

## **Policies of Leaders of Boarding Schools in the Development of Educational Institutions**

**Meinggita Cahya Wulandari, St Rodliyah, Zainal Abidin**

Pascasarjana Universitas Islam Negeri KH.Achmad siddiq Jember (UIN KHAS Jember)

[inggitendit@gmail.com](mailto:inggitendit@gmail.com), [rodliyahiaain\\_jember@gmail.com](mailto:rodliyahiaain_jember@gmail.com),  
[za1981nawawi@gmail.com](mailto:za1981nawawi@gmail.com)

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### **ABSTRACT**

This study aims to describe 2 main things, namely the development of educational institutions at the Mambaul Huda Sumberurip Siliragung Banyuwangi boarding school. (2) The policy of the pesantren leadership in developing educational institutions at the Mambaul Huda Sumberurip Siliragung Banyuwangi boarding school. This research uses qualitative methods as for the reason the research uses qualitative methods because in this study, the researcher is at the same time an instrument in collecting data about the Leader's Policy in developing educational institutions, so the researcher has a very large role, because what happens during the research needs further description in writing the report. From the data obtained and the analysis carried out, it can be concluded that: (1) The development of educational institutions in the Mambaul Huda Islamic boarding school has been fairly developed from previous years due to the increasing number of students, the increase in institutional buildings and business fields. (2) The policy of the pesantren leadership in developing educational institutions at the Mambaul Huda Islamic boarding school, namely still maintaining religious learning which is still religious in nature.

**Keywords:** Policy, Leadership, Educational Institutions

### **INTRODUCTION**

Currently, the challenges of the Indonesian nation are very severe because in addition to facing international competition due to global information disclosure, the quality of human resources in the mastery of science and technology (IPTEK) is still low, so that if it is not immediately anticipated, it will erode the religious and cultural values of the Indonesian nation that we must defend (Antoni Ludfi Arifin & Bowo Pranogyo, 2021; Eliyawati et al., 2020; Ozden, 2008; Yusuf, 2015). Therefore, an

appropriate, systematic and integrative policy is needed to build an educational institution (Crissien-Borrero et al., 2019; Supriyadi, 2020; Syamsuriadi, 2019).

Educational institutions have an important role in the formation of personality and moral behavior. With the existence of various educational institutions in Indonesia, it is hoped that they can give birth to children who are smart and have character, and educational institutions that are able to survive in the global flow are pesantren, pesantren as educational institutions that have strong roots (customs) in the Indonesian Muslim community and maintain their survival (survival system) and have a multi-faceted educational model. Santri are students who are studying in pesantren. According to some experts, pesantren is an original Indonesian educational product. This Indonesian traditional education directly and indirectly helps educate the Indonesian nation (Afifah & Asyadulloh, 2021; Arjiarna et al., 2020; Janan Asifudin, 2017; Maesaroh & Achdiani, 2018). Pesantren has existed in Indonesia since before Indonesia's independence. Pesantren was founded by the spreaders of Islam so that its existence is believed to accompany the da'wah of Islam in this country. At the beginning of the establishment of pesantren, it has experienced development. At first, pesantren functioned as a center for education and broadcasting Islam. These two functions move to support each other (Bashori, 2017; Ilmy et al., 2018; Prayoga & Mukarromah, 2018; Rojak et al., 2021).

Everyone has the right to education, basically education teaches each individual to think and act to reflect himself as an individual who will become a good next generation. Education today has given birth to various types of education models. Formal or non-formal education, for example, ranging from PAUD, home schooling education, special education for the underprivileged and public and private education ranging from kindergarten to universities with national and international standards.

Talking about education in particular cannot be separated from the role of an educational leader. Therefore, the influence of the globalization era does not directly affect every educational leader, both as an individual and as an individual. As part of a group, he must always try to improve and develop his skills and personality in order to become a better leader and be good at adapting to the environment. A leader will definitely be needed in every group in order to lead the group to be more advanced, developed, and better than before. Likewise with pesantren, this institution has a leader called a caregiver (Kusmayadi et al., 2017; Sugiri, 1997).

Kyai-ulama (pesantren caregiver) is the determinant of the pesantren movement where the kyai's position in the pesantren institution determines where the direction of the pesantren's journey (policy and orientation of the pesantren

program) is determined by the pesantren caregiver. pesantren caregiver as a community leader, pesantren leader as well as an ustadz. As a nurturing scholar, he functions as the heir of the prophets, that is, inheriting whatever the prophets consider knowledge, both in their attitudes, actions, and good examples or examples (Abidin, 2018; Latief, 2003; TIHAMI, 2019; Wazis, 2019).

Building education is something that is considered very important, because if today's youth are left behind in the sciences that have emerged and developed, they will also be suppressed by science and they will also fail to become the nation's authoritative youth. A person is required to have high dynamics, commitment to the future, sensitivity to the development of society and science and technology, and istiqomah.

Pondok Pesantren Mambaul Huda is one of the Khalafiyah Islamic Boarding Schools on the island of Java, precisely located in Sumberurip Village, Siliragung District, Banyuwangi Regency, East Java Province. Pondok Pesantren Mambaul Huda Sumberurip as an Islamic educational institution whose system is implemented integrally which unites formal and non-formal education designed to educate. The system used by Pondok Pesantren Mambaul Huda Sumberurip is a pesantren system where kyai, ustadz and santri are in the dormitory for 24 hours, this is with the intention of maintaining and improving the quality of education.

The caregiver has the highest authority in the pesantren environment to make all forms of changes and developments in the form of increasing the synergy of all aspects with the pesantren, one of which is the existence of formal education institutions and this is where the caregiver develops. In carrying out development, the caregiver must have a policy that pays attention to several aspects to support the development to be achieved.

## **LITERATURE REVIEW**

### **Review of Leadership Policy Theory**

The Big Indonesian Dictionary states that policy is intelligence, skill, wisdom, a series of concepts and principles that are the basis and basis for plans in carrying out work, leadership and ways of acting by governments, organizations and so on as a statement of ideals, goals, principles or intentions as a guide for management in achieving goals (Sagala, 2008: 97).

Policy in education is any form of decision or provision decided by the decision maker (Policy Maker) in perfecting and improving education. Fakry Gaffar defines education policy as a decision related to the improvement and perfection of education (Jaja Jahari and Aminullah Syarbini, 2013: 127).

The term policy or some people term policy is often equated with policy. This is probably because until now there is no known correct translation of the term policy into Indonesian.

Carl J. Friedrich defines policy as follows: "A series of actions proposed by a person, group, or government in a certain environment by showing the obstacles and opportunities for the implementation of the proposed policy in order to achieve certain goals" (Irfan Islamy, 1992: 17).

The definition of policy can be concluded that policy is decision making proposed by a person, group, or government in the face of obstacles and opportunities to achieve predetermined goals. Therefore, there are several types of policies that a leader must know, namely :

- a. Pure Rationality Model, namely this model focuses on developing a universally ideal pattern of decision making where these decisions must be made as precisely as possible.
- b. Sequential Decision Model, namely this model focuses on making experiments in order to determine various alternatives, so that the most effective policy can be made.
- c. Incremental Model, namely this model comes from the theory of Charles F. Lindblom who is famous as Mudlling Trought, explaining how policies are made on the basis of minor changes from pre-existing policies, so old policies are used as a basis or guideline for making new policies.
- d. Satisfying Model, this model is based on the "Satisfying" theory of Herbert A. Simon, the approach is centered on the process of selecting the first most satisfying policy alternative without bothering to assess other alternatives.
- e. Extra Rational Model, this model is based on a highly rational decision-making process, to create the most optimal policy-making method.
- f. Optimal Model is an integrative (combined) model that focuses on identifying values, religion and problems. All of them are shown to overcome problems by paying attention to the allocation of resources to determine the goals to be achieved.

A policy is usually a choice of options among various possible alternatives. One should collect as many opinions as possible, then based on the various opinions, a decision is made. We should note that decisions should be based on opinions rather than facts, because in many cases the facts themselves are unclear and can be misleading if not seen from the right context.

## **Definition of Leadership**

Leadership can be interpreted as the process of influencing and directing employees in doing the work that has been assigned to employees. Leadership is an important aspect for a leader, because a leader must act as an organizer of his group to achieve what has been determined. Leadership can be defined as a process to direct and influence activities related to the assignment of company employees in order to achieve company goals (Clara Rosa Pudjyogyanti, 1991; 144).

The definition of Islamic leadership is ways of leading, organizing, directing the people in accordance with Islamic law. In the corporate culture (the corporate culture), the direction and form of management of a company or organization is highly dependent on the ability of a leader in carrying out his leadership (leadership model), in order to deliver the company or organization to achieve the dreamed goals.

Leadership is the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture. A leader is expected to have the ability to direct and lead a company or organization to move forward in achieving the collective goals that are dreamed of together. Leadership is understood in terms of the power to move and influence people and as a tool, means or process to persuade people to be willing to do something sincerely (Ahmad Ibrahim Abu Sin, 2008: 127).

This is impossible for leaders to realize without good social interaction with their followers. Thus, they will work together like a solid team to realize a common dream. A leader or manager is part of the company or organization and cannot be separated from them. Therefore, leadership is essentially as follows:

- a. The process of influencing or setting an example by leaders to their followers in an effort to achieve organizational goals.
- b. The art of influencing and directing people by means of obedience, trust, honor and eager cooperation in achieving common goals.
- c. The ability to influence and direct the actions of a person or group to achieve expected goals.
- d. The ability to influence a group to achieve goals.

The various definitions above provide an understanding that the process of influencing each other between leaders and members means that they influence each other. This means that a leader is not the only element that gives influence to its members. However, he is also influenced by the opinions of his members, and interacts with their desires and beliefs in the same position. A leader is part of the members, contributing to each other, exchanging opinions and experiences, and jointly trying to realize common goals by doing good.

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The leadership model is defined as a set of characteristics used by leaders to influence subordinates / employees so that organizational goals are achieved or it can also be said that the leadership model is a pattern of behavior and strategies that are preferred and often applied by a leader. The leadership models in question are:

- a. Situational Model. Situational leadership is that a leader's leadership style will vary depending on the level of readiness of his followers.
- b. Democratic Model. In this model the leader is seen as a person who will not carry out any activity without consulting his employees or subordinates first. The leader here includes the opinions of subordinates before he makes a decision. Decisions taken in this leadership model are the result of mutual agreement through a discussion and collective thinking. The leader's role is to lead and organize the course of discussion (deliberation), and provide freedom for each individual to express their opinions.

In running this leadership model, it is built with the spirit of togetherness. Each individual is the same and is part of the other. Democratic leadership is active, dynamic and directed leadership. This leadership in making decisions is very concerned with deliberation. Democratic leadership usually tends to have high morals, can work together, and prioritize work quality.

Leaders are seen as people who give orders and can demand. The decision is in the hands of the leader. A leader has absolute authority to determine programs or policies without having to ask for consideration and deliberation. Members only play a role in carrying out the leader's programs and policies, step by step, without knowing the future and the goals to be achieved. Leaders have the authority to divide work, issue orders and force members to obey them in an authoritarian manner. Authoritarian leadership uses the power approach method in reaching decisions and developing its structure so that power is the most beneficial in the organization. The leader sees himself more in everything compared to his subordinates and the ability of his subordinates is always seen as low so that they are considered unable to do something without being ordered (Sondang Siagian, 2008; 69).



According to Hanry Pratt Fairchild states: Leaders in a broad sense are those who lead, by initiating social behavior by regulating, directing, organizing or controlling the efforts and efforts of others, or through prestige, power or position. In a limited sense, this leader is someone who guides, leads with the limits of his persuasive qualities, and acceptance or voluntary acceptance by his followers.

While etymologically leadership comes from the root word leader. In English, leadership means leadership, from the basic word leader which means leader and the root of the word lead which contains several closely related meanings: move first, walk first, take the first step, take action first, lead, direct the opinions of others, guide, guide, and move others through their influence (Baharudin and Umiarso, 2016: 47). According to (Badeni, 2013: 2), leadership can be defined as a person's ability to influence a group towards achieving goals. Leadership is the process of influencing and supporting others to work enthusiastically towards achieving goals (Newstrom, 2011: 171).

Sanusi said that leadership is a combination of abilities, ideals and national spirit in regulating, controlling and taking care of family households and organizations or state households, and taking care of family households and organizations or state households. Sanusi added, the substantive meaning of leadership refers to the fact that a person or system has the strength and courage to express mental, organizational, physical abilities that are greater than the average in general.

Furthermore, George R. Terry in his book "Principles of Management" lists ten traits of superior leaders, three of which are:

- a. **Strength.** This means that physical and spiritual strength is a basic requirement for leaders who have to work long and hard at long and irregular times, and in the midst of situations that are often uncertain. Therefore Ausduer or endurance to overcome various obstacles is a requirement that must exist in the leader.
- b. **Knowledge of human relations.** This means that one of the main tasks of the leader is to promote and develop all the talents and potential of subordinates, to be able to jointly advance and taste prosperity. Therefore, the leader is expected to have knowledge of the nature, character and behavior of members of his group, so that he can assess the strengths and weaknesses or limitations of his followers, which are adjusted to the tasks or work that will be given to each individual.
- c. **Honesty.** This means that a good leader must have high honesty, which is honest with himself and with others (especially his subordinates). He always keeps his

promises, not "hypocritical", trustworthy, and fair to everyone (Kartini Kartono, 2005: 47).

Of the four traits above is the most important thing that must be owned by a leader, because from there will bring the organization or institution more advanced and developed.

The task of decision making is not an easy thing, but rather quite complicated and complicated because the results of the decision embody the consequences. For this reason, decision makers need to have their own expertise and skills even though it is difficult, this is the task that must be faced by a leader. The extent of the accuracy of a leader's speed in making decisions is a reflection of the leader's management skills.

Although at first glance the decision maker is no further than choosing various alternatives, but there are other elements that help as energy, time, thoughts, funds and facilities. Errors in decision-making can be avoided if common sense is always used, not just trial and error. And decision makers basically cannot be benchmarked, because decision makers use all the power of management capabilities and the principles of problem solving as a whole so that their application must be studied according to the place, time, circumstances and nature of the problem at hand.

Decisions are taken because of problems which have two classifications which are divided into simple problems and complex problems. First, simple problems are simple in nature and can be solved by a leader alone, in accordance with existing authority or rules of the game. Second, complex problems require several people to choose a way out. For example, a leader accompanied by several people of his nature (Anoraga, 2002: 53).

So the leader is a person who has one or more skills as a prediagnosis (forerunner brought from birth) and is a necessity of a situation or era, so that he has the power and authority to direct and guide subordinates. He also gets recognition and support from his subordinates and is able to direct his subordinates towards certain goals.

### **Educational Institution**

Educational institutions are an institution that is very important and has a major influence on the life of the nation and determines the quality of human resources. Educational institutions in Indonesia are divided into three, namely formal, informal and non-formal education. Formal education is education that is organized in schools in general and this educational path has a clear level of education, ranging from basic education, secondary education, to higher education.



While informal education is a process that takes place throughout life so that everyone acquires values, attitudes, skills, and knowledge sourced from daily life experiences, environmental influences including the influence of family life, relationships with neighbors, work and play environments, markets, libraries, and mass media. Non-formal education is any organized and systematic activity, outside the school system that is carried out independently or is an important part of a broader activity and is deliberately carried out to serve certain students in achieving their learning goals.

## **METHOD**

According to Bogdan and Taylor quoted by Moleong, (2004: 3) that "qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior." Thus qualitative research is research that does not produce numbers but produces descriptive data in the form of references and behavior of the object under study.

### **Research Location**

This research is located at the Manbaul Huda Islamic Boarding School which is located in Dusun.Sumberurip, Village. Barurejo, District.Siliragung, Banyuwangi Regency, East Java Province.

### **Data Collection Technique**

The data collection techniques used are interviews, documentation, and observation. The research instruments used are: researchers, interview guidelines, recording devices, and field notes.

### **Data Analysis and Validity**

Data analysis uses triangulation of sources and techniques and member checks. And test the validity of the data using extended participation, persistence of observation

## **RESULT AND DISCUSSION**

The development of educational institutions at the Mambaul Huda Sumberurip Siliragung Banyuwangi Islamic boarding school, after researchers followed and observed in depth, a very influential factor in the progress or development of the Islamic boarding school until now is due to the figure of the kyai who is very social and every week fills recitation activities outside the

Islamic boarding school. This is in line with the theory which states that: "Kyai is the most important element of a pesantren, sometimes he is even the founder. It is only natural that the growth of a pesantren depends solely on the ability of its kyai." (Musbikhin, 2015: 14).

This is impossible for the leader to realize without good social interaction with his followers. Thus, they will work together like a solid team to realize a common dream. A leader or manager is part of a company or organization and cannot be separated from them. Therefore, leadership is essentially:

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And further strengthened by Manfred Ziemek's statement with the theory "The fact that the name and influence of a pesantren is closely related to each Kyai, has shown how strong the skills and personality radiance of a pesantren leader determine the position and level of a pesantren. If at the time of the establishment of a pesantren the leadership and ability of a Kyai to mobilize the masses is a determining factor, to invite the surrounding population to work and participate in financing, then a kyai can often build his strategic role as a non-formal community leader through an intensive communication with the population (Manfred Ziemek, 2013: 132).

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The policies of the boarding school leaders in developing the educational institutions of the Mambaul Huda boarding school.

The researcher's observation that the factors that influence the development of the Mambaul Huda Islamic boarding school educational institution are the policies of the boarding school leaders who still maintain traditional religious learning, namely yellow book learning and instilling akhlakul karimah and simple life.

In this case, the boarding school still maintains traditionality, this is a specific product that is only owned by the boarding school, plus there is a business field that can be done by its students, which is a special selling point for the boarding school.

## **CONCLUSION**

1. From the results of the research conducted by researchers, the following conclusions can be drawn:
2. 1. The development of educational institutions at the Mambaul Huda Islamic Boarding School in Sumberurip Siliragung Banyuwangi has been fairly developed from previous years due to the increasing number of students from various cities and islands who flock to study at this Islamic boarding school, the more institutional buildings that are renovated and built, the more business fields owned by the Mambaul Huda Islamic Boarding School.
3. 2. The policies applied by the leadership of the Mambaul Huda Islamic Boarding School in an effort to develop the institution, have illustrated the touch of renewal that has entered the circle of the Islamic Boarding School. This is illustrated when the formation of programs carried out through deliberations of students in a democratic manner and the

existence of a formal education system, and until now a formal education institution has been formed, namely SMK Mambaul Huda and MTs Mambaul Huda, this has illustrated that the steps of the development of Islamic boarding schools in the field of education have been realized.

4. 3. the implications of the boarding school leader's strategy, namely the leader opens various fields of business which can help in the development of the educational institutions of the Mambaul Huda Islamic boarding school.

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