

KIAI'S STRATEGY IN DEVELOPING STUDENT LEADERSHIP

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ABSTRACT

The spirit of leadership is a character trait that students (santri) must possess to bring about change. The leadership spirit is a key factor in improving the quality of students in Islamic boarding schools. Therefore, the kiai, as the leader, must implement a sound strategy through formulation, implementation, and evaluation. This article describes the formulation, implementation, and evaluation of Kiai Haji Taufiqurrohman Muzakki Syah's strategy for developing the leadership spirit of female students at Pondok Pesantren Al-Qodiri 1 Jember. This study uses a qualitative narrative research method. The results of this study are: 1) Kiai Haji Taufiqurrahman Muzakki Syah's strategy formulation is carried out by formulating the vision, mission and goals as well as identifying SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to determine the strengths and weaknesses of Islamic boarding schools and prepare institutions to face opportunities and existing threats; 2) The implementation of Kiai Haji Taufiqurrahman Muzakki Syah's strategy is carried out by analyzing strategy options as well as determining and implementing program activities, namely: leadership training, tahlil and istighosah, madrasah diniyah and Al-Qur'an education, and manaqib Syeh Abdul Qodir Al Jaelani; 3) Evaluation of Kiai Haji Taufiqurrahman Muzakki Syah's strategy was carried out by measuring and analyzing performance through evaluation meetings to prepare alternative strategies as a form of improvement.

Keywords: Strategy, Kiai, Spirit of Leadership

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INTRODUCTION

Islamic boarding schools are traditional Islamic educational institutions that help students understand, appreciate, and practice Islamic teachings (tafaquuh fiddin) by emphasizing Islamic religious morals as guidelines for everyday social life. (Hadi Purnomo, 2017). Islamic boarding schools have various elements, namely huts, mosques, book recitations, santri, and kiai, which serve as media in traditional Islamic education in Indonesia. Islamic boarding schools have a significant position in accordance with the needs of the times. Looking at the

history of their journey, Islamic boarding schools were born out of awareness of the obligation of Islamic da'wah, namely spreading and developing Islamic teachings, as well as producing cadres of ulama and preachers (Hasyim and Abdullah Botma, 2014). Currently, Indonesia is experiencing a leadership crisis. In accordance with Wirawan's opinion, quoted by Dewi Windasari and Mohammad Syahidul Haq in their journal, "Ten years into the 21st century, the Indonesian state is experiencing a leadership crisis. The Indonesian people will lose their trust in most of their leaders: their political leaders, economic leaders, social leaders, and religious leaders." Examples of this are evident in many worrying cases in Indonesia, such as corrupt leaders, dishonest leaders, and leaders who prioritize personal affairs over their members (Dewi Windasari dkk., 2020).

PMA RI No. 30 of 2020 concerning the establishment and operation of Islamic boarding schools, in Article 1 paragraph 2, emphasizes that "Islamic boarding school education is education organized by Islamic boarding schools and within the Islamic boarding school environment by developing a curriculum in accordance with the characteristics of Islamic boarding schools based on the Yellow Book or Islamically based on the Muslim education pattern." A broad definition of leadership includes influencing the determination of institutional goals, motivating followers to achieve goals, shaping groups and their culture, and influencing followers' interpretations of organizing and activities to achieve goals. In a book entitled *Strategic Management*, Nanang Fatah argues that strategy involves systematic steps for carrying out comprehensive (macro) and long-term plans to achieve goals. From the explanation above, implementing leadership strategies in an organization or educational institution is a means of achieving final results by formulating policies and techniques to meet targets and ensuring their implementation is appropriate so the institution's goals can be achieved effectively and efficiently. (Syamsu dkk., 2017).

Kiai, or leaders of Islamic boarding schools, are significant challenges after the COVID-19 outbreak. The ongoing flow of communication and information requires students to reduce social interaction with their surrounding environment, thereby ignoring the importance of good leadership to respect one another, both in general and in specific contexts. This shows a lack of self-awareness among students about the importance of leadership attitudes, both for themselves and for others, which can be used as a place to provide enthusiasm in increasing piety, life skills, and forming quality student characters. Character-wise, implementing character education programs plays a crucial role in instilling attitudes of tolerance, responsibility, and mutual respect, which serve as foundational attributes for effective leadership (Hermawan & Azizah, 2023). In realizing the goal of developing the leadership spirit of santri, the kiai's strategy is expected to be

able to maximize all components that can achieve the desired results by implementing leadership training, carrying out tahlil and istighosah, optimizing madrasah diniyah and Al-Qur'an education, as well as istiqomah in leading Syeh Abdul Qodir Al Jaelani's manaqib activities. In addition to developing a strong leadership spirit, the kiai's strategy is expected to influence students to become pious individuals who embody values that make them trustworthy and steadfast in improving their leadership spirit.

Therefore, the researchers conducted this study by raising issues related to Kiai's strategy in developing students' leadership spirit, which is also important for making the teaching and learning process more effective and efficient. This research aims to describe the formulation, implementation, and evaluation of Kiai Haji Taufiqurrohman Muzakki Syah's strategy for developing the leadership spirit of female students at Al-Qodiri 1 Jember Islamic boarding school. This research is expected to contribute insight to the community, especially regarding the Kiai's strategy in developing the leadership spirit of santri.

METHOD

This research uses a qualitative approach with a narrative research type, which aims to describe and narrate phenomena or facts that occur by collecting data and information from several sources that are considered relevant to what will be researched.

The data collection method used was observation, which was used to directly observe Kiai Haji Taufiqurrohman Muzakki Syah's strategy in developing the leadership spirit of female students at the Al-Qodiri 1 Jember Islamic Boarding School. Apart from that, the researcher also used interview techniques involving informants (Deputy caretaker of Al-Qodiri Islamic Boarding School 1 Jember, Chair of the female board of Al-Qodiri Islamic Boarding School 1 Jember, Secretary of the female board of Al-Qodiri Islamic Boarding School 1 Jember, Female students of Al-Qodiri Islamic Boarding School 1 Jember). To strengthen the research results, the researchers also used documentation studies, using documents from Al-Qodiri Islamic Boarding School 1 Jember as data sources.

The data analysis model used in this research is the Miles, Huberman, and Saldana model, in which data analysis is carried out during and after data collection. (Miles dkk, 2014). During the interview, the researcher analyzed the interviewee's answers. After analyzing the resource person's answers, the researcher continued asking questions until a certain stage and obtained data considered credible. (Sugiono, 2020).

RESULTS AND DISCUSSION

1. **Formulation of Kiai Haji Taufiqurrohman Muzakki Syah's strategy in developing the leadership spirit of female students at Al-Qodiri Islamic Boarding School 1 Jember.**

The kiai's strategy for developing female students' leadership spirit is carried out at every new teaching period, where a meeting is held to formulate the strategy to be used and adjusted to the vision, mission, and targets of the Islamic boarding school. Kiai Haji Taufiqurrohman Muzakki Syah, as the caretaker's representative and a representative of the caretaker's family, explained his ideas at the meeting and invited all management of the female Islamic boarding school to share their ideas at the deliberation forum.

This aligns with Ahmad's view that strategy formulation is the process of determining the program or plan an institution will implement to achieve its set goals, as well as the methods used to achieve them. Based on the researchers' findings, Kiai Haji Taufiqurrahman Muzakki Syah formulated a strategy for developing the leadership spirit of female students as a form of drawing up plans that will be carried out to achieve the goals that have been set and adapted to the needs and abilities of the students, through deliberation meetings between the families of the boarding school caregivers and management.

One of the indicators used in formulating this strategy is the formulation of a vision, mission, and targets that are in line with the results of interviews and observations carried out by researchers. The vision, mission, and targets are formulated through deliberation to ensure appropriate and transparent results.

Strategy formulation involves developing long-term plans for effective management of an institution by considering environmental opportunities and threats, based on an analysis of the institution's strengths and weaknesses. The first indicator is the formulation of the previous vision, mission, and targets as a step to identify and analyze Islamic boarding school educational institutions.

A leader formulating a strategy also needs to understand their institution; therefore, a SWOT analysis is a suitable and necessary tool for Islamic boarding school institutions. By conducting a SWOT analysis, the leader can direct members to work together more effectively; in this case, the Kiai provides direction and invites Islamic boarding school management to voice their opinions in developing female students' leadership spirit.

SWOT analysis is a strategic planning method for evaluating factors that influence efforts to achieve goals, namely strengths, weaknesses, opportunities, and threats, for both short-term and long-term goals. This aligns with findings

from researcher interviews and observations and is supported by documentation results, namely the formulation of the vision, mission, and targets previously set as benchmarks through the SWOT analysis at Islamic boarding school institutions.

The strategy formulation carried out by Kiai Haji Taufiqurrahman Muzakki Syah was done by holding a formulation meeting between the caretaker family and the management of the Al-Qodiri 1 Jember Islamic boarding school until reaching a consensus result, by formulating the vision, mission, and targets set through identifying SWOT analysis in accordance with the needs of the institution, Islamic boarding schools, and the abilities possessed by the students.

2. Implementation of Kiai Haji Taufiqurrohman Muzakki Syah's strategy in developing the leadership spirit of female students at Al-Qodiri Islamic Boarding School 1 Jember.

Strategy implementation is a management process for putting strategies and policies into action through program development. The implementation of Kiai Haji Taufiqurrahman Muzakki Syah's strategy in developing the leadership spirit of female students at Al-Qodiri Islamic Boarding School 1 Jember was carried out by analyzing strategic options, which was then continued with determining and implementing a program of activities that supported the development of the leadership spirit of female students.

Strategy analysis and choice involve making subjective decisions based on objective information. Analysis and selection of this strategy is a search activity to determine alternative actions that are most likely to achieve the goals and mission of an institution. The results of analysis and effective strategy choices help institutions understand and interpret, as well as predict, actions and initiatives to achieve missions and goals. This aligns with findings from researchers' interviews and observations at Al-Qodiri Islamic Boarding School 1 Jember, which showed that the implementation of Kiai Haji Taufiqurrahman Muzakki Syah's strategy was carried out through analysis of strategy choices in accordance with the previously determined strategy formulation.

The next step is to determine and implement an activity program, as this is the final stage, so that the institution can implement the Kiai's strategy in accordance with the goals and objectives of the Islamic boarding school. This aligns with Jim Hoy Yang's view that the implementation, monitoring, and supervision system must be formulated clearly based on the results of the analysis carried out to achieve the goals effectively and efficiently.

The activity program at the Al-Qodiri 1 Jember Islamic boarding school, which supports developing the leadership spirit of female students, is in accordance with the results of observations, including:

1. Leadership training

Leadership training is defined as a form of guidance that fosters the values of a leadership spirit within each student. This leadership training aims to provide provisions for students. It can also guide them as they enter society so they can become simple leaders and prioritize common interests over personal interests.

2. Tahlil and istighosah

Tahlil is the reading of monotheistic sentences, done together or in congregation; istighosah is an activity carried out to ask Allah for help, also done together. These two activities are carried out to build good relationships with one another.

3. Diniyah madrasah and Al-Qur'an education

Diniyah madrasahs and Al-Qur'an education are book studies that discuss tajwid, fiqh, and morals. Al-Qur'an education is the activity of studying the Al-Qur'an in accordance with the tajwid being studied.

4. Manaqib Syeh Abdul Qodir Al Jailani

Manaqib itself is a prayer activity aimed at seeking blessings through prayer, carried out by inviting students and the community to pay attention to Islamic brotherhood as a form of worship.

Based on the findings carried out by researchers through observations and interviews conducted at the Al-Qodiri 1 Jember Islamic boarding school, the determination and implementation of activity programs that support the development of the leadership spirit of female students in accordance with existing theories, namely the first through leadership training which is carried out every year by adjusting the needs for management changes, then carrying out tahlil and istighosah which are carried out every week, then optimizing the madrasah diniyah and Al-Qur'an education, as well as coordinating the manaqib activities of Syeh Abdul Qodir Al Jailani. These activities teach students to develop a strong leadership spirit; they require a sincere, independent, brotherly, simple, and opinion-free soul. These findings align with previous research demonstrating that structured character education programs effectively foster tolerance, social awareness, and ethical leadership qualities among students (Hermawan & Azizah, 2023).

3. Evaluation of Kiai Haji Taufiqurrohman Muzakki Syah's strategy in developing the leadership spirit of female students at Al-Qodiri Islamic Boarding School 1 Jember.

In implementing Kiai's strategy, a final stage must be carried out: evaluation. The purpose of strategy evaluation is to find out whether the efforts carried out are in accordance with what was formulated and can achieve the desired goals. Evaluation of this strategy is carried out at the end or, if necessary, during implementation. As a result, managers know how successful the strategy's formulation and implementation have been and whether the set goals and objectives have been achieved.

Strategy evaluation is an effort to monitor the results of strategy formulation and implementation, including measuring an institution's performance and taking corrective steps if necessary. By evaluating a strategy, a leader can identify the obstacles faced during ongoing implementation.

According to Ahmad, strategy evaluation is an effort to monitor the results of strategy formulation and implementation, including measuring an institution's performance and taking corrective steps if necessary. By evaluating this strategy, a leader can identify the obstacles faced during ongoing strategy implementation. Based on the results of observations and interviews conducted by researchers, Kiai Haji Taufiqurrahman Muzakki Syah's strategy evaluation was carried out using performance measurement and analysis.

This performance measurement and analysis is used to assess performance based on how the institution assesses and achieves targets. The targets set at the strategy formulation stage in a strategic management process must actually be used to measure the implementation of activities during strategy implementation. This aligns with researchers' findings from observations and interviews that performance measurement and analysis are carried out through evaluation meetings to determine whether efforts from strategy formulation through implementation and evaluation are effective and achieve the desired goals. Through these evaluation meetings, the management of Islamic boarding school institutions identifies what factors are lacking and what factors are needed by students and institutional managers.

For qualitative research, the results section contains detailed sections in the form of sub-topics that are directly related to the research focus and categories. Findings should be presented substantially in a summary report based on the results of rigorous qualitative data analysis. Tables, diagrams, charts, or other data visualizations may be presented to facilitate easy reading. Authentic evidence from empirical data (e.g., quotes from interview transcripts, field notes, documents)

should be presented in a reasonable amount of text that does not extend beyond the authors' statements about their findings.

CONCLUSION

The formulation of Kiai Haji Taufiqurrahman Muzakki Syah's strategy in developing the leadership spirit of female students at Al-Qodiri Islamic Boarding School 1 Jember was carried out by formulating a vision, mission, and targets, which was then followed by identifying a SWOT (Strength, Weaknesses, Opportunities, Threats) analysis to determine strengths, weaknesses of Islamic boarding school institutions and preparing institutions to face existing opportunities and threats.

Implementation of Kiai Haji Taufiqurrahman Muzakki Syah's strategy in developing the leadership spirit of female students at Al-Qodiri Islamic Boarding School 1 Jember is carried out by analyzing strategic options to determine the steps and views of the institution that will be taken, which is then continued with determining and implementing an activity program that is adapted to formulation of previously determined strategies, namely: leadership training, tahlil and istighosah, madrasah diniyah and Al-Qur'an education, as well as manaqib Syeh Abdul Qodir Al Jaelani.

Evaluation of Kiai Haji Taufiqurrahman Muzakki Syah's strategy in developing the leadership spirit of female students at Al-Qodiri Islamic Boarding School 1 Jember was carried out by measuring and analyzing performance through evaluation meetings to determine the extent to which the strategy's formulation, implementation, and evaluation were successfully carried out. This will help you prepare alternative strategies for improvement, if necessary.

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