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## Transformational Leadership of School Principals in Improving Scouting Achievements at SDN Bringin 01 Semarang City

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**Abstract:** This research, entitled "Transformational Leadership of School Principals in Improving Scouting Achievements at SDN Bringin 01 Semarang City," aims to analyze how school principals implement transformational leadership in an effort to improve student scouting achievements at SDN Bringin 01 Semarang City. The research method used is a qualitative approach with data collection techniques including observation, interviews, and documentation. The results of the research show that the school principal at SDN Bringin 01 Semarang City implements four main dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. In the aspect of idealized influence, the school principal serves as a role model for teachers and students through integrity, commitment, and behavior that reflects scouting values. Inspirational motivation is realized through the delivery of a clear vision and optimistic communication, which successfully inspires enthusiasm and active involvement in scouting activities. Intellectual stimulation is applied by encouraging teachers to innovate in learning methods and the implementation of scouting activities. Meanwhile, individual consideration is carried out by paying special attention to the personal development needs of teachers and students, thereby creating strong interpersonal relationships. Overall, this research concludes that the transformational leadership of school principals plays an important role in creating a collaborative, innovative, and supportive school environment. This has a positive impact on improving student scouting achievements at SDN Bringin 01 Semarang City. The findings of this research are expected to contribute to the development of effective leadership models in the context of primary education, especially in the field of scouting.

**Keywords:** Transformational Leadership, School Principal, Scouting Achievement

## INTRODUCTION

Education is an important issue for the progress of a nation. In this case, schools are educational institutions that function as a place for the learning process to occur intentionally to

develop the personality and all the potential of students so that they can grow and develop in accordance with national education goals.

The development of student potential referred to in the national education goals can be realized through scouting education. According to Law of the Republic of Indonesia Number 12 of 2010, Scouting Education is the process of forming the personality, life skills, and noble character of scouts through the appreciation and practice of scouting values. Meanwhile, scouting is all aspects related to scouts. This understanding of scouting is exactly the same as the understanding of scouting according to the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 63 of 2014 article 1 that scouting is all aspects related to scouts.

To reflect the success of scouting education programs and goals in shaping young generations who are characterized, independent, and competent in an educational unit, especially at SDN Bringin 01, Semarang City, scouting achievements are needed that function as benchmarks to assess the extent to which scouting goals are achieved.

Table 1 Scouting Achievement Data for SDN Bringin 01, Semarang City, 2022-2024

No	Achievement	Level			Champion	Organizer	Year
		Sub-district	City	National			
1	Pesta Siaga	v			3	Kwarran Ngaliyan	2022
2	Hasta Karya (LT II)	v			2	Kwarran Ngaliyan	2022
3	Pioneering Pi (LT II)	v			2	Kwarran Ngaliyan	2022
4	Hasta Karya Pa (LT II)	v			2	Kwarran Ngaliyan	2022
5	PUK Pa (LT II)	v			2	Kwarran Ngaliyan	2022
6	Pesta Siaga	v			3	Kwarran Ngaliyan	2023
7	Gudep Mantap	v			2	Kwarran Ngaliyan	2024
8	Eagle Scout Award		v		1	Kwarcab Kota Smg	2024
Jumlah		7	1	0			

Source: SDN Bringin 01 Semarang City.

Based on scouting achievement data from 2022 to 2024, scouting achievements at SDN Bringin 01 Semarang City tend to consistently make achievements and are proud of SDN Bringin 01 Semarang City. Widarso and Suharti (2017) argue that scouting achievement is the achievement obtained through active participation in scouting activities, which includes skills, leadership, and social contribution. This achievement can be measured through several indicators such as student activity, awards or successes achieved, and positive attitude changes.

The implementation of scouting education that is able to produce scouting achievements, depends heavily on effective and appropriate school principal leadership, which can improve student abilities and channel student talents and interests. Based on the opinion of experts, Hendrawati and Prasjo (2015: 143), the leadership style of a school principal has a major influence on the effectiveness of their leadership. A leader who applies an appropriate leadership style will be better able to achieve the goals that have been set. The leader's expertise in guiding and motivating team members to follow directions greatly depends on the leadership style applied. In the process towards success, of course, it cannot be separated from how the School Principal's leadership directs and moves the people they lead.

Burns (1978) argues that "Transformational leadership is one of the leadership styles that is able to provide motivation and inspiration to followers to achieve higher levels of achievement, encouraging positive change in individuals and organizations through strong moral influence and empowerment." This is in line with experts Robbins and Judge (2009), who argue that

"Transformational leadership is a leadership style in which leaders provide inspiration and motivation to subordinates to achieve goals that go beyond their personal interests."

Overall, school principal leadership is a key factor in improving scouting achievements. Transformational leadership, which is characterized by the ability to inspire and motivate followers, can be an effective approach in this context. School principals who implement transformational leadership are able to create a positive and supportive learning environment, and encourage teachers and students to actively participate in scouting activities. Through idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, school principals can increase the commitment and performance of all parties involved.

Based on the description above, this research aims to examine in more depth how "Transformational Leadership of School Principals in Improving Scouting Achievements at SDN Bringin 01 Semarang City". Using a qualitative approach, this research will explore the experiences and perspectives of school principals, teachers, and students in the context of transformational leadership. It is hoped that the results of this research can provide new insights regarding effective leadership practices in primary education and provide recommendations for the development of leadership models in other schools.

Through this research, it is hoped that concrete strategies can be found that can be applied by school principals to improve scouting achievements, as well as contribute to improving the quality of education as a whole.

## **METHOD**

This research uses a qualitative approach with the aim of understanding the phenomena experienced by research subjects, such as behavior, perceptions, and motivations, through descriptions in the form of words and language in a natural context. Moleong (2017: 6) argues that "qualitative research aims to understand the phenomena experienced by research subjects, such as behavior, perceptions, actions, and motivations, in a holistic and descriptive way using words in a natural context." This research is a case study conducted at SDN Bringin 01 Semarang City which is located at Jalan Raya Gondoriyo, Ngaliyan District, Semarang City, with a focus on social phenomena, attitudes, and perceptions of individuals or groups. The research location was chosen because of its relevance to the topic being studied, and this research began in February 2025. The communication process with informants is carried out directly or through communication media such as WhatsApp and email. The descriptive research design is carried out by focusing attention on certain aspects and often showing relationships between various variables. Each research method used in research has a design. The research design can be described in the following scheme:

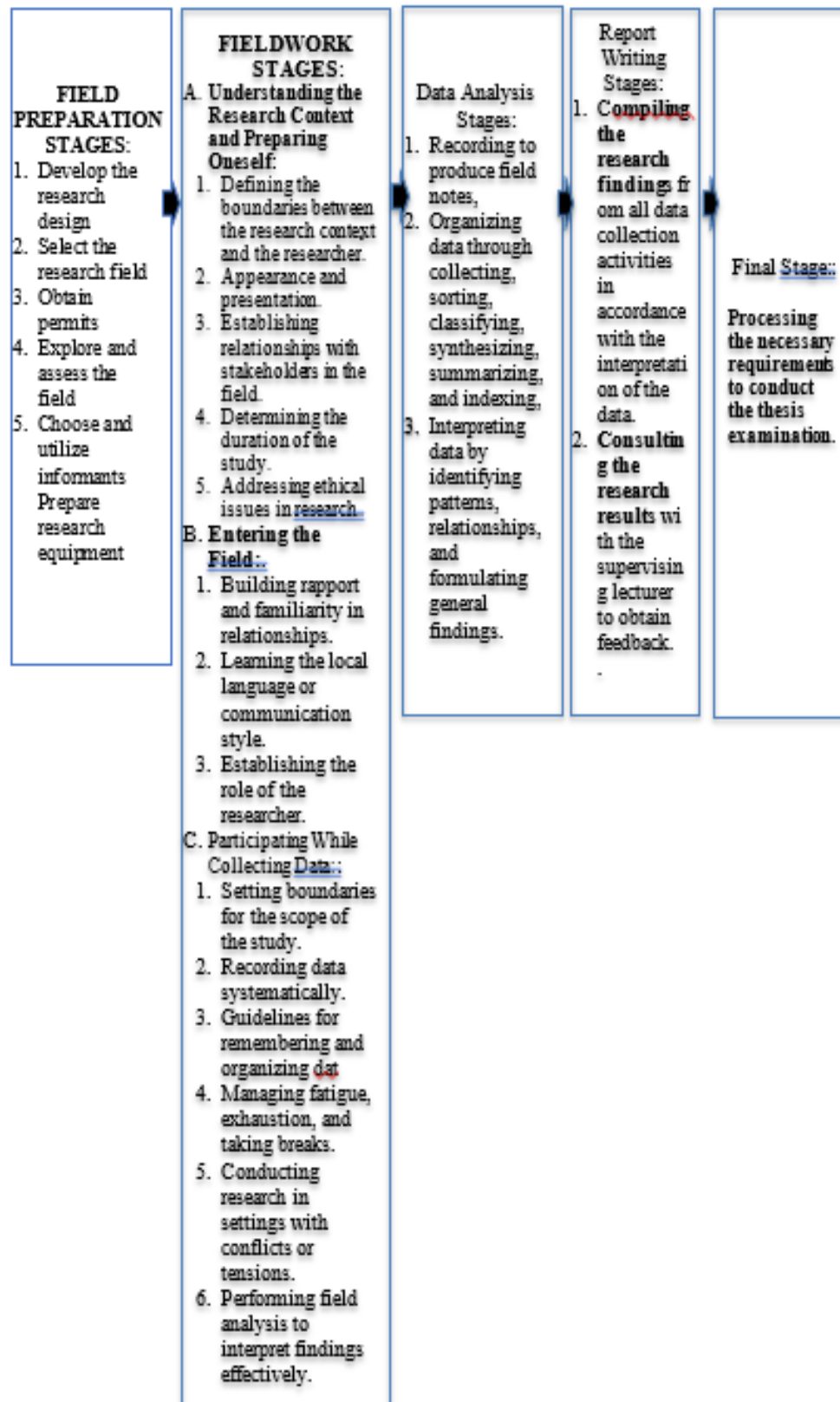


Figure 1. Research Design by Moleong

There are four stages that must be taken in this research activity: 1) the pre-field stage, 2) the data collection stage in the field, 3) the data analysis stage, and 4) the report writing stage. The instrument used in this qualitative research is the researcher themselves. Furthermore, additional instruments can be used to differentiate and complete the data generated from observation and interview activities (Sugiyono, 2015: 38).

The data analysis technique uses the model introduced by Miles, Huberman, and Saldana. Miles and Huberman (2014: 10) argue that "data analysis is carried out through four steps, namely data condensation, data presentation, and drawing conclusions or verification. Data condensation includes the process of selecting, focusing, simplifying, summarizing, and transforming data."

## RESULTS AND DISCUSSION

**Idealized Influence:** The school principal at SDN Bringin 01 Semarang City shows strong role modeling in leading scouting activities, including: 1) Exemplary Attitude: The school principal routinely attends scouting exercises and attends flag ceremonies as a form of commitment to the values of discipline and nationalism. This fosters respect from teachers and students, 2) Trust and Integrity: The school principal builds trust with transparency in managing scouting activity funds. For example, involving teachers and parents in budget planning, thereby creating accountability, 3) Role as a Role Model: The disciplined leadership of the school principal (for example, always wearing a scout uniform during activities) motivates students to imitate these positive attitudes. The impact of this ideal influence is seen in the increased participation of students in scouting activities, such as independence and discipline during camping.

**Inspirational Motivation:** The school principal uses motivation strategies to build team spirit in scouting: 1) Clear Vision: The school principal formulates the vision "Scouts with Character, Achievement, and Environmental Culture" which is socialized through teacher meetings and parent meetings. This vision becomes a reference in designing scouting programs. 2) Appreciation of Achievement: Students who win scouting competitions at the sub-district/city level are given awards in the form of certificates and support to participate in higher competencies. This increases student motivation to excel. 3) Active Involvement: The school principal participates in camping activities as a coach, creating a collaborative climate between teachers, students and parents. Concrete example: An increase in the number of students who have won the Garuda Scout award from year to year.

**Intellectual Stimulation:** This aspect is seen from the school principal's efforts to encourage innovation in scouting activities: Creativity Training: Scout coaches are included in training on creative learning methods, such as integrating technology in scouting activities (for example, using scouting applications for navigation). Curriculum Development: The school principal facilitates the development of scouting modules based on local wisdom, such as waste recycling activities and planting trees in the school environment. Problem Solving: Students are trained to solve scouting challenges independently, such as designing survival skills during camping. Teachers act as facilitators, not instructors. As a result, students at SDN Bringin 01 Kota Semarang many who have succeeded in becoming Garuda Scouts.

**Individual Consideration:** The school principal pays special attention to individual needs: Support for Students with Special Needs: Students with disabilities are included in scouting activities with modifications to assignments according to their abilities, such as becoming ceremony guides or logistics organizers. Development of Coaching Teachers: The school principal provides opportunities for young teachers to attend scout leadership training at the national level, increasing their competence. Personal Communication: The school principal routinely meets with



students who are less active in scouting to understand their obstacles, such as lack of self-confidence or family support. Success story: A student who was initially shy became the head of a scout troop after receiving intensive mentoring.

## CONCLUSION

Based on the analysis and discussion that has been carried out regarding the transformational leadership of school principals in improving scouting achievements at SDN Bringin 01 Semarang City, several conclusions can be drawn as follows:

**Idealized Influence:** The school principal at SDN Bringin 01 Semarang City has shown characteristics of idealized influence by being a role model and building trust among teachers and students. This role modeling motivates staff to commit to the school's vision and mission, which impacts the improvement of scouting achievements.

**Inspirational Motivation:** The school principal is able to provide inspirational motivation through a clear vision and creating a collaborative environment. Giving awards and recognition for scouting achievements is also an important factor in increasing motivation, which impacts the improvement of scouting achievements.

**Intellectual Stimulation:** The school principal has encouraged teachers and students to think creatively and innovatively in scouting activities. Support for the development of new ideas improves the quality of activities and active participation, which impacts the improvement of scouting achievements.

**Individual Consideration:** The school principal pays attention to the individual needs of teachers and students, creating an inclusive environment and supporting the development of the potential of each member in scouting activities, which impacts the improvement of scouting achievements.

Overall, the application of transformational leadership by the school principal at SDN Bringin 01 Semarang City has a positive impact on improving scouting achievements.

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