and sincerity, not by coercion.

The ultimate goal of this integration is to create sustainable individual and organizational growth, as well as to deliver positive social impact to the wider community. Leaders who practice these two concepts will be able to build a harmonious, collaborative, and equitable work and governance environment. In the context of local government in Indonesia, the application of Islamic-based values of transformative leadership and servant leadership has great potential to strengthen governance with integrity, increase community participation, and achieve shared prosperity. Thus, ideal leadership in Islam is not only about directing change, but also about serving with the heart, spreading blessings, and guiding the community towards sustainable prosperity

3.2 Implications of Transformative Leadership and Servant Leadership for Local Governments in Indonesia

1. Improving Public Services

The application of servant leadership in the context of local government in Indonesia has significant implications for improving the quality of public services. The main principle of servant leadership—making leadership a form of service—requires government officials to prioritize the interests of the community in every policy and work program. From an Islamic perspective, serving the community is part of righteous deeds, as stated in the Quran, Al-Maidah: 2, which encourages humanity to help one another in goodness and piety. By internalizing this value, the regional bureaucracy will be more responsive to the needs of the people, strengthen social empathy, and foster a spirit of sincere devotion in carrying out public service functions.

Furthermore, servant leadership plays a role in shaping a government organizational culture oriented towards public satisfaction. Officials led by a spirit of service will possess the moral and professional awareness to work with integrity and responsibility. In the context of public service, this means providing prompt, accurate, and fair services without discrimination. This approach also promotes transparency and accountability, as servant-minded leaders not only supervise their subordinates but also exemplify ethical service. Thus, a bureaucratic system built on servant leadership values will be more open to public criticism and aspirations, and oriented toward tangible results for public welfare.

Furthermore, servant leadership reinforces the concept of public service as a social service (*ibādah ijtīmā'īyyah*) with spiritual and moral dimensions. When local governments view service to the people as part of their religious and moral responsibilities, every policy will be directed toward achieving *masalahah 'āmmah* (public welfare). This can be realized through increasing equitable access to education, providing quality healthcare, and developing infrastructure that supports the community's economic well-being. By integrating Islamic values into servant leadership, local governments not only increase the efficiency and effectiveness of public services but also foster public trust in the bureaucracy and strengthen the government's moral legitimacy in the eyes of the people.

2. Transparency and Accountability

Islamic values place transparency and accountability as fundamental principles in governance. The concept of *hisab* (accountability) reminds us that every individual, including leaders, will be held accountable for their duties, both in this world and the hereafter. Allah SWT states in Surah Al-Isra': 36, "Indeed, the hearing, the sight, and the heart—all of these will be held accountable." This verse emphasizes that leadership is not merely an administrative position, but a moral mandate that must be

carried out with honesty and responsibility. In the context of local government, these values require public officials to manage resources transparently, prevent abuse of power, and avoid corrupt behavior that harms the community.

Transformative leadership and servant leadership in Islam both emphasize the importance of moral and social accountability. Transformative leaders encourage structural and cultural changes in organizations to be more open to evaluation, while servant leaders ensure that every action is based on principles of justice and honesty. By combining these two approaches, local governments can build systems that ensure information transparency, public audits, and public oversight as part of accountability mechanisms. Transparency is not merely an administrative aspect, but also a reflection of the spiritual and moral integrity of a leader who is aware of their responsibilities before God and the people.

The application of the principles of transparency and accountability based on Islamic values also has a positive impact on increasing public trust. When the public sees that the local government manages its budget and resources honestly, fairly, and openly, the government's legitimacy is strengthened. This creates a harmonious relationship between the government and the people, strengthens public participation in the development process, and encourages good governance. Thus, Islamic values not only strengthen the ethical aspects of leadership but also serve as a crucial pillar in building transparent, accountable, and equitable local governance.

3. Innovation and Adaptation

Transformative leadership plays a crucial role in fostering innovation and adaptability within local government. Transformative leaders possess a long-term vision and the ability to inspire officials to think creatively and embrace change. In the context of local government in Indonesia, this leadership style is needed to address the increasingly complex challenges of the times, such as the digitalization of public services, climate change, and the socio-economic dynamics of society. This principle aligns with Islamic values that encourage its followers to continuously learn and innovate, as stated by Allah SWT in Surah Al-Mujādilah: 11, "Allah will exalt those who believe among you and those who are given knowledge by degrees." This verse demonstrates the importance of knowledge and innovation in creating a progressive and solution-oriented government.

Transformative leaders also encourage the creation of an organizational culture open to change and continuous learning. In local government, this means encouraging the adoption of digital technology in public services, such as e-government systems, digitizing population data, or online public complaint platforms. With a clear vision and strong motivation, leaders can inspire employees to innovate to simplify bureaucracy, increase efficiency, and expand access to services for all levels of society. Islamic leadership values such as *ijtihad* (serious effort) and *amanah* (responsibility) serve as moral guides in the innovation process, ensuring that every change is directed towards the benefit of the people, not merely the pursuit of technological advancement.

Furthermore, the adaptability of transformative leadership is key to the resilience of local government institutions in the face of crises, such as the COVID-19 pandemic or environmental disasters. Transformative leaders will boldly make strategic decisions, formulate flexible policies, and involve the community in the solution process. This approach fosters cross-sector collaboration and strengthens public trust in government. Thus, the application of transformative leadership in local government not only generates policy innovation and bureaucratic efficiency but also builds regional responsiveness and resilience in facing global dynamics in a sustainable manner, in accordance with Islamic principles that emphasize the importance of progress, balance, and social responsibility.

4. Human Resource Development

Regional leaders who combine the principles of transformative leadership and servant leadership will prioritize human resource development in creating effective and sustainable governance. In Islam, humans are viewed as *khalifah fil ardh* (leaders on earth) with the potential and responsibility to do good. Therefore, regional leaders have a moral obligation to develop the potential of employees through training, education, and ongoing development so that they are able to provide the best service to the community. This approach aligns with the spirit of *ihsan*—doing one's job to the best of one's ability—which is the foundation of the Islamic work ethic and a source of productivity in government bureaucracy.

Transformative leadership plays a role in motivating employees to continuously innovate and improve their competencies through an inspiring vision and ongoing support. Transformative leaders do not rely solely on formal power but also foster enthusiasm and a sense of ownership among employees towards the organization's goals. Meanwhile, servant leadership strengthens the welfare and humanity aspects by ensuring that every employee feels valued, heard, and receives a fair opportunity to develop. By combining these two principles, regional governments can create a conducive, collaborative work environment oriented toward continuous improvement.

Furthermore, human resource development based on Islamic values will produce officials who are not only technically competent but also possess high moral and spiritual integrity. Servant and transformative leaders will instill values such as trustworthiness, honesty, and responsibility in every aspect of their work. This way, employees work not only for personal or positional gain, but also with the awareness that every task is a trust from Allah SWT. In the long term, this will create a regional bureaucracy that is professional, ethical, and oriented toward quality public service. Therefore, human resource development is not merely an investment in technical skills, but also fosters character and a work-based spirituality that serves as the foundation for a government with integrity and competitiveness.

5. Sustainable Development

Leadership based on Islamic morality plays a strategic role in realizing sustainable regional development. In the Islamic perspective, the earth and all its contents are a trust from Allah SWT that must be protected and utilized wisely. This is emphasized in Surah Al-A'raf: 56, "And do not make mischief on the earth after it has been set in order..." This verse provides an ethical basis for regional leaders to focus not only on short-term economic growth but also on the balance between progress, social justice, and environmental sustainability. Leaders grounded in Islamic values will recognize that true development is measured not only by infrastructure improvements and economic figures, but also by the sustainability of community welfare and the preservation of nature for future generations.

Transformative leadership plays a role in encouraging innovative development policies that are environmentally and socially conscious. Leaders with a transformative vision will strive to create changes that bring progress without damaging the ecological and moral fabric of society. They will direct regional policies toward the use of renewable energy, sustainable waste management, and environmentally friendly spatial planning. Meanwhile, servant leadership ensures that development is carried out with attention to the needs and aspirations of local communities, especially vulnerable or marginalized groups. By combining these two approaches, regional leaders can balance innovative vision and social responsibility in implementing development programs.

Furthermore, the Islamic principles of trust and *maslahah* (benefit) guide leaders to ensure that development policies provide broad benefits to society without compromising the rights of future

generations. This gives rise to a holistic development paradigm—combining economic, social, and spiritual dimensions. Local governments that adhere to Islamic moral values will reject excessive resource exploitation, prioritize ecological justice, and integrate the principle of environmental responsibility into all development planning. Thus, leadership based on Islamic values directs development not only toward material progress but also toward moral and ecological sustainability, a concrete manifestation of the implementation of Allah's mandate as the guardian of the earth (khalifah fil ardh).

4. CONCLUSION

Transformative leadership and servant leadership, from an Islamic perspective, are two complementary concepts in creating effective, ethical, and public welfare-oriented governance. Transformative leadership provides strategic direction through a strong vision, inspiration, and innovative drive, while servant leadership provides a moral and spiritual foundation by emphasizing the importance of service, empathy, and social justice. In Islamic teachings, these two concepts are harmoniously combined in the values of trustworthiness, justice, and *maslahah 'āmmah*, which guide leaders to act not solely for power, but out of moral responsibility and worship to Allah SWT.

The application of these two concepts in the context of regional government in Indonesia has broad implications, particularly in improving the quality of public services, strengthening transparency and accountability, and encouraging innovation and adaptation to changing times. Leaders with a transformative and servant spirit will create a bureaucracy that is more responsive, open, and oriented toward the interests of the people. Furthermore, human resource development and the application of sustainable development principles are key to ensuring that every regional policy not only produces short-term progress but also ensures social welfare and environmental sustainability. By internalizing Islamic leadership values, local governments can strengthen their moral legitimacy while increasing public trust in government institutions.

Thus, the ideal leadership for local governments in Indonesia is one grounded in Islamic values and combining a spirit of transformation with a service orientation. Such leaders will be able to guide social change constructively, build collaboration between government and society, and realize just, sustainable, and civilized development. Ultimately, the combination of transformative and servant leadership is not only a modern managerial model but also a reflection of prophetic leadership modeled after the Prophet Muhammad (peace be upon him) as *rahmatan lil-'ālamīn*—a leader who inspires, serves, and brings blessings to all humanity.

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