



## The Leadership Role of The Kharismatic Kyai In Establishing The Character of Students at The Al Ishlah Islamic Boarding School, Sukadamai Village, Kec. Natar Regency South Lampung

<sup>1</sup> Sri Rahayu Ningsih , <sup>2</sup> Andi Warisno , <sup>3</sup> Taqwatul Uliyah , <sup>4</sup> Nur Widiastuti

<sup>1,2,3,4</sup> Islamic Institute of An Nur Lampung, Indonesia

Email : <sup>1</sup> sriahayu235@gmail.com , <sup>2</sup> andiwarisno75@gmail.com, <sup>3</sup> taqwatul@an-nur.ac.id, <sup>4</sup> nurwidiastuti485@gmail.com

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### Abstract :

Leadership is the most essential factor in determining policies and even strategies to address problematic matters. The study of the role of leadership in Islamic boarding schools is important to do, in addition to having its uniqueness and peculiarities. Leadership in Islamic boarding schools has different symptoms and backgrounds, leadership in Islamic boarding schools is attached to Kyai's leadership. This research uses a qualitative type of research. The method used is the library research method. Namely by combining data from various literary sources including books, journals, proceedings, and scientific articles related to the leadership role of charismatic kyai in the formation of character traits. The charismatic leadership role of Kyai is needed first the definition of charismatic leadership Kyai, the charismatic leadership traits of Kyai, the charismatic leadership style of Kyai, the role and duties of charismatic leadership of Kyai, the strategy of charismatic leadership of Kyai, in the the formation of the character of students is needed the definition of the formation of the student character, the values of the formation of student character, the methods of forming the character of the santri, various forms of the formation of the character of the santri, but there are several factors which are an obstacle in the formation of the character of students at Pondok Pesantren is the variety of characters that students have and the lack of understanding of parents about the rules in Pondok Pesantren so that Kyai's charismatic leadership role is needed in building the character of students at Pondok Pesantren.

**Keywords:** *leadership, charismatic kyai, student character.*

### Abstract :

Leadership is the most essential factor in determining policies and even strategies to address problematic matters. Studies on the role of leadership in Islamic boarding schools are important to do, apart from having their uniqueness and peculiarities. Leadership in Islamic boarding schools has different symptoms and backgrounds, leadership in Islamic boarding schools is attached to the leadership of the Kyai . This study uses a type of qualitative research. The method used is the library research method. Namely by combining data from various sources of literature by including books, journals, national seminar proceedings, and scientific articles related to the leadership role of the charismatic kyai in character formation . The role of the kyai's charismatic leadership requires the first definition of the kyai's charismatic leadership, the nature of the kyai's charismatic leadership, the kyai's charismatic leadership style, the roles and tasks of the kyai's charismatic leadership, the strategy of the kyai's charismatic leadership, in the formation of the character of the santri, it is necessary to define the formation of the character of the kyai, the values of character formation students, methods of forming the character of students, various forms of forming the character of students, but there are several factors that become obstacles in the formation of the character of students at Islamic boarding schools, namely the variety of characters possessed by

students and the lack of understanding of parents about the rules at Islamic boarding schools so that a role is needed Kyai's charismatic leadership in building the character of students at Islamic boarding schools .

**Keywords:** *leadership, charismatic kyai, santri character.*

## PRELIMINARY

Pesantren is the first Islamic educational institution in Indonesia. The history of Islamic boarding schools has a very significant role in the nation-building process, in contrast to educational institutions that emerged later, Islamic boarding schools have contributed a lot to producing cadres of scholars and then played an active role in the spread of Islam and the transfer of knowledge. As an institution forming Islamic culture, Islamic boarding schools also have a big role. Its existence is quite rooted in the midst of society. As agents of enlightenment, Islamic boarding schools are also agents of cultural transformation in their respective environments.

The ability of Islamic boarding schools to survive is due to their culture and character as educational institutions which are not only synonymous with Islam, but also synonymous with the meaning of Indonesian authenticity, (Santi and Aini 2022) in their implementation, Islamic boarding schools form a community led by Kyai and assisted by ustadz who live together among the students with the mosque building as the center of activity, the dormitory as a place to live, and the yellow book as the educational curriculum (Mashuri 2013) .

Regulation of the Minister of Religion of the Republic of Indonesia No. 13 of 2014 concerning Islamic Religious Education Article 1 paragraph 2 states that Islamic boarding schools, hereinafter referred to as Islamic boarding schools, are Islamic religious educational institutions organized by the community which organize Islamic boarding school education units in an integrated manner and organize other types of education.

Leadership is the most essential factor in determining policies and even strategies to address problematic matters. Studies on the role of leadership in Islamic boarding schools are important to do, apart from having their uniqueness and peculiarities. Leadership in Islamic boarding schools has different symptoms and backgrounds, leadership in Islamic boarding schools is attached to the leadership of the Kyai .

Kyai is an actor, who plays a leadership role in the Islamic Boarding School arena. Theoretically, the leadership of the kiai is considered as absolute authority within the Islamic boarding school (Achidsti 2014) . Kyai in Islamic boarding schools are placed in the highest position, this can be seen for example in the pattern of relations between Kyai and students and the surrounding community. The santri obey and obey the Kyai what the Kyai dictates, usually always followed, even the pattern of this relationship has been embodied in a doctrine of *sami'na wa atho'na* (we hear and we obey). The Kyai as the leader of the Islamic Boarding School in guiding the students or the surrounding community uses a situational approach. This can be seen in the interaction between the Kyai and his students in educating, teaching the scriptures, giving advice, consulting on problems, even in forming students with character. Kyai sometimes also function as parents as well as teachers who can be met indefinitely. Conditions like this show that Kyai's leadership is full of responsibility, full of attention, attractive and very influential. Kyai's behavior can

thus be observed, emulated, and interpreted by his followers (directly) in daily interactions at Islamic boarding schools.

Kyai in their community are elements that occupy a central position: as owners, administrators, teachers of the yellow book, and at the same time as leaders (imam) in every socio-religious and educational ritual (Fanani 2020) . A Islamic Boarding School, the role of the Kyai is very important and very influential in it. Kyai is the sole leader who plays an almost absolute role. The charisma of a Kyai in Islamic boarding schools makes the Kyai highly respected and respected by the ustadz and their students, it is a natural factor that arises because of the authority and knowledge of a Kyai, therefore the Kyai is highly respected and respected by the students and the surrounding community . The leadership of the Kyai at the Islamic Boarding School can be said to be the central point because the Kyai has full power in organizing every activity in the Islamic Boarding School, either directly or indirectly. Whether an Islamic Boarding School is progressing or not lies in the Kyai's leadership in managing all activities in the Islamic Boarding School.

The existence of the strength of the Islamic Boarding School Kyai can be a model of a unique educational institution and has its own uniqueness in accommodating the responsibility to educate its students to master religious knowledge as well as general knowledge (Rojak, Solihin, and Naufal 2021) . A leader must be able to anticipate changes that occur suddenly, be able to correct weaknesses, and be able to bring progress to his Islamic Boarding School in facing the challenges of the times. Kyai as the main leader, owner, caregiver and teacher and without exaggeration Kyai is the king in Islamic Boarding Schools, furthermore a Kyai is not only limited to his Islamic Boarding School, also has influence on the surrounding community, so Kyai must provide good examples and examples for his students and the surrounding community. Kyai play a very important role in the development and progress of Islamic boarding schools. So that the Kyai as a leader must be able to read the opportunities that exist in the Islamic Boarding School environment for the good and progress of his Islamic Boarding School.

Kyai's charismatic leadership is leadership that receives gifts from the Almighty and leaders who have charisma are considered to have supernatural abilities, which can motivate their followers to be willing to sacrifice for an idea and leader's ideas. Charismatic leaders usually have a large number of followers and have extraordinary loyalty

Kyai's charisma gains public support, to a certain extent, because he is seen as having moral stability and a quality of faith that creates a form of magnetic personality for his followers. This process, at first started from the closest circle, around his residence, which then spread outward to distant places. The charisma of the Kyai has historically been able to become a source and inspiration for change in society . Character building is one of national education purposes. According to Law Number 20 of 2003 Article 3 concerning the National Education System (Sisdiknas) states that the goal of national education is to develop the potential of students to become human beings who believe and fear God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent, and become citizens of a democratic and responsible.

The 1945 Constitution mandates the fulfillment of educational values that have been implemented in general and in particular in educational legislation that has been made by the government. Education has the main hope is to improve character, more specifically, to humanize humanly. According to Zubaedi, character is a very important and fundamental thing. People who have strong character and both individually and socially are those who have good character, morals and character.

The results of observations made by researchers at the Al Ishlah Islamic Boarding School. The researcher found that before the students came and studied at the Islamic boarding school, there were some characters that were still not good, such as the lack of independence in the students. Santri still look spoiled because they are used to living with their parents in an affluent economy. So, what they want must be obeyed. In addition, honest attitude in students is also still low. Then, the ability of students in religious matters is still considered lacking. This causes parents to entrust their children to be educated at the Al Ishlah Islamic Boarding School.

The role of educational institutions is to answer and respond to various kinds of existing moral crisis issues. Educational institutions as a forum whose duty is not only to develop the basic potential of each student but also to shape their character/personality so that they become insanul kamil (noble persons). One of the educational institutions that can help shape one's character is Islamic boarding schools. Al Ishlah Islamic boarding schools are Islamic boarding schools in South Lampung Regency which are located on Jalan KH. Hasim Asy'ari NO 3 Sukadamai Village, Kec. Natar Kab. South Lampung, Lampung. This institution was established in 1970. Al Ishlah Islamic Boarding School is an integrated institution with school education which consists of KBIT, TKIT, MDA, MI, MTS, MA, and Tahfidzul Qur'an.

Pondok Pesantren Al Ishlah Sukadamai is an educational institution that is integrated with school education which has Kyai, ustadz, employees and students. Al Ishlah Islamic Boarding School is a Islamic Boarding School which has a vision of wanting to create an Islamic Education Institution that is of good quality and useful for the people, nation and country in order to elevate the word of Allah SWT.

Kyai is a leader who has authority or strategy at Islamic boarding schools who must be able to move, direct, supervise, motivate or influence his students to be able to comply with existing regulations and be able to read opportunities and set a good example for his students, so that when students are involved in In addition to having knowledge of religious education, character education, the community also has insight into general knowledge so that it makes it easier for students to socialize and socialize. Kyai's leadership, authority and knowledge as well as good role models possessed by a Kyai are very influential in his leadership.

Charismatic leaders are leaders who create a motivational atmosphere based on commitment and emotional identity to their vision, philosophy, and style in their followers. Charismatic leadership can also be interpreted as the ability to use privileges or advantages of personality traits in influencing the thoughts, feelings and behavior of other people, so that in an atmosphere of admiring and glorifying the leader, they are willing to do something the leader wants. Leaders here are seen as special because of their admirable and authoritative personality traits. So that it can lead to positive characters. There are 4 (four) characteristics of charismatic leadership,

namely: 1. having a vision and mission, 2. Having great communication skills 3. Having a calm attitude 4. Having a high self-confidence (Sagala 2015)

The initial pre-survey that the researchers conducted at the Al Ishlah Islamic Boarding School was that the Al Ishlah Islamic Boarding School was an educational institution which prioritized personality formation, instilling good morals, character and mental attitude, in learning students were taught to be disciplined and obedient to regulations. Whereas in non-academic activities students are shaped by their personality in various extracurricular activities and reciting the Koran, each student is taught to cultivate a spirit of independence, discipline, tolerance, responsibility and so on. Santri activities will be a means of instilling values that radiate in the soul including sincerity, discipline, simplicity, breathing Islamic brotherhood and a spirit of freedom which refers to the values of Islamic life with discipline and responsibility, but at Pondok there are still some students who commit violations such as stealing, lying, and breaking the rules, because it was based on when the students before boarding had a variety of characters.

Based on the initial Pre-survey above, the researcher wants to find out the truth about the Al Ishlah Islamic Boarding School, therefore the researcher examines the leadership role of the charismatic Kyai in building the character of the Santri at the Al Ishlah Islamic Boarding School, Sukadamai Village, Natar District, South Lampung Regency in 2021/2022.

## **RESEARCH METHODOLOGY**

This study uses a type of qualitative research. The method used is the library research method. Namely by combining data from various sources of literature by including books, journals, national seminar proceedings, and scientific articles related to the leadership role of the charismatic kyai in character formation . The author presents the results of data findings objectively and systematically through descriptive data analysis techniques . Data analysis was carried out using several steps, including data collection, data presentation, and summation. Informants Kyai, Ustad / Ustadzah, community, students and administrators. The target of this research is at the same time as information, both key information (people who provide initial information), expert information (people who know things related to the Al Ishlah Islamic Boarding School in Sukadamai Village, as well as ordinary information (as support).

## **RESULTS AND DISCUSSION**

### **The Role of Kyai Charismatic Leadership in Character Formation**

The Kyai in every Islamic Boarding School is a central figure whose every word and deed is always a model for all santri. The leadership of the Kyai at the Islamic Boarding School is very important, the Kyai at the Al Ishlah Islamic Boarding School has a charismatic leadership style, what the Kyai does in leading the Islamic Boarding School involves asatidz, the community around the Islamic Boarding School and the village administration. The figure of the Kyai in Islamic boarding schools is a figure who is highly respected by all levels of society and pesantren residents because of his charisma or authority in carrying out his leadership (Fauzi 2022) .

Kyai Abdul Adib is a leader who has a charismatic attitude and he is also a central figure at the Al Ishlah Natar Islamic Boarding School, apart from being a central figure at the Al Ishlah Natar Islamic Boarding School, he is also the founder and caretaker and endowment of the Al Ishlah Natar Islamic Boarding School. Charismatic Kyai Leadership has a strategic role in building the character of students in Islamic boarding schools. The charismatic leadership of the Kyai found at the Al Ishlah Natar Islamic Boarding School is highly respected, respected, exemplary in behavior, disciplined, authoritative, and simple. Kyai leadership is the key to success in an Islamic boarding school, Kyai is very influential in the development of his students and the progress of the Islamic boarding school. A very important factor that must be possessed by a Kyai is authority or charisma so that students, administrators and the community can emulate the Kyai's attitude.

The Kyai as a motivator is expected to be able to provide encouragement to his students so that the behavior of the students always gets better. However, change is not something that is easy but requires seriousness to achieve it. Kyai as a motivator has the flexibility to provide direction to change the behavior of students. Instilling motivation for students at the beginning of Islamic boarding school education needs to be done, as is the case at the Al Ishlah Natar Islamic Boarding School where at the beginning of each new Islamic boarding school year there is always the introduction of new students and the orientation of new students, it was at that time that the Kyai gave a speech to the parents of the students and briefing the new students to motivating his students to be enthusiastic and take advantage of the opportunity to study at the Al Ishlah Natar Islamic Boarding School (Robikhah and Sari 2021) .

Motivation plays an important role in the learning process of students at Islamic boarding schools, in arousing the motivation of students, Islamic boarding schools do not have a standardized sequence of steps or procedures in an effort to increase it. Kyai in running its role as a motivator uses various ways to move or arouse the motivation of students (Basuki 2015) .

Kyai have a very important role in building the character of the students at the Al Ishlah Islamic Boarding School. The role of charismatic leadership in building the character of students at Al Ishlah Natar Islamic Boarding School is divided into several roles including; *First*, the role of the Kyai as caretaker of Islamic boarding schools, which uses habituation and taking wisdom or *ibroh* is the Kyai's way of forming the character of students to be better. The characters that are formed are the characters of students who care about each other, and are disciplined. *Second*, the role of the Kyai as a role model, from this role the Kyai really provides an example of ideal behavior towards the formation of the character of the santri at Al Ishlah Natar. He didn't just speak or order, but he mostly set an example for his students to do something that was expected of the Islamic Boarding School. So, with this role comes the character of responsibility in the students. *Third*, the role of the Kyai as the parent of the two students, the Kyai has a very strategic role in Islamic boarding schools, he as the parent of the two students can control behavior and from the Kyai's way a religious character is formed towards the students. *Fourth* , the role of the Kyai as a leader, the Kyai not only serves as a teacher in Islamic boarding schools but also as a leader for the continuity and running of Islamic boarding schools, therefore the Kyai must have a strong and ideal vision, besides that he must also have the courage to

convey this vision in a firmly, from the results of the study, it was concluded that the Kyai has a strong vision and mission as well as ideals. In addition, he is also able to convey it boldly and decisively, so that students see this character, an independent character emerges in the students themselves. *Fifth*, the role of the Kyai as a motivator who is able to foster enthusiasm and motivation for students so that students are total in carrying out activities at Islamic boarding schools, with this totality comes the character of working hard on students themselves to be able to change themselves to become better people. The strategy that the Kyai does in forming the character of the santri is through habituation, through *ibrah* (taking wisdom), through implementing programs that are made or regulations (Kurniati, Surur, and Rasyidi 2019).

### **Supporting and Inhibiting Factors of Kyai Charismatic leadership in the Formation of Santri Character**

Factors that support and inhibit the charismatic leadership of the kyai in the formation of the santi character at the Al Ishlah Islamic Boarding School are the internal and external supporting factors of the role of the kyai's charismatic leadership in the formation of the santi character at the A Ishlah Islamic Boarding School is the good performance of the administrators, the involvement of the Islamic Boarding School family, there is support from the community and government in the Pondok Pesantren environment. Internal and external inhibiting factors are the various characters possessed by the students, the lack of a sense of belonging to the existing facilities and infrastructure at the Islamic Boarding School, and the lack of Parents' Understanding of the Rules at the Islamic Boarding School, as well as the influence of children who are outside the Islamic Boarding School (Suryana, Khoiruddin, and Oktapiani 2021).

Giving awards to students who have good exemplary character, some of them become Favorite students of the Al Ishlah Islamic Boarding School, and some are given relief from undergraduate to postgraduate tuition fees. The figure of Kyai Abdul Adib is a figure who has activities not only as a caretaker for the Al Ishlah Islamic Boarding School, but he is also a figure needed by the people of Lampung and even to foreign countries. This is proven by his being on the Asatidz Council of Majelis Ta'lim IWAMIT On Air, Mudir Awwal, and chairman of the FKDT (Diniyah Takmiliah Communication Forum) of Lampung Province.

The inhibiting factors for the Al Ishlah Islamic Boarding School are the existence of a. variety of characters owned by students, b. Lack of a sense of belonging to the existing facilities and infrastructure at Islamic boarding schools c. Lack of Parental Understanding of Rules at Islamic Boarding Schools, d. The influence of children outside Islamic boarding schools (Chandra 2020)

### **CONCLUSION**

Based on the discussion and analysis of the data it can be concluded that the role of the kyai's charismatic leadership requires the first definition of the kyai's charismatic leadership, the nature of the kyai's charismatic leadership, the kyai's charismatic leadership style, the roles and tasks of the kyai's charismatic leadership, the kyai's charismatic leadership strategy, in the formation of the character of the

santri it is necessary to define the formation the character of the santri, the values of forming the character of the santri, the methods for forming the character of the santri, the various formations of the formation of the santri character, but there are several factors that become obstacles in the formation of the santri character at Islamic boarding schools, namely the variety of characters owned by the santri and the lack of understanding of parents towards regulations at Islamic boarding schools so that the role of the Kyai's charismatic leadership is needed in the formation of the character of students at Islamic boarding schools

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