



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE INNOVATIVE PERFORMANCE OF ADMINISTRATORS AT PONDOK PESANTREN DARUL FAQIH MALANG THROUGH SELF-EFFICACY



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Abstract

The demand for Islamic boarding schools (pesantren) to adapt to modernization requires professional education quality, which is partly influenced by the effectiveness of managerial governance and leadership. This study aims to analyze the influence of the leader's transformational leadership on the innovative performance of administrators at Pondok Pesantren Darul Faqih Malang, as well as to examine the mediating role of self-efficacy. A quantitative descriptive-explanatory approach was applied by involving a saturated sample of 90 administrators, consisting of 45 males and 45 females. Primary data were collected through Likert-scale questionnaires and analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The results indicate that transformational leadership has a positive and significant influence on administrators' self-efficacy. Furthermore, self-efficacy is proven to have a strong and significant effect on innovative performance. However, transformational leadership does not have a direct influence on the innovative performance of the administrators. This finding confirms that the transformational leadership of the pesantren leader does not merely drive innovative actions directly, but rather functions as a mental catalyst that builds the administrators' self-belief before influencing innovative work behavior. The implications of this study suggest that pesantren leaders should prioritize programs aimed at enhancing administrators' self-confidence and work autonomy to sustainably stimulate institutional innovation.

Abstrak

Tuntutan agar pesantren beradaptasi dengan modernisasi menuntut kualitas pendidikan yang profesional, yang sebagian dipengaruhi oleh efektivitas tata kelola manajerial dan kepemimpinan. Penelitian ini bertujuan menganalisis pengaruh kepemimpinan transformasional pemimpin terhadap kinerja inovatif para administrator di Pondok Pesantren Darul Faqih Malang, serta untuk menguji peran mediasi efikasi diri. Pendekatan kuantitatif deskriptif-eksplanatori diterapkan dengan melibatkan sampel jenuh sebanyak 90 administrator, yang terdiri atas 45 laki-laki dan 45 perempuan. Data primer dikumpulkan melalui kuesioner skala Likert dan dianalisis menggunakan metode Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa kepemimpinan transformasional memiliki pengaruh positif dan signifikan terhadap efikasi diri para administrator. Selain itu, efikasi diri terbukti memiliki efek yang kuat dan signifikan terhadap kinerja inovatif. Namun, kepemimpinan transformasional tidak memiliki pengaruh langsung terhadap kinerja inovatif para administrator. Temuan ini menegaskan bahwa kepemimpinan transformasional pemimpin pesantren tidak sekadar mendorong tindakan inovatif secara langsung, melainkan berfungsi sebagai katalis mental yang membangun keyakinan diri para administrator sebelum memengaruhi perilaku kerja inovatif. Implikasi dari penelitian ini menunjukkan bahwa pemimpin pesantren sebaiknya memprioritaskan program-program yang bertujuan meningkatkan kepercayaan diri dan otonomi kerja para administrator guna merangsang inovasi kelembagaan secara berkelanjutan.



INTRODUCTION

Pesantren serve as a vehicle for shaping the education of santri amid the currents of modernization, globalization, and rapid digital technological development. Amid this socio – cultural transformation, pesantren play a crucial role as a moral fortress and a center for holistic character formation (Fauzi et al., 2025). Character education is a distinctive feature of pesantren through the internalization of spiritually grounded moral values implemented in daily life (Izza & Azizi, 2022). Pesantren life, which is imbued with values of discipline, simplicity, responsibility, and social concern, serves as an effective means of shaping personality. The interaction between santri and kiai, the kiai's nurturing patterns, and the formation of *bonding* through daily communal (*berjama'ah*) activities can build strong character. This practice – oriented education is an advantage of pesantren in shaping santri into adaptive individuals capable of navigating a life full of transformational demands (Niswah et al., 2025).

Building quality education requires the implementation of a supportive managerial system. Pesantren capable of reforming their management systems can shape the quality of professional education, which requires determining teacher competence, the effectiveness of the learning process, and compliance with national standards (Lutfiyah et al., 2025). Efforts to improve the pesantren education system can be undertaken by analyzing phenomena that occur factually, by fulfilling fundamental aspects, one of which is the leadership factor that influences the formation of the pesantren community's character in general (Kurnia & Prasetyo, 2024). Mahmud (2023) revealed that the most influential aspect in madrasah development is the role of the madrasah head's leadership. The existence of relationships and sustained engagement with all elements of the madrasah enables the optimal implementation of policies established by the leadership. From this, it can be concluded that, given this influence, a leader must possess a leadership style capable of embracing all elements of the community.

The leadership style relevant to the current era is transformational leadership. Transformational leadership is able to recognize and fulfill subordinates' needs by inspiring, motivating, and building trust, so that subordinates become more conscious of carrying out their duties to the fullest. This leadership style is also able to develop subordinates into leaders capable of managing their own tasks in order to be more adaptive to dynamic systemic change (Rafsanjani, 2019). According to Bass and Riggio's (2008) theory, transformational leadership—which encompasses *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration* —is highly urgent in triggering the innovative performance of administrators at Pondok Pesantren Darul Faqih Malang. Through the strategic role of the caregiver (*pengasuh*) or head of the institution as a transformational leader, an inspiring vision and personal support can create a conducive work climate. The effectiveness of this leadership style in encouraging administrators' innovative behavior will be further optimized when moderated by *self-efficacy* strong self – efficacy, in which administrators' self – confidence becomes a reinforcing factor in responding to the leader's direction toward improving institutional quality (Harsoyo, 2022)

Research literature has demonstrated that transformational leadership has a significant influence on improving employee performance (Saprudin et al., 2025). This leadership style can certainly also be applied in academic institutions, as the characteristics of the educational ecosystem demand a high degree of adaptability to technological change and scholarly discourse. In academic settings, transformational leaders act as catalysts who not only manage administration but also inspire educators and researchers to exceed their

standard capabilities (Faruq & Supriyanto, 2020). Various relevant studies, such as that conducted by Al Mansur and Sutarno (2022) affirms that transformational leadership is an ideal style for creating stability in the performance of educational staff within the pesantren environment. Nevertheless, these studies generally position transformational leadership as a direct predictor of performance without examining the underlying psychological mechanisms, and few have been conducted within the pesantren context, which has a distinctive kiai – santri leadership structure.

A gap between this theoretical idealization and the reality on the ground was also found in the object of this study. Based on preliminary observations, it was found that at Pondok Pesantren Darul Faqih there are still a number of administrators who have not carried out their duties optimally, as reflected in the daily performance evaluations conducted by the pesantren's leadership. Several constraints identified as preliminary research data indicate that this is caused by a lack of guidance from the leadership, resulting in poorly directed task implementation; an administrative process that remains unclear, causing regulations for each work program to be poorly implemented; and the presence of administrators who have not yet been able to position themselves as leaders, as they frequently violate pesantren rules. This phenomenon indicates that the pesantren head's transformational leadership has not yet functioned optimally in encouraging administrators' innovative performance, so the factors influencing it need to be investigated more deeply. The novelty of this study lies in examining *self-efficacy* as a full mediating variable in this relationship, particularly among administrators at Pondok Pesantren Darul Faqih Malang, who have not been extensively studied previously.

Based on the literature discussed above, transformational leadership has been shown to significantly influence organizational members' performance. As stated by Soebardi (2012), innovative work behavior is a work activity highly relevant to periods of transformation, as innovation serves as the primary instrument for organizations to adapt amid dynamic systemic change. In this context, transformational leadership functions as a catalyst that stimulates members' intellectual capacities, encouraging them to explore new ideas and seek creative solutions beyond conventional routine procedures. The success of transformation at the Darul Faqih Malang institution depends heavily on administrators' ability to translate the leader's inspirational vision into concrete innovative actions. However, the effectiveness of this transformation is determined not only by leadership factors alone, but is also moderated by the level of *self-efficacy* of individuals. Administrators with high self – efficacy will possess greater courage to take innovative risks and demonstrate mental resilience when facing obstacles during the change process. Thus, the synergy between stimulus from the transformational leader and members' self – confidence becomes the primary foundation for producing sustainable innovative performance in order to improve the institution's quality and competitiveness.

This study formulates a series of fundamental questions arranged systematically to address the study's main objective and to guide the entire investigative process. The research problems in this study are as follows: *First*, does transformational leadership influence the innovative performance of administrators at Darul Faqih Malang? *Second*, does transformational leadership influence *self-efficacy*? *Third*, does *self-efficacy* mediate the influence of transformational leadership on administrators' innovative performance? These research problems form the basis for establishing the study's objectives. In line with these problems, the aim of this study is to analyze the mechanism of interaction between leadership style and administrators' internal psychological factors in fostering innovative performance. This effort reflects a desire to comprehensively understand how a leader's

vision and inspiration can be converted into innovative action when supported by administrators' high self – confidence. Practically, the results of this study are expected to make a significant contribution to the management of Pesantren Darul Faqih Malang in formulating more effective human resource development policies. Through an in – depth understanding of the moderating role of *self-efficacy*, the head of the institution or caregiver can develop targeted leadership strategies to enhance administrators' self – confidence, which will ultimately lead to improved educational quality and institutional competitiveness through sustainable innovation.

RESEARCH METHODS

This study employed a quantitative approach with an explanatory design to test the causal relationships between variables. The sampling technique used the saturated sampling method at Pondok Pesantren Darul Faqih Malang. The sample consisted of 90 administrators, comprising 45 female and 45 male administrators. According to Yusup (2018) in *Jurnal Ilmu Perpustakaan dan Informasi*, the use of saturated sampling ensures that the data obtained has a high level of representativeness of a small population within an organization. Primary data were collected through a validated Likert – scale questionnaire designed to capture respondents' psychological perceptions.

Data analysis was conducted using the *Partial Least Squares Structural Equation Modeling* (PLS – SEM) method. The first stage was the evaluation of the measurement model (*outer model*). Convergent validity was assessed using *Average Variance Extracted* (AVE) with a threshold above 0.50, and instrument reliability through *Composite Reliability* (CR) above 0.70. In line with the study of (Henseler et al., 2015) in *Journal of the Academy of Marketing Science*, discriminant validity was tested using the *Heterotrait-Monotrait* (HTMT) ratio due to its superior ability to detect dissimilarity between constructs compared to traditional methods.

The second stage was the evaluation of the structural model (*inner model*). This evaluation included the *R Square* value to measure the model's explanatory power and the value (f^2) to measure the relative contribution of the independent variables. Based on the theory of Hair et al. (2019), which is frequently cited in *Long Range Planning*, this study also applied the *Predictive Relevance* (Q^2) test to demonstrate the model's accuracy in predicting data. Finally, hypothesis testing and the moderating role were examined through the *bootstrapping* procedure. According to Shiau et al. (2019) in *Industrial Management & Data Systems*, the *bootstrapping* procedure is crucial in PLS – SEM for determining statistical significance through T – statistics (>1.96) and P – values (<0.05) values without requiring the assumption of normal data distribution.

RESULTS AND DISCUSSION

RESULTS

Measurement Model Testing (Outer Model)

Testing the measurement model (*outer model*) in *Partial Least Squares Structural Equation Modeling* (PLS – SEM) is a fundamental procedure for validating that the instrument used has accuracy and reliability in measuring latent variables. This stage begins by testing indicator reliability, where an item is considered valid if it has an *outer loading* value above 0.708, representing that the construct is able to explain more than 50% of the variance of that indicator. In addition, the internal consistency of the construct

is evaluated using *Composite Reliability* (CR) and *Cronbach's Alpha*. Referring to the criteria established by Kurniawan et al. (2025) values above 0.70 on both parameters indicate that all indicators within a single variable have a statistically strong and stable relationship.

Another crucial aspect is convergent validity, measured through *Average Variance Extracted* (AVE). In accordance with the standard set by Ramadhan et al. (2026) a minimum AVE value of 0.50 is an absolute requirement for a construct to be declared capable of capturing the essence of its constituent indicators. To complement the testing, discriminant validity was applied to ensure that a variable does not theoretically and empirically overlap with other variables. This test was conducted by analyzing the *Heterotrait-Monotrait* (HTMT) ratio, where a value below 0.85 indicates that each construct in this research model at Pondok Pesantren Darul Faqih is unique and independent. With all *outer model* criteria fulfilled, the model is declared to have robust data quality and can be further analyzed at the structural model testing stage. This test aims to measure the strength of the causal relationships in the structural model. Table 1 below summarizes the results of data processing on validity and reliability based on the *output* of the SmartPLS algorithm:

Tabel 1. Outer Model: Convergent Validity and Reliability

Variable	Indicator	Construct	FL ($\lambda > 0,70$)	CA ($\alpha > 0,50$)	Rho_A ($> 0,70$)	CR ($> 0,70$)	AVE ($> 0,50$)
Transformational Leadership (X)	<i>Idealized Influence</i>	KT1	0,755	0,884	0,892	0,909	0,590
		KT2	0,791				
	<i>Inspirational Motivation (IM)</i>	KT3	0,836				
		KT4	0,730				
Innovative Performance (Y)	<i>Intellectual Stimulation (IS)</i>	KT5	0,744	0,893	0,901	0,915	0,607
	<i>Individualized Consideration (IC)</i>	KT7	0,732				
		KT8	0,782				
	<i>Idea Generation</i>	KI15	0,785				
		KI16	0,813				
	<i>Idea Exploration</i>	KI17	0,797	0,810			
	<i>Idea Promotion</i>	KI19	0,810				

Based on the results of data processing, all indicators forming the Transformational Leadership, Administrators' Innovative Performance, and *Self-Efficacy* variables show very good performance. This is evident from the loading factor values, which range from 0.701 to 0.844. Given that all these values are above the established minimum standard of 0.70, it can be stated that each indicator has a strong correlation with its respective construct. In other words, these indicators are able to accurately represent the latent variables measured in this study. In addition to the loading factor, convergent validity testing was further reinforced by reviewing the *Average Variance Extracted* (AVE) value. The analysis results show that each construct has an AVE value exceeding the 0.50 threshold. The attainment of this AVE value carries important theoretical meaning, namely that the proportion of indicator variance explained by the latent construct is far greater than the variance caused by measurement error (*measurement error*). This confirms that the

measurement model has solid internal consistency in explaining the phenomenon under study.

Since all convergent validity requirements, both in terms of *loading factor* maupun *AVE* have been satisfactorily fulfilled, this measurement model is declared feasible. The analysis can therefore proceed to the structural model (inner model) testing stage to examine the relationships between variables. However, before proceeding to structural model testing, discriminant validity testing was conducted first. This step is crucial to ensure that, empirically, each construct is truly unique and does not significantly overlap with other constructs in the model. In this study, discriminant validity was comprehensively tested using two main approaches that have become standard in structural equation modeling, namely the *Fornell-Larcker criterion* and the *Heterotrait-Monotrait (HTMT) ratio*.

Table 2. Fornell – Lacker Criterion

Construct	Transformational Leadership	Innovative Performance	Self-Efficacy
Transformational Leadership (X)	0.768	—	—
Innovative Performance (Y)	0.281	0.779	—
Self – Efficacy (Z)	0.443	0.656	0.782

Table 3. Heterotrait – Monotrait Ratio (HTMT)

Construct	Transformational Leadership	Innovative Performance	Self-Efficacy
Transformational Leadership (X)	—	—	—
Innovative Performance (Y)	0.311	—	—
Self – Efficacy (Z)	0.496	0.717	—

After confirming that the measurement model met the convergent validity criteria, the next analytical step was to test discriminant validity to ensure that each latent construct is empirically truly unique and distinct from other constructs in the research model. Discriminant validity in this study was evaluated in depth using two widely recognized approaches in structural equation modeling, namely the *Fornell-Larcker* and the *Heterotrait-Monotrait* (HTMT).

Based on the test results using the *Fornell-Larcker* criterion as presented in Table 2, it was found that the square root values of the *Average Variance Extracted* (AVE), located on the matrix diagonal, ranged from 0.768 to 0.782. The test results show that the square root of AVE for each construct is consistently greater than its correlation values with other constructs in the same column. Specifically, the *Self-Efficacy* variable recorded a square root AVE value of 0.782, which was higher than its correlation with Innovative Performance (0.656) and Transformational Leadership (0.443). A similar phenomenon was also found for the Transformational Leadership and Innovative Performance variables, where the square root AVE values, respectively, (0.768 and 0.779), still exceeded the correlation values between those variables. This finding strongly confirms that each construct has a good ability to distinguish itself from other constructs, so that the conceptual integrity of each variable is maintained despite certain empirical proximities between them.

As a validation step, discriminant validity testing was also conducted through analisis rasio *Heterotrait-Monotrait* (HTMT) ratio presented in Table 3. The analysis results show that all HTMT values between constructs in the model range from 0.311 to 0.717, which are significantly below the recommended maximum threshold of 0.90. The highest

HTMT value was recorded for the relationship between *Self-Efficacy* and Innovative Performance, at 0.717, but this figure still reflects a reasonable level of correlation and does not indicate an excessive construct (*overlap*) overlap problem. Based on the integration of the results from both approaches, it can be confidently concluded that discriminant validity in this measurement model has been fully satisfied. This proves that Transformational Leadership, Administrators' Innovative Performance, and *Self-Efficacy* are separate empirical entities, so the measurement model is declared feasible to proceed to the structural model analysis stage, or *inner model*.

Structural Model Testing (Inner Model)

The next stage in the analysis of *Partial Least Squares–Structural Equation Modeling* (PLS – SEM) is the evaluation of the structural model, which aims to validate the strength of the relationships between latent constructs and measure the model's predictive capacity. According to Hair et al. (2019) the quality of the structural model is determined by the integration of several key parameters, namely the coefficient of determination *R Square*, ukuran efek (f^2), and predictive relevance (Q^2). The value of *R Square* reflects the proportion of variance in the endogenous variable that can be explained by the exogenous variable, while (f^2) measures the practical significance of the independent variable's contribution to improving accuracy. In addition, the model's predictive relevance is confirmed through the value of (Q^2), where a figure exceeding the zero threshold indicates that the model has adequate external validity against the observed data.

In line with this framework, the *inner model* evaluation procedure was carried out systematically, beginning with multicollinearity detection through the *Variance Inflation Factor* (VIF) to ensure the stability of the estimated relationships between variables (Shrestha, 2020). This test is considered crucial so that the interpretation of the path coefficient (*path coefficient*) is not distorted by excessive correlation between variables. The results of this structural evaluation are generally presented in the form of a summary table to facilitate the visualization of the strength of influence and the theoretical significance of each construct relationship tested. Overall, this structural model evaluation ensures that the model built at Pondok Pesantren Darul Faqih Malang is not only statistically significant but also has robust predictive quality in explaining the phenomenon of organizational behavior. The next step is to conduct path analysis (*path analysis*) to test the significance of the relationships between variables and evaluate the indirect effect (*indirect effect*) through the intervening variable. *intervening*. Testing of the indirect effect was carried out using the *bootstrapping* method to generate *t-statistics* and *p-values* (Preacher & Hayes, 2008) values. The mediating role of the intervening variable *intervening* is declared significant if the *t-statistics* value is greater than 1.96 or the *p-values* value is less than 0.05. Through this analysis, it can be determined whether the influence of transformational leadership on administrators' innovative performance at Pondok Pesantren Darul Faqih is fully or partially mediated.

Table 4. Results of the *R Square*

Endogenous Variable	R-Square	R-Square Adjusted	Decision
Innovative Performance (Y)	0.430	0.417	<i>Moderately Strong</i>
Self – Efficacy (Z)	0.196	0.187	<i>Weak</i>

After the measurement model was declared valid and reliable, the next step in the structural model evaluation (*inner model*) was to assess the coefficient of determination, or *R Square* value. This test aims to measure how much the exogenous variable is able to explain the variance of the endogenous variable. Based on the results of data processing presented in Table 4, the *R – Square* value obtained for the Innovative Performance (Y) variable was 0.430. This figure indicates that the Innovative Performance variable can be explained by the independent variables in the model by 43%, while the remaining 57% is influenced by other factors outside this research model. Referring to the model strength assessment criteria, this value indicates that the influence model on Innovative Performance falls into the moderate or fairly strong category.

Meanwhile, for the *Self-Efficacy* (Z) variable as another endogenous variable, the value of *R Square* obtained was 0.196. This indicates that the contribution of the exogenous variable in explaining the variance of *Self-Efficacy* is 19.6%, while the remaining 80.4% is explained by other variables not included in this study. Based on this value, the model's predictive ability for *Self-Efficacy* is categorized as weak (*weak*). Nevertheless, the positive value of *R Square* obtained for both endogenous variables indicates that the structural model built has an acceptable level of predictive accuracy, allowing the analysis to proceed to the hypothesis testing stage to examine the significance of the relationships between variables. Although the value of *R Square* obtained in this study indicates predictive power in the moderate and weak categories, this finding needs to be critically addressed by considering the unique context of Pondok Pesantren Darul Faqih Malang. The coefficient of determination values are significantly influenced by the specific characteristics of the pesantren, which has high respondent homogeneity, both in terms of organizational cultural background, a centralized yet transformative kiai leadership pattern, and the demands of administrators' professional dedication. This homogeneous environmental condition suggests that the dynamics of Transformational Leadership and *Self-Efficacy* do indeed play a real role, but are closely tied to the work culture prevailing at the research site.

The high proportion of unexplained variance in this model (57% for Innovative Performance and 80.4% for *Self-Efficacy*) indicates room for other external factors not included in the research model. In the pesantren context, factors such as administrators' workload from concurrently holding caregiving duties, welfare levels, the pesantren's religious climate, and family – like organizational support have great potential to influence administrators' innovation motivation. Therefore, the results of this study should be understood as representing the relationships between variables within the scope of Pondok Pesantren Darul Faqih Malang and cannot automatically be universally generalized to all other Islamic educational institutions or pesantren with different characteristics.

Caution in interpreting these findings remains necessary, given that the strength or weakness of the model's predictive ability is highly dependent on the characteristics of the particular sample. As a theoretical implication, future research is recommended to re – examine this Transformational Leadership influence model within a broader and more diverse range of pesantren, incorporating relevant additional variables. This approach is essential to determine whether the robustness of *Self-Efficacy* as a moderator and the effectiveness of the pesantren head's leadership remain consistent across more heterogeneous Islamic education contexts, in order to strengthen the external validity of these research findings.

Table 5. Test Results for Effect Size (f^2)

Relationship Between Variables	F-Square	Kriteria
Transformational Leadership → Innovative Performance	0.000	Small
Transformational Leadership → Self – Efficacy	0.244	Moderate
Self – Efficacy → Innovative Performance	0.617	Large

The test results show that the effect of Transformational Leadership on Innovative Performance has an (f^2) value of 0.000. Statistically, this figure indicates that the pesantren head's Transformational Leadership has a very small effect, or almost no significant direct impact, on shaping administrators' innovative performance at this structural level. This can be interpreted as meaning that although the transformational leadership style is present, the drive for innovation among administrators may require an intermediary variable or be influenced by other technical aspects within the pesantren environment. In contrast, the contribution of Transformational Leadership to *Self-Efficacy* produced an (f^2) sebesar 0,244. Based on the evaluation categories *effect size*, this value falls into the moderate classification. This finding reflects that the pesantren head's behavior plays a fairly substantial role in building administrators' self – confidence (*self-efficacy*) within the pesantren environment. Within the pesantren culture, motivation and emotional support from the leadership have proven effective in strengthening administrators' mentality and self – confidence in carrying out their responsibilities.

Most notably, the influence of Self – Efficacy on Innovative Performance recorded an (f^2) value of 0.617, which falls into the large or strong category. This result yields an important conclusion that at Pondok Pesantren Darul Faqih Malang, administrators' internal factor in the form of self – confidence is a highly dominant predictor in generating innovative performance. Administrators with a high level of *self-efficacy* tend to be bolder in making creative breakthroughs in managing the pesantren, rather than relying solely on leadership instructions. Secara keseluruhan, analisis *effect size* analysis confirms that in order to improve administrators' innovative performance, the primary focus should not only be on strengthening the pesantren head's leadership style, but is far more crucial on developing administrators' *self-efficacy* capacity. This conclusion shows that transformational leadership will be far more effective when directed first toward fostering administrators' self – confidence, which will ultimately become the primary catalyst for the emergence of innovation within the pesantren environment.

Tabel 6. Test Results for *Predictive Relevance* (Q^2)

Endogenous Variable	Q^2 Predict	Decision
Self – Efficacy	0.166	Sedang
Innovative Performance	0.049	Low

The test results show that the value of (Q^2) *Predict* for the Self – Efficacy variable is 0.166. Given that this value is greater than zero ($Q^2 > 0$), it can be concluded that this structural model has adequate predictive relevance for the *Self-Efficacy*. This indicates that the Transformational Leadership model applied by the Head of the Pesantren is able to predict the development of administrators' self – confidence with an acceptable level of accuracy. Meanwhile, for the Innovative Performance variable, the value of (Q^2) *Predict* obtained was 0.049. Although this figure is relatively low, it remains above zero, which means the model still has predictive ability for administrators' innovative performance. This conclusion shows that although there are many other external factors within the

pesantren environment that influence innovation, the Transformational Leadership and *Self-Efficacy* variables in this model still make a meaningful contribution to predicting administrators' innovative behavior. Cumulatively, since all values of (Q^2) in Table 6 show positive figures, it can be concluded that the structural model in this study has good predictive relevance. The model is therefore declared predictively fit and suitable for use as a basis for interpreting the relationships between variables and for further hypothesis testing regarding the effect of Transformational Leadership on administrators' Innovative Performance at Pondok Pesantren Darul Faqih Malang.

Table 7. Test Results for *Path Analysis Result*

Relationship Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics (O/Stdev)	P Values
Transformational Leadership → Innovative Performance	−0.012	−0.009	0.099	0.123	0.902
Transformational Leadership → Self – Efficacy	0.443	0.460	0.069	6.442	0.000
Self – Efficacy → Innovative Performance	0.661	0.670	0.069	9.547	0.000

The results of the *path analysis* test found that the direct effect (*direct effect*) of Transformational Leadership on Innovative Performance has a path coefficient value (*Original Sample*) of −0.012, with a T–stat value of 0.123 and a P–value of 0.902. This value indicates that the direct effect of transformational leadership on innovative performance is very slightly negative and not significant, since the T–stat value is not greater than 1.96 and the P–value is greater than 0.05. On the other hand, Transformational Leadership was shown to have a positive and highly significant effect on *Self-Efficacy*, with a path coefficient of 0.443. The next direct relationship path also shows that *Self-Efficacy* has a strong, positive, and highly significant effect on Innovative Performance, with a path coefficient value of 0.661.

Tabel 8. Test Results for Indirect Effect

Relationship between Variables	Original Sample (o)	Sample Mean (m)	Standard Deviation (Stdev)	T-Statistics (o/stdev)	P Values
Transformational Leadership → Self – Efficacy → Innovative Performance	0.293	0.308	0.057	5.128	0.000

The test results for the path Transformational Leadership > Self – Efficacy > Innovative Performance show a coefficient value of 0.293, with a T–stat value of 5.128 and a P–value of 0.000. Since the T–stat value is greater than 1.96 and the P–value is less than 0.05, it can be empirically demonstrated that Self – Efficacy significantly acts as an intervening variable bridging the effect of transformational leadership on innovative performance. Given that its direct effect is not significant while its indirect effect is highly significant, the mediating nature of Self – Efficacy in this study's structural model is categorized as full mediation. This indicates that the pesantren head's transformational leadership cannot automatically improve administrators' innovative performance directly, but must first go through an increase in administrators' self – confidence, or self – efficacy.

DISCUSSION

The analysis results show that the pesantren head's transformational leadership has a positive and significant effect on *self-efficacy* among administrators. Based on the results of the *path analysis*, the path coefficient value (*original sample*) obtained was 0.443, with a T–Stat of 6.442 and a P–value of 0.000. This finding is supported by an *effect size* value of 0.244, which falls into the moderate category. This proves that a pesantren head who is able to provide inspirational motivation and intellectual stimulation effectively can enhance administrators' self–confidence in carrying out organizational tasks. Theoretically, this result is in line with *Social Cognitive Theory* by Bandura (1997), which states that social persuasion and support from an authority figure are among the primary sources of *self-efficacy* formation. Within the pesantren context, this finding reinforces the research of (Izza & Azizi, 2022), which affirms that transformational leadership in Islamic educational institutions functions as a mental catalyst that strengthens subordinates' psychological aspects before they demonstrate work performance.

The next finding in this study is the direct effect of *self-efficacy* on innovative performance, which is strongly positive and highly significant. The path coefficient analysis shows an *original sample* value of 0.661, with a statistical strength T–stat of 9.547 and a P–value of 0.000. The strength of this relationship is reinforced by the *effect size* value, which falls into the large category at 0.617. In addition, the *R Square* value shows that this model is able to explain 43% of the variance in innovative performance. This indicates that administrators who have high confidence in their abilities tend to be bolder in making creative breakthroughs and innovations at Pondok Pesantren Darul Faqih. This finding is highly relevant to organizational innovation theory, which states that innovative behavior is highly dependent on intrapersonal capacity. Research by Newman et al. (2018) shows that individuals with high *self-efficacy* have greater resilience against innovation barriers. At Darul Faqih, administrators' innovation does not arise merely from instructions, but emerges from the confidence that they are able to bring positive change to the pesantren.

However, in contrast to the two previous pathways, the hypothesis test results show that transformational leadership has no direct effect on administrators' innovative performance. The parameter coefficient value recorded a figure of -0.012 , with a very low T–stat significance level of 0.123 and a P–value of 0.902. The low values of square (0.000) and $Q\ddot{A}$ (0.049) on this path indicate a unique phenomenon at the research site. This shows that the pesantren head's leadership style is not automatically converted into innovative behavior by administrators. This phenomenon can be explained by the pesantren's organizational structure, which is often still traditional or based on routine SOPs, in line with the findings of Damanpour (1991) that a high level of formalization within an organization tends to correlate negatively with its innovation capacity. This finding supports the research of (Hidayat & Hilmiana, 2020), which states that the effect of transformational leadership on innovation is often indirect and requires an intervening variable.

To demonstrate this indirect mechanism, the testing was deepened through an analysis of the (*indirect effect*). The test results for the path Transformational Leadership > *Self-Efficacy* > Innovative Performance recorded an indirect parameter coefficient value of 0.293, with statistical reliability through a T–stat of 5.128 and a P–value of 0.000. Because the empirical thresholds are met (T–stat > 1.96 and P–value < 0.05), there is clear evidence that *self-efficacy* acts as a mediator bridging this causal relationship. Referring to the classic criteria developed by Baron and Kenny (1986), a variable is

categorized as a full mediator when the direct effect of the independent variable on the dependent variable becomes non – significant once the mediating variable is entered into the model, while its indirect effect remains significant. The combination of a non – significant direct effect and a robust indirect effect in this study leads to the important conclusion that the mediating nature of *self-efficacy* at Pondok Pesantren Darul Faqih Malang is one of full mediation. In other words, the pesantren head's transformational leadership at Darul Faqih functions more effectively as a "mental builder" that first cultivates administrators' self – confidence, rather than as a rigid "technical instruction" that directly forces the emergence of administrators' innovative behavior. This full – mediation finding is interesting to examine in comparison with the recent research of Suliati (2025) et al. in the hospitality industry context, which found that transformational leadership influences innovative work behavior both directly and indirectly through creative self – efficacy. This difference in mediation patterns indicates that the strength of transformational leadership's direct effect on innovative performance is contextual, and within a pesantren environment steeped in kiai – santri relations and a culture of hierarchical compliance, strengthening administrators' self – confidence becomes an essential psychological prerequisite before innovative behavior can be realized.

Overall, this study's structural model has good predictive relevance, as shown by the positive Q^2 values across all endogenous variables. Although the R Square value for *self-efficacy* of 0.196 is classified as weak, this in fact shows that pesantren administrators' self – confidence is influenced by many other external factors beyond leadership, such as the religious climate and prior work experience. This finding has implications for Pondok Pesantren Darul Faqih Malang, namely that to improve innovative performance, the pesantren head must focus on strategies to enhance administrators' self – confidence. Psychological development programs and the provision of work autonomy will be far more effective in stimulating innovation than relying solely on leadership charisma. This model's success in distinguishing each construct demonstrates that separating the roles of leadership and internal psychological factors is an appropriate approach for examining the dynamics of modern pesantren organizations.

In line with the view of (Anah, 2021) on the importance of morality – based character education in facing the future, this study can specifically analyze the implementation of the pesantren head's transformational leadership style in mobilizing administrators to create a progressive educational environment that nevertheless remains grounded in moral values, identify the relevance of this leadership to enhancing administrators' *self-efficacy* to ensure that individuals managing santri possess high self – confidence and integrity, and evaluate the impact of strengthening self – efficacy on the growth of administrators' innovative performance in developing a character education system relevant to the challenges of the times.

CONCLUSION

This study concludes that transformational leadership has a positive and significant effect on the *self-efficacy* of administrators at Pondok Pesantren Darul Faqih Malang. This finding indicates that a leadership style that is visionary, inspiring, exemplary, and oriented toward developing individual potential is able to foster administrators' internal confidence in carrying out their professional and spiritual duties. A pesantren head or leader who applies transformational leadership not only drives the achievement of managerial targets but also builds mental resilience, self – confidence, and administrators' readiness to fulfill the institution's mandate.

On the other hand, the results show that transformational leadership has no significant direct effect on administrators' innovative performance. This unique phenomenon suggests that the pesantren head's leadership character is not automatically converted into concrete innovative action, given the influence of the pesantren's organizational structure, which tends to be bureaucratic – traditional or bound by routine daily standard operating procedures (SOPs).

Nevertheless, the results demonstrate that *self-efficacy* has a positive and highly significant effect on administrators' innovative performance. Administrators with high confidence in their abilities tend to show courage, creativity, and full engagement in making breakthroughs and seeking creative solutions beyond conventional procedures. Furthermore, *self-efficacy* is shown to act as a full mediating variable (*full mediation*) bridging the relationship between transformational leadership and innovative performance. This shows that the pesantren head's transformational leadership functions effectively as a "mental builder" that first strengthens administrators' psychological aspects, which then leads to an improvement in their innovative work behavior.

Thus, this study's findings confirm that strengthening transformational leadership is an effective strategy when consistently directed toward fostering administrators' self – confidence. The practical implications of this study emphasize the importance of strategies to enhance administrators' self – efficacy through independent capacity – building programs and the provision of proportional work autonomy. Such efforts are expected to create a progressive organizational climate, stimulate the emergence of sustainable administrative innovation, and make a real contribution to improving the quality and competitiveness of pesantren in developing a character education system relevant to the challenges of the times.

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