

Role of Spiritual Leadership Headmaster in Development of Boarding School Facilities and Infrastructure

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Abstract: Leadership is the process of influencing individuals or groups to achieve certain goals and spiritual is bringing the worldly dimension into the spiritual dimension. This research uses descriptive approach method. The purpose of this study is to describe the spiritual leadership of the Boarding School leaders in determining the development of school infrastructure. The results of this study are first that spiritual leadership is leadership that has dignified characteristics. From the phenomenon of the covid-19 pandemic, there are many changes in many aspects of life so that it requires the power and strength of a Boarding School leader to always strengthen and get closer to the *khaliq*. Both of its roles in the investment of facilities and infrastructure in the cottage must come from the right funds. The three characters and charisma of a boarding school leader can attract the interest of Muslims in their area and from outside the region to donate some of their wealth in the way of Allah without the leader asking the community for it. The fourth procurement of Boarding School business units has a big role in the progress of the construction of cottage facilities and infrastructure because the profits generated will be used to meet the needs of the cottage.

Keywords: Infrastructure, islamic boarding school leaders, spiritual leadership.

Introduction

Islamic boarding school is an educational institution that has an influence in the fields of religion and education. Not only in this field, pesantren also has its own influence in people's lives and other social aspects. The success of a boarding cannot be separated from the influence and role of a Kyai who is considered an elite figure, a functionary of the Islamic religion who has a respectable position and is a role model for the community. The role of a Kyai as a leader in a boarding school will be successful in his leadership when he has a charismatic personality. Charismatic kyai usually have their own advantages, such as having a spiritual mentality, piety and skill. The spiritual mentality possessed by the Kyai will foster a leadership attitude based on spiritual concepts. Spiritual leadership is leadership that brings physical or worldly leadership to spiritual leadership and prioritizes aspects of harmony,

faith, morals and cooperation that establish relationships with humans and the power of God.

Leadership that has an element of spirituality will direct the organization's ark to progress, productivity performance and the desired achievement. This concept of spiritual leadership creates individuals who are pure, have integrity and good personalities whose existence provides benefits to others. Spiritual leadership is true leadership and real leadership. A Kyai leads with religious ethics and is able to form extraordinary character, integrity and exemplary. In leading a boarding school educational institution, a Kyai applies spiritual leadership with the aim of producing a generation that is not only superior in intellectual aspects but also excels in aspects of spiritual intelligence.

Islamic boarding school and the spirituality of a Kyai is an interesting phenomenon to study, because after all, its existence has its own place in society. The strong relationship between Kyai and

Muslims is evident in the growth and development of Islamic society. The social role of the Kyai in the midst of community life, both in terms of social, political, cultural and more specific aspects is the religious field. This makes Kyai a respected figure and figure in the community. Although Kyai is often connoted as a traditional group, its existence cannot be replaced by other non-formal figures. The life style of Kyai and santri is so large that the Islamic boarding school has a multidimensional function; Kyai not only act as leaders in institutions and priests in the field of worship, but are also sometimes asked to be present to resolve cases or difficulties faced by the community. A Kyai is often asked to treat the sick, give a series of lectures and also pray for their safety. Thus, the role of Kyai is increasingly rooted in the community when his presence is believed to bring blessings.

Islamic boarding schools are educational institutions that have various facilities to support the needs of students. Adequate infrastructure will have a significant influence on the development of an educational institution. Improving the quality of education is an integral part of national development. The demand for quality national education cannot be separated from the role and function of infrastructure which is very much needed in the stages and learning process. So that the task of a leader in an educational institution must try to complement the existing educational infrastructure to improve the quality of Islamic education in his institution.

Thus, in this study the researcher wanted to analyze the role of Kyai's spiritual leadership in the development of infrastructure in Islamic boarding schools which aims to find out how a leader in Islamic boarding schools can provide adequate infrastructure to support learning activities and achieve quality education.

Materials and Methods

This study uses qualitative research, namely data obtained from interviews, field notes, documentation and other official documents (Moleong, 2006). The type of research used is a case study. This research explores in depth information

related to the research focus, namely the role of Kyai's spiritual leadership in the development of Islamic boarding school infrastructure. This research was conducted at the Al-Luqmaniyah Islamic boarding school in Yogyakarta. The data collection process can be carried out in various stages including (1) Interview, in this case the researcher uses guided free interviews which combines two methods at once, namely free and guided. In this interview, the researcher prepared several questions that had been prepared beforehand but also did not ignore the questions that arose during the interview. This interview method was used by researchers to dig up information and data from the head of the boarding school. (2) Documentation, documentation technique is a data collection technique by collecting and analyzing documents, both written, graphic and electronic documentation. The documentation method is used to explore the truth of the data from written materials related to the research problem (Suharso, 2009). Analysis of the data in this study, researchers used analysis according to Miles and Huberman which contains four interrelated components, namely: data collection, data reduction, data display, verification and confirmation of conclusions.

Results and Discussion

Spiritual Leadership

Various kinds of insights on leadership (*leadership*) that expands the repertoire of knowledge regarding the following leadership opinions about leadership according to some figures, according to Robbins and Judge stated that *kepemipinan* as the ability to influence a group toward the achievement of the entire vision or goal that is created. Leadership is a process of an individual influencing others in an institution to achieve common goals and objectives. The definition of spirituality according to Hayes and Dern states that religion can be seen as a path to spirituality. Zellar and Petrew state that spirituality is a concept that includes beliefs and values. Spiritually universally

relates to something spiritual that has broader beliefs and values (Bagus, 2020).

Based on some of the opinions above, we can conclude that the most important components in leadership are process, influence, group and common goals. These are very related and sequential so that these components deliver leadership to the goals to be achieved together. If leadership is seen from the point of view of nature, it will be concluded narrowly because the nature is in oneself and it can be said that in terms of nature, leadership cannot be built, in contrast to leadership from a process point of view, leadership can be studied by anyone so that the definition of the leadership process is consistent with the definition. leadership.

Definition of spiritual leadership As has been explained that leadership is a process of influence within a group for a common goal, while spirituality is related to something spiritual or kebatinan which has broader beliefs and values than religion so that it can be used to achieve greater meaning. in life. The leadership approach used here is a process approach because it can be learned rather than a trait approach that only certain people have. Likewise, spiritual values are more universal than religion. Thus, it can be concluded that in the organizational context, spiritual leadership is an interaction relationship between leaders and subordinates by prioritizing spirituality which includes broader beliefs and values in order to get a greater meaning in the organization.

In spiritual leadership, it can be concluded that this leadership brings a physical or worldly leadership dimension to spiritual leadership, where this leadership prioritizes harmony, faith, morals and cooperation where the relationship is not only with humans but involves the power of God.

There are three approaches in spiritual leadership, namely the first approach is spirituality injected into leadership to describe certain types of leadership such as servant leadership. The second approach considers leadership and spirituality as separate entities and does not share common points. The third approach to evaluating the relationship between spirituality and leadership is

the formation of spiritual leadership (Bagus, 2020). Based on this opinion, it can be said that the spiritual leadership approach can use a general leadership approach, namely the process approach. Other approaches can be seen from certain types of leadership such as leadership serving as a separate entity and summarizing it, as well as a sequential approach in the formation of spiritual leadership. So here the approach used in spiritual leadership is through a process approach and leadership as a whole.

There are four steps in the application of spiritual leadership (1) pure intention to build healthy inner qualities (2) building belief values and core values meaning that everything is only for Allah (3) healthy brotherhood and sportive competition (4) ethical behavior when working (Andriyani, 2018). Spiritual leadership is more synonymous with prophetic leadership, according to Kuntowijaya the purpose of this prophetic is to develop a sacred vision and mission, which contains components of humanism, liberalism, emancipation, transcendence and enlightenment and spiritualization (Kuntowijoyo, 1991).

In essence, the spiritual characteristics of leadership are based on religious ethics where religious values cannot be separated from this type of leadership, along with the characteristics of this type of leadership; true honesty, fairness, self-control, focus on pious deeds, non-dogmatic spiritualism, openness, think global act locally, discipline, relaxed and intelligent, and humility.

According to Tabroni, spiritual leadership is the most correct leadership model and spiritual leaders are the most correct leaders, based on religious norms that create a strong character of integrity and an extraordinary leadership model. Followed by Tsamara, the character of the spiritual leader includes (1) *attitude*, (2) *adaptability*, (3) *attention*, (4) *accountable*, (5) *beauty*, (6) *behavior*, (7) *credibility*, (8) *competent*, (9) *creative*, (10) *consistence*, (11) *discipline*, (12) *empathy*, (13) *enthusiasm*, (14) *honest*, (15) *hope*, (16) *integrity*, (17) *justice*, (18) *love*, (19) *pray*, (20) *quality*, (21) *qolbu*, (22) *service*, (23) *trust*, (24) *teamwork*, (25) *vision*, and (26) *value*.

Islamic Boarding School Leaders and Infrastructure

Al-Luqmaniyah Boarding School has a leader who is Kyai. Kyai has spiritual leadership to which this leadership brings the dimension of physical or worldly leadership to spiritual leadership, which where this leadership promotes harmony, faith, morality and cooperation. Where the relationship is not only with man but involves the power of God.

Kyai is a central figure in the Islamic boarding school. As the leader of the boarding school, Kyai has absolute power. The peak of Kyai's leadership is obtained from the obedience of the students. This obedience is due to the moral foundation that only a Kyai can guide the student sincerely so as not to fall into the 'black world'. Not only as a boarding school leader, in the social structure of society a kyai is part of the elite of the people. From an economic point of view, a kyai is in an upper strata position, as a result, the kyai is respected not only among the santri but also the surrounding community (Fitri, 2018).

Educational infrastructure facilities become one of the supporting factors in the process of continuity of education. In the boarding school procurement of infrastructure facilities must certainly be based on the analysis of the needs of the students. A leader has a role in the procurement of these infrastructure facilities. Good leadership and have an element of spirituality will redirect ark the organization to progress, performance productivity and achievement in the desired, Many once the style of leadership is in the moment and that is discussed here is spiritual leadership is the leadership style that characterized by the goodness in working in a organization. In order to achieve educational goals, one of which is the leadership of the Islamic boarding school who plays a role in managing facilities and infrastructure. Facilities and infrastructure must provide comfort and a sense of security for the community in the Islamic boarding school and be adapted to their needs. So that all of these things can be realized, the purpose of managing educational facilities and infrastructure is to provide professional services in the field of educational facilities and infrastructure. The

operational facilities and infrastructure management activities cover several aspects including: needs planning, the process of procurement of educational facilities and infrastructure, use of educational infrastructure, recording of educational facilities and infrastructure, elimination of facilities and infrastructure (Fauzan, 2018).

In the analysis, the existing facilities and infrastructure at the Al-Luqmaniyyah Islamic boarding school are managed directly by the management who plays the role of coordinator of facilities and infrastructure under the supervision of the leadership of the Islamic boarding school. In its planning, the Islamic boarding school plans to update its facilities and infrastructure on a weekly, monthly and yearly basis according to the needs of the pesantren community. Aspects of the procurement of facilities and infrastructure at the Al-Luqmaniyah Islamic boarding school in Yogyakarta were obtained from several sources including: donation of student education cost, stand up from the merchant's promise, government funds by submitting proposals, donation funds. With regard to the provision of facilities and infrastructure obtained from donations from donors, this is closely related to the leadership factor of a Kyai, in which he has his own charisma among the surrounding community and a spiritual disposition that is able to make people aware to always remember the spiritual aspect. Therefore, not a few of them donate some of their wealth to be donated to Islamic boarding schools in order to develop facilities and infrastucture in Islamic boarding schools. Thus the role of a kyai who has charisma and high spiritual aspects is able to lead and manage Islamic boarding schools well and efficiently. The leadership of a Kyai also influences the community through a spiritual approach that emphasizes the community to always get closer to Allah SWT.

Conclusions

Leadership spirituality is leadership that able to inspire, awaken, influencing, and moving through exemplary, service, love and implementation of

divine values and attributes others in goals, processes, culture and leadership behavior. Al-Luqmaniyah Islamic Boarding School has a leader, namely Kyai. Kyai has spiritual leadership where this leadership brings physical or worldly leadership dimensions to spiritual leadership, where this leadership promotes harmony, faith, morality and cooperation. Where the relationship is not only with humans but involves the power of God. The strength of one's charism, science and good morals seems to anesthetize and amaze someone. This is an example that the Kyai has an example of one's spiritual leadership.

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Conflict of Interest

The authors declare that there are no conflicts of interest concerning the publication of this article.

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