

**Influence of Transformational Leadership and Cultural Organization
toward Chairman Innovation of Stai: The College of Islamic Religion of
Private in Jambi Province**

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Abstract

The purpose of this study is to see the influence of Transformational Leadership and Organizational Culture Keinovatifan Chairman of the Islamic High School (STAI) at the College of Islamic Religion of Private in Jambi Province. This study uses a quantitative approach with survey method directed to 3 STAI in Jambi Province. A population of 95 people consisting of structural power in each STAI. Sampling using total sampling technique, where all the population used as a sample. Of those 95 people 30 people as sample utuk trial and 65 people as samples for the study. The analysis tool with Path Analysis, forwarded the analysis of determination (R Square), t test and F test, with a tolerance of error of 5 percent. SPSS analysis tools with 22:00. Prior to analysis by Path Analysis test Intstrumen (validity and reliability) as well as the classical assumption test. The results of this study: 1). Transformational Leadership direct influence, positively and significantly to Keinovatifan Chairman STAI; 2). Organizational culture directly affect, positively and significantly to Keinovatifan Chairman STAI; 3). Transformational Leadership and Organizational Culture simultaneous effect, either directly or indirectly to the Chairman Keinovatifan STAI, the College of Islamic Religion of Private in Jambi Province.

Keywords: *Transformational Leadership, Organizational Culture, Chairman Innovation*

1. INTRODUCTION

College leadership occupies a central position in an effort to promote the institution, he was like a captain for a ship, therefore, one of the things that must be possessed by a leader is to innovate the institution, which is an effort to make new breakthroughs positive that make the agency better and more advanced. Innovation can be defined as a process in which an object or a new practice bubble up to the surface and was adopted by individuals or groups. This process begins with the findings (invention) was followed by the development process, the process of adoption and institutionalization (Hasibuan, 2010: 64).

Sagala proposed “Innovation is the ability to transform ideas into goods, services or processes to solve problems and take advantage of opportunities faced” (Sagala, 2009: 180). “Innovation is a process in which organizations utilize the skills and resources they are to develop new products and new operating system so that they become better” (Winardi, 2008: 9). Meanwhile, Sudarwan Danim proposed “Innovation in the form of willingness to take risks and learn together on the members of the community learning organizations” (Danim, 2006: 251). Bolam as quoted by Hasibuan see the innovation process contains four kinds of factors, namely: 1) the change agent, 2) the innnovation, 3) the user system, 4) the process of innovation over time (Hasibuan, 2014: 194).

Keinovatifan Leaders also supported by the following points: First, transformational leadership. That is a process in which leaders and subordinates are trying to reach a level of morality and a higher motivation (Setiawan & Muhith, 2013: 24). Transformational leadership is understood by Bernard M. Bass and Ronald E. Riggio as follows: transformational leadership presents an opportunity to improve the image of the organization, recruitment, selection, promotion, management of diversity, teamwork, training, development, and ability to innovate (Bass & Riggio 2006: 128).

Second, organizational culture, which is a system of shared meaning held by members that distinguishes one organization to another (Robbins & Tomithy, 2008: 256). Schermerhorn provides a definition of organizational culture as follows: An organizational culture that system of beliefs and shared values that guide behavior in organizations (Schermerhorn,2010: 69).

- 1) Based on the facts on the ground which is owned STAI An-Nadwah Kuala Tungkal West Tanjung Jabung, STAI Muarabulian Batanghari, and STAI SMQ Bangko Merangin District, can be described that the visible presence of innovative efforts that have been made by the chairman of the STAI are to bring their respective agencies increasingly better over time. It can be seen from the increase in quantity in many respects. Therefore, researchers are interested in exploring these issues scientifically by lifting the title “Effect of Transformational Leadership and Organizational Culture Against Chairman Innovation of STAI on Education Journals in Jambi Province”.

From the research background, the purpose of this study was to investigate and analyze:

- 2) The direct effect of transformational leadership toward Chairman Innovation of STAI;
- 3) The direct effect of Organizational Culture to Chairman Innovation of STAI;
- 4) The effect of direct and indirect Transformational Leadership and Organizational Culture to Chairman Innovation of STAI, the College of Islamic Religion of Private in Jambi Province.

2. LITERATURE REVIEW

Innovation

Innovation is the ability to transform ideas into goods, services or processes to solve problems and take advantage of opportunities faced" (Sagala, 2009: 180). "Innovation is a process in which organizations utilize the skills and resources they are to develop new products and new operating system so that they become better" (Winardi, 2008: 9). Innovations such as the willingness to take risks and learn together on the members of the community learning organizations" (Danim, 2006: 251).

Bolamas quoted by Hasibuan see the innovation process contains four kinds of factors, namely: 1) the change agent; 2) the innnovation; 3) the user system; 4) the process of innovation over time (Hasibuan, 2014: 194). Innovation in education is an effort to make changes in order to obtain better terms in the field of education (Sa'ud, 2008: 8). So as supreme leader in a college, then a rector/Chairman is required to actively carry out a series of changes that occur further progress for universities lead. Rusdiana (2014: 46) says that the Innovation education is an idea, goods, method of perceived or observed as a novelty for a person or group of people (society), either the result of the invention or discovery, which is used to achieve educational goals or to solve problems encountered.

Chairman Innovation of STAI in this study: Readiness STAI a Chairman in childbirth or ideas and courage perform a series of actions change by utilizing the skills of existing resources in order to achieve the progress of the institution or organization he leads. With indicators of innovation as follows: a) Aspects of the idea: (1) Thinking build; (2) Oreintasi in progress; b). Aspects of action: (1) Perform a variety of changes; (2) Utilizing existing resources, (Hasibuan, 2014; Sa'ud, 2008; Rusdiana 2014).

Transformational Leadership

Transformational Leadership is a process in which leaders and subordinates are trying to reach a level of morality and a higher motivation (Setiawan & Muhith, 2013: 24). Transformational Leadership understood by Bernard M. Bass and Ronald E. Riggio as follows: Transformational leadership presents an opportunity to improve the image of the organization, recruitment, selection, promotion, management of diversity, teamwork, training, development, and ability to innovate (Bass & Riggio 2006: 128).

Hidayat and Machali (2010: 101) says trasformasional leadership is the ability of a leader in working with or through others to optimally transform the organization's resources to achieve the objectives in accordance with predetermined performance targets. The resources in question can be human resources, facilities, funds and external organizational factors. Jandaghi et. all (2009: 358) says that transformational leaders are working with values, ethics, standards and long-term goals and focus on the performance and development of their followers to improve their skills. Often, transformational leaders have internal ideals and values are strong.

Transformational Leadership in this research is: The ability of a leader to recognize any changes in the environment and moving the subordinates to be able to adapt to various changes and reforms to achieve organizational goals. With Transformational Leadership indicators as follows: a) Aspects of proficiency: (1) Be able to adapt; (2) Empower subordinates; b) Aspects of personality; (1) Being a role model. (2) Respect subordinates (Bass & Riggio, 2006; Hidayat and Machali, 2010; Jandaghi et. Al, 2009).

Organizational Culture

Organizational culture is a system of shared meaning held by members that distinguishes one organization to another (Robbins & Tomithy, 2008: 256). Another understanding organizational culture is a system of beliefs and shared values that guide behavior in organizations (Schermerhorn, 2010: 69).

Subsequently (Colquitt, Lepine and Wesson, 2009: 563) argues that: Organizational Culture is a social knowledge is shared within an organization, the rules, norms, and values that shape the attitudes and behaviors of employees.

Torrington and Weightmen as cited by (Tony Bush, 2006: 134) explains that organizational culture is a characteristic spirit and beliefs of an organization, which is shown, for example in the norms and values that are common to talk about how people should behave towards for others, a characteristic pattern of working relationship should be developed and changed. These norms are very deep, rigid assumptions that are not always expressed, and always known without being able to understand.

Likewise with (Saifullah, 2012: 101) explains that the function of organizational culture are: 1). Sense of identity and increase organizational commitment; 2). Organizing tool member; 3) Strengthening the values within the organization; 4). Behavior control mechanisms; 5) Build a sense of identity for the organization's members; 6) Facilitate the growth of commitments; 7) Increase the stability of the social system, social glue, towards integration organization.

Organizational Culture in this research is: A norms, values, customs, passion and a shared belief held disposable and held in high esteem by the people who live in an organization. Organizational Culture Indicators in this study are as follows: 1). Code of Ethics. 2) Tolerance. 3) Thorough. 4) Cooperation. 5) Aggressive (Tony Bush, 2006; Schermerhorn, 2010; Colquitt, Lepine et al, 2009).

3. CONCEPTUAL FRAMEWORK AND HYPHOTESIS

After determining the indicators of each variable so at this stage is to design or effect relationship between variables based on the results of previous research.

That there is significant influence between transformational leadership on organizational keinovatifan with the size of the organization as a moderate role (Khan Rabia, et.all, 2009). Transformational leadership relates positively and significantly to the innovation performance of the organization, (Saad and Mazzarol, 2016; Jong and Hartog, 2007)

Whereas there is a significant effect of transformational leadership and organizational culture on keinovatifan, (Sarros. Et. Al 2016). The competitive advantage that, performance orientation and organizational culture mediates the relationship between transformational leadership and organizational climate for innovation positively (Sarrosand Cooper, 2008).

Based on the study of the theory and previous research in the design of the conceptual framework of this study as follows:

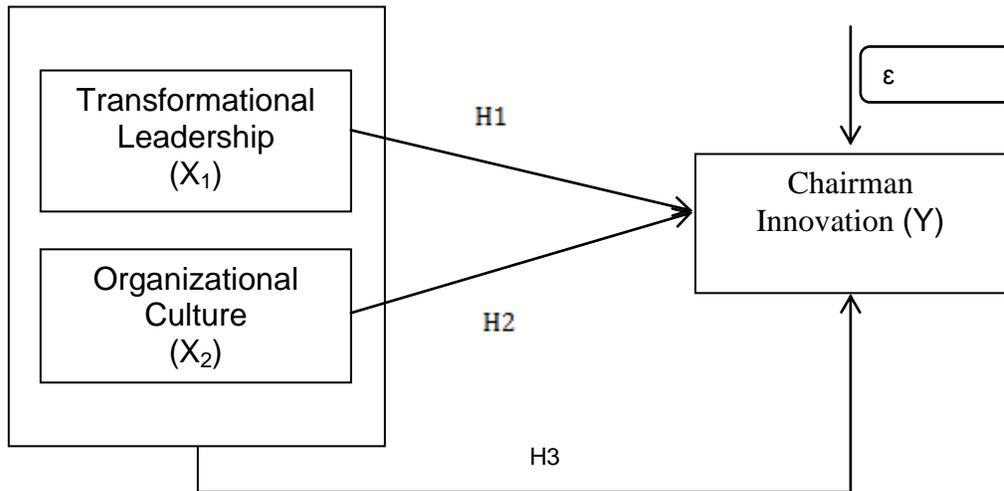


Figure 1 : Conceptual Framework

From the research objectives and conceptual framework, the research hypothesis is as follows that:

- Directly influence the Transformational Leadership Chairman Innovation of STAI,
- Directly influence the Organizational Culture of Chairman Innovation of STAI,
- Transformational Leadership and Organizational Culture affects directly and simultaneously, the Chief Chairman Innovation of STAI, the College of Islamic Religion of Private in Jambi Province.

4. RESEARCH METHODE

This study uses a quantitative approach, which is an action-oriented approach of measurement variables based on the theory. With the survey method is a study conducted through direct observation of a symptom or collection of information from large and small population, but the data is studied data from a sample as the data representing the population.

The unit of analysis of this research is the energy structural Islamic High School (STAI) An-Nadwah Kuala Tungkal Regency Tanjung Barat, Islamic High School (STAI) Muarabulian Batanghari and Islamic colleges (STAI) Sheikh Maulana Qori (SMQ) Bangko Merangin District. Given the number of respondents amounted to only 95 people (Islamic High School (STAI) An-Nadwah Kuala Tungkal Regency Tanjung Barat = 35 suspected Islamic High School (STAI) Muarabulian Batanghari = 28, and the Islamic University (STAI) Maulana Shaykh Qori (SMQ) Bangko Regency Merangin = 32). The researchers used a total sampling technique, where all the population used as a sample. Of these 95 people, 30 people used as a sample test, and 65 people as samples.

Data collection techniques and research instruments used in this study was a questionnaire and documentation. Descriptive analysis consisted of the presentation of data in tables and graphs instagram. The data presented is data about the mean, median, mode, and standard deviation. Descriptive analysis is conducted to describe each of the data obtained on each variable. Data description pursued succinctly and

clearly, in order to know the characteristics of the sample. Inferential analysis using statistical formulas Path Analysis, followed by analisis determination (R Square) F test and t test. Before the hypothesis was tested first tested the instrument (validity and reliability), and test requirements analysis is by way of test for normality and homogeneity test.

Path analysis is a method of multivariate data analysis in order to know the influence of the direct and indirect causes of multiple variables (exogenous) to the endogenous variables (result) with the pattern of all the variables are recursive and can be observed directly. Are recursive meaning, the relationship between variables is one way, there is no reciprocal relationship. If declared A causes B, then B can not cause A, (Hapzi Ali and Nandan Limakrisna, 2013: 137).

5. RESULT AND DISCUSSION

The results of this study begins by describing Standardized Coefficients Path Analysis forwarded to the analysis of determination (R Square), partial hypothesis test (t test) and test the hypothesis simultan (F test) and pembahasan results based on hypotheses and research objectives.

Table1. Path Coefficient Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.875	19.780		-.196	.845
	Transformational Leadership_X1	.743	.203	.400	3.669	.001
	Organizational Culture_X2	.447	.164	.296	2.719	.008

a. Dependent Variable: Chairman_Innovation_Y

Source: results of the research data processing with SPSS 22.0

From table 1 above, obtained Standardized Coefficients variable the leadership of the Transformative (X1) and Organizational Commitment (X2) is ($\rho_{x1} = 0,400$ and $\rho_{x2} = 0.269$). The resulting equation is Path Analysis ($X_3 = \rho_{x3x1} X_1 + \rho_{x3x2} X_2 + e$) is $X_3 = 0,400 . + 0.269 X_1, X_2$. the coefficient of the leadership of the variable path Transformative (X1) greater influence of organizational culture variable (X2) to variable Keinofatifan Chairman STAI (Y).

Furthermore, to determine the total effect of the leadership of the variables and Organizational Commitment to Transformative Keinofatifan Chairman STAI can be seen from Table 2 as follows:

Table 2. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 ^a	.275	.252	17.32969

a. Predictors: (Constant), Organizational Culture_X2, Transformational Leadership_X1

Source: results of the research data processing with SPSS 22.0

The R value of 0.525 indicates the leadership of the double correlation Transformative and Organizational Commitment with Keinofatifan Chairman STAI amounted to 52.5 percent. Taking into account the variations in the value of R Square of 0.275 which indicates the magnitude of the role or contribution of the leadership of the Transformative Variables and Organizational Commitment able to explain the variable Keinofatifan STAI Chairman and the remaining 27.2 percent 72.8,8 percent influenced by other variables.

Other variables that can affect Keinofatifan include the Organizational Culture, Organizational Climate, Leadership Style, Organizational Commitment. The commitment itself can also be influenced by Organizational Culture, Organizational Climate and Leadership this case on the terms of the research results (Nanda Limakrisna, ZulkiZulkifli, Hapzi Ali, 2016), that the Organizational Culture, Organizational Climate and Leadership Style positive and significant impact on Organizational Commitment, either partially or simultaneously and have a positive impact also on Employee performance.

Test Results Effect of Partial (t test) and Simultaneous Effect (Test F)

Assessment of the effect of partial aims to test whether each independent variable (exogenous) significantly influence the dependent variable (endogenous) partially with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer a hypothetical one and two of this study.

Table3. T Test Results (Partial)

No.	Independent Variable	t Value	Sig.
1	Transformational Leadership_X1	3,669	,001
2	Organizational Culture_X2	2,719	,008

Source: results of the research data processing with SPSS 22.0

The first hypothesis:

H0 = Transformational Leadership Innovation does not directly influence the Chairman of STAI.

H1 = Transformational Leadership directly affect the the Chairman of STAI.

Based on statistical calculation results obtained by the leadership of the Transformative T Value variable (X1) of 3669 with a significant value of 0.001. It is thus due $t > t$ table ($3,669 > 1,683$), then Ho is rejected and H1 accepted, meaning Transformational Leadership directly affect the STAI Chief Innovation.

In addition to test hypothesis based on the level of significance, can be seen from the output figures of significance is 0,001 less than the level of tolerance of error of 0.05 ($0.001 < 0.05$), it can be concluded that transformational leadership directly affects positively and signifikanterhadap Innovation Chair STAI, so the first hypothesis is accepted.

Second Hypothesis:

H0 = Cultural Organization does not directly influence the Chairman Innovation of STAI,

H1 = Cultural Organization directly affect the Chairman Innovation of STAI

Based on the results obtained t value variable statistical calculations Cultural Studies Organization (X2) of 2719 with a significant value of 0.008. Thus because $t_{count} > t_{table}$ ($2,719 > 1,683$), then Ho is rejected and H1 accepted, meaning Cultural Studies Organization directly affect the Chairman Innovation of STAI.

In addition to test hypothesis based on the level of significance, can be seen from the output figures a significance of 0.008 is smaller than the level of tolerance error 12:05 ($0.008 < 0.05$), it can be concluded that the Cultural Studies Organization direct effect positive and signifikanterhadap Innovation Chair STAI, thus the second hypothesis is accepted.

Third Hypothesis:

H0 = Transformational Leadership and Organizational Culture has no direct effect and simultaneously, Chairman Innovation of STAI,

H1 = Transformational Leadership and Organizational Culture affects directly and simultaneously to Chairman Innovation of STAI

To answer the third hypothesis that the Transformational Leadership and Organizational Culture simulants direct influence on the Chair of Innovation STAI, the College of Islamic Religion of Private in Jambi Province, can diliaht of Anova in Table 4 below.

Table4. Anova

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7076.344	2	3538.172	11.781	.000 ^b
Residual	18619.718	62	300.318		
Total	25696.062	64			

a. Dependent Variable: Chairman_ Innovation_Y

b. Predictors: (Constant), Organizational Culture_X2, Transformational Leadership_X1

Source: results of the research data processing with SPSS 22.0

From Table 4 above (ANOVA table) were obtained for 11 781 F value greater than F table 3:10 ($11\ 781 > 3.10$) and a significant value of 0.000 is less than 5 percent ($0.000 < 0.05$). Then the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted, meaning that there is a

positive and significant effect of variable quality Transformational Leadership and Organizational Culture affects directly and simultaneously to Keinovatifan Chairman STAI, thus the third hypothesis is accepted.

Aside from the influence can simultaneously also in the analysis of the direct and indirect influence through fellow independent variables. Tujuannya adalah to prove nital R Square. Correlation between variables such as table 5 below:

Table5.Correalations

Correlations				
		Transformational Leadership_X1	Organizational Culture_X2	Chairman_Innovation_Y
Transformational Leadership_X1	Pearson Correlation	1	.119	.435**
	Sig. (2-tailed)		.346	.000
	N	65	65	65
Organizational Culture_X2	Pearson Correlation	.119	1	.344**
	Sig. (2-tailed)	.346		.005
	N	65	65	65
Chairman_Innovation_Y	Pearson Correlation	.435**	.344**	1
	Sig. (2-tailed)	.000	.005	
	N	65	65	65

** . Correlation is significant at the 0.01 level (2-tailed).

Source: results of the research data processing with SPSS 22.0

Table 6. Summary of Effects of Direct and Indirect

Variable	Direct (%)	Indirect		Total (%)
		X ₁ (%)	X ₂ (%)	
Transformational Leadership_X1	16.00%		1.41%	17.41%
Organizational Culture_X2	8.76%	1.41%		10.17%
Total effect X ₁ , X ₂				27.58%
Total Effect of other variables				72.4%

Source: results of the research data processing with SPSS 22.0

The total value of the effect of Transformative Leadership (X1) and Cultural Organization (X2) to Keinovatifan Chairman STAI (Y) both directly and indirectly is sebesar 27.58 percent. This value is equal to the value of R-square of 27.5 percent differ only 0:01 due to rounding as in Table 2 Summary above models. This process aims to determine the direct and indirect influence between independent variables. Not that variable X1 or X2 be intervening variable but only to test the value of R square is equal to the total direct and indirect influence.

1. Leadership Transformative affect to the Chairman Innovation of STAI

Transformative Leadership positive and significant impact on Keinovatifan Chairman STAI. Whereas Transformational Leadership Chairman STAI which will give a good effect for Keinovatifan Chairman STAI.

The transformative leadership a leadership that has indicators Minded building; Oreintasi in progress; Make changes; and Leveraging existing resources. All this affects an indicator and also affect the innovation indicators is how a chief: minded building; oreintasi in progress; make changes; and utilize existing resources (Bass & Riggio, 2006; Hidayat and Machali, 2010; Jandaghi et. al, 2009)

The results of this research according to research conducted by (Rabia Khan, et.all 2009) "Transformational leadership and organizational innovation: Moderated by organizational size", that there is a significant effect of transformational leadership on organizational keinovatifan with the size of the organization as a moderate role.

And supported also by the results of (Saad and Mazzarol, 2016; Jong and Hartog, 2007) titled "The Impact of Leadership on Organizational Innovation Performance Among Malaysia's Multimedia Super Corridor (MSC) SME", that transformational leadership relates positif and significant to innovation organizational performance.

2. Organizational culture influence to Chairman Innovation of STAI

Organizational culture positive and significant impact on Keinovatifan Chairman STAI. Leaders who have a good organizational culture has an indicator: a good code of ethics; tolerance; meticulous; cooperation; and aggressive. All this indicator Organizational Culture and berpengaruh impact also on Innovation indicator is how a chief: minded building; oreintasi in progress; make changes; and utilize existing resources (Tony Bush, 2006; Schermerhorn, 2010; Colquitt, Lepine et al, 2009).

The study's findings are consistent with research conducted by (Phong. Et.all. International Journal, 2016), entitled: The Impact of Culture on Organizational Innovation activities - The Case Of X Corporation In Vietnam. Which states that there is significant influence of organizational culture on keinovatifan.

Furthermore, the results of this study in accordance with the results of the research (Katarzyna 2014) titled "The Importance of Organizational Culture For Innovation In The Company," which states that organizational culture has a significant relationship to the company's innovation

3. The Transformative Leadership and Organizational Culture of Chairman Innovation affect the STAI simultaneously, and both direct and indirect

The transformative leadership a leadership that has the indicator, which is able to adapt, empower subordinates; a role model, appreciate subordinates (Bass & Riggio, 2006; Hidayat and Machali, 2010; Jandaghi et. al, 2009).

Leaders who have a good organizational culture has an indicator: a good code of ethics; tolerance; meticulous; cooperation; and aggressive (Tony Bush, 2006; Schermerhorn, 2010; Colquitt, Lepine et al, 2009).

All an indicator Leadership and Cultural Organization transformative impact and also affect the innovation indicators is how a chief: minded building; oreintasi in progress; make changes; and utilize existing resources, (Hasibuan, 2014; Sa'ud, 2008; Rusdiana 2014).

The results are consistent with research (SARROS. Et.all, 2016), Building a Climate for Innovation Through Transformational Leadership and Organizational Culture. Whereas there is a significant effect of transformational leadership and organizational culture on keinovatifan.

Furthermore, the findings are consistent with the results of the study (SARROS and Cooper, 2008), "Building a Climate for Innovation Through Transformational Leadership and Organizational Culture". The competitive advantage that, performance orientation and organizational culture mediates the relationship between transformational leadership and organizational climate for innovation positively.

5. CONCLUSSION

Based on the results and discussion of this research, conclusions and suggestions are as follows :

Conclusion:

- Transformational Leadership direct influence, positively and significantly to Chairman Innovation of STAI, the College of Islamic Religion of Private in Jambi Province. Whereas Transformational Leadership Chairman STAI which will give a good effect for Keinovatifan Chairman STAI.
- Cultural Organization directly affect, positively and significantly to Chairman Innovation of STAI, the College of Islamic Religion of Private in Jambi Province. Organizational culture is well developed in the institution gives a good effect for Chairman Innovation of STAI.
- Transformational Leadership and Cultural Organization directly affect, positively and significantly to Chairman Innovation of STAI, the College of Islamic Religion of Private in Jambi Province. That the Chairman of the Transformative Leadership and Organizational Culture breed developed in the institution gives a good effect also for Chairman Innovation of STA Itself.

Suggestion:

There are still many factors that affect Keinovatifan Chairman Higher Education in this context the Chairman STAI the College of Islamic Religion of Private in Jambi Province, such as competence, motivation, commitment, knowled, and so forth. It berdarkan result of determination analysis, by it because they need to proceed with other research data and information in order to obtain a better and kofrehensif. Thus Keinovatifan Chairman STAI the College of Islamic Religion of Private in Jambi province could better meet the public expectation in Jambi Province.

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