THE ADVANTAGES AND THREATS OF TRANSFORMATIONAL LEADERSHIP IN ISLAMIC BOARDING SCHOOL

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Abstract

This study attempted to provide a plethora of advantages and threats of transformational leadership style when it was applied in the Islamic boarding context. A qualitative approach with library research method applied to to gain the primary goal of this study being conducted.The data gathered through the theoritical review process of related literatures, and then It has been examined using John W. Creswell's qualitative data analysis method. The result of the study provided two big perspectives being discussed in this study, those are the significance advantages: School management advantage, psychological advantage, social advantage and leadership culture. And the strong threats of transformational leadership style toward the Islamic boarding school: disrupted habits, fear of failure, and perceived of lower

Key words: *Transformational Leadearship, Islamic Boarding School, Advantage, and Threats*

INTRODUCTION

Islamic boarding school as an outsatnding educational institutional in Indonesia. Its spreads was expanded largely and widely tomany areas of Indonesian comunity, therefore the Islamic boarding school has contributed a lot in the religious development of the Indonesian people (Thahir. 2014).

The are two education systems in Indonesia, the school under Ministry of Education and Islamic Education under Ministry of Religion.The Islamic education system called Pesantren (Islamic boarding school). All students spend

their time twenty four hour a day. In order to build a civilization in Indonesia, Islamic boarding school plays a critical part in character development (Rahem. 2018). Students are controlled by the management system of pesantren. Islamic boarding school deal with a type of educational institution that focuses on religious teachings and Islamic principles. Pesantren is an Islamic educational institution that was developed in the form of a dormitory by gaining public knowledge of its existing and teaching mastery of Islamic religious education materials. It was also managed directly by the kyai with charismatic nature and independence in all aspects. Pesantren used to be interpreted by Islamic organizations as a location where students may live and learn about Islamic issues (Hasanah. 2020).

Islamic boarding school is a term used to describe a group of people who live in the Islamic boarding school where students resided in a compound and studied under the supervision of a teacher or kyai (Dhofier. 2000). Pesantren was hardly understood by those outside their surroundings, despite the fact that it has existed for hundreds of years. There is no record of when Islamic educational institutions initially established in Indonesia. Across the turn of the nineteenth century, Islamic boarding school, as it is now called, began to take on institutional forms (Suedy & Hermawan. 2001).

Moreover, as one of the educational institutions, Islamic boarding school has contributed a significant influence in the expanding of educational globe, particularly in Indonesian culture. Islamic boarding schools has bee also thought to be a viable option for addressing different educational issues that has arisen at this time. The Islamic boarding school has been an Indonesia's oldest Islamic educational institution. According Dhofir (1994) and Van Bruinessen (1999), Islamic boarding school has been very familiar of five criterias: (1) kyai, or a muslim religious instructor or leader in Java, (2) pondok, or a lodge, (3) masjid, or a mosque, (4) santri, or Islamic pupils, and (5) kitab kuning, or yellow book reading.

Educational institutions require a leader who can build a vision and manage all of the unique components involved with educational institutions, in addition to a manager who can manage the resources of educational institutions that focus more on budget concerns and other administrative issues (Zakaria: 2017).

On the one hand, the Islamic boarding has been built with three purposes: (1) The transmission of Islamic knowledge, (2) preservation of Islamic tradition, and (3) regeneration of Ulama' (Thahir. 2014). The leader in the institution is key

important for the success goal of institution. The Islamic boarding school was lead by *Kyai.* Most of Islamic boarding school kyai was the founder of boarding school and had an authority to make a decision. (Dhofir. 1994). In other word, *Kyai* has become the primary person who managed and lead the Islamic boarding school.

Leadership was defined as an individual's ability to develop, guide, direct, and motivate others to collaborate in order to achieve a common goal (Fiedler. 1964; Judge, etc. 2009; Achua & Lussier. 2013). For achieving the goal, the leader should do the activities including guide the people in the organization.

Leadership was often regarded as the single most important factor in the success or failure of institutions (Bass. 2008). On the other hands, the school performance is the responsible of leader in the school. And the leader in the school is a principal. Leadership also deal with a partnership between leaders and followers who anticipated meaningful change, with a shared purpose as the end result. Although there were many definitions of leadership, it has been well accepted that leadership was process of influence, occurs in groups, and involves common goals (Northouse, 2010). Similarly, Leadership also refered as an impact connection between leaders and followers who desired meaningful changes and results that reflect their shared aims (Daft, 2012). In adition, Leadership is always required to influence, motivate, and lead individual or group action in order to accomplish the desired outcomes. Leadership has a critical and essential role in the company since educational goals cannot be accomplished optimally, effectively, or efficiently without it. Leaders who are effective in their leadership will be able to guide groups or people toward the outcomes. Similarly, leadership is a process of influence where one person enlists the aid and support of others in goal achievement, and it has been a high priority issue for the success of schools (Hoy and Miskel, 2008)

Transformational leadership has motivated and inspired team to pursue outstanding success while also growing their own leadership skills (Bass. 2006). Transformational leadership has motivated followers to set personal interests aside for the greater benefit of the organization, and it has had a huge effect on those who follow it (Sunyoto. 2011)

Transformational leadership has been difined as the leadership style to increase the morale and motivate the performance of followers (Pieterse, et.al. 2010). Transformational leadership also be able to be defined as a leadership style in which subordinates and leaders work together to achieve a high degree of morality and motivation. Transformational leadership has enhanced innovative

behavior for work motivation too (Hadi, et.al. 2019).

The background of this paper were some of researcher finding that showed up on the advantages and threats of transformational leadership in Pesantren. The essential of this study is for developing transformational leadership research in the future.

METHOD

This study used the qualitative researched with the method of library research. For collecting data was gathered from literary sources such as books, journal papers, and websites, all of which are double-checked by the editor or the person in charge. And then examined using John W. Creswell's qualitative data analysis method. The steps of this method were reparing and processing data, describing and analyzing data, presenting data, and interpreting data (Creswell. 2018)

RESULT AND DISCUSSION

Islamic boarding school has improved the the result of the advantages of transformational leadership in Islamic boarding school are:
a. School Management advantages
   The benefit of transformational leadership is for creating better school management. The management in the school determined the leader in the school and the leader in Islamic boarding school is Kyai. He is key person for conceptual planning, making a decision, leading other people and controling the school. As we know that management is a set of activities including planning, decision making, organizing, leading, and controlling directed at an organizations resources with the aim of achieving organizational goals in an efficient and effective manner (Griffin, 2019).

b. Psychological advantages
   1) Increase work motivation
      Transformational leadership enable to increase work motivation of teachers in the Islamic boarding school. Teachers motivation has been improved by the motivation of the leader in the institution. It is outstanding behavior in the organization. Because work motivation is positive wat. According Podsakoff, et. Al (2000) positive employee behavior, including task performance and different organizational citizen behaviors, is kind of transformational leadership. It is strengthened finding of Hadi, et.al (2019)

under title the effect of transformational leadership and work motivation on innovative behavior showed transformational leadership has a direct influence on job motivation, which indicates that transformational leadership styles can improve employee motivation.

Influence the follower to increase their motivation. In other word, the leader in boarding school spread the positif way for teacher in good manner. The Islamic boarding school has chance to change for achieving the goal. According Leavitt (2016) if the organization change become good organization should have four strategies: (1) human change; (2) technological change; (3) organizational structure change; and (4) change of assignment.

The leader in the Islamic boarding school not only improve his skill and his competence but also supporting other people to be better in the achieveing of the institution. Furthemore, leadership is the practice of persuading and encouraging people to work energetically toward a common objective. This is a crucial component that aids in the identification of a person's or a group's objectives, as well as motivating and assisting in the achievement of those goals. This demonstrates how leadership has an impact on motivation.

If the effective leadership will effect to successful outcomes (Yukl. 2002). It is similar with the domain of leadership, transformational leadership theory is highly significant, and numerous studies demonstrate a favorable relation between transformational leadership and other dependent variables including happiness, commitment, motivation, and employee productivity (Kane & Tremble. 2000).

The teachers given the motivation by the leader (Kyai) make them more satisfaction and improve their performance. In other word, the goal of Islamic boarding school will achieve if the teacher more satisfaction.

2) Convenient with the change

Beside the benefit of transformational leadership is for improving the work motivation is the employee in the Islamic Boarding School will convenient with the changing of the school. with the leadership style can inspire and motivate the teacher. Finnaly, the teachers in their school will feel happiness. According the finding from Pai & Krishnan (2015) idealised influence attribution, idealised influence conduct, inspiring motivation, intellectual stimulation, and individualized consideration were identified as

five characteristics of transformational leadership. Both of idealized attributed influence and competence are the best indicators of happiness.

3) Inspire innovation at work

The leader inspires the members will have a significant impact on the progress of a school institution in the future. With the inspiration of a leader being able a rise his innovation. If it is implemented in the Islamic Boarding School the people get inspire is teachers. According to Mathew (2015) the people will follow a leader who has inspires them. And the goal of school organization will achieve the vision and mission (Iqbal, et. Al. 2019).

c. Social advantages

1) The public trust of school opinion has grown.

When the leader of Islamic boarding school doing the transformational leadership the school institution will get the trust from the public. Good reputation and get the stakeholders trust is the purpose of school institution. According to Yulk (1989) trust is part of the key of successful in the organization. Before getting the public trust is the transformational leaders should have trust on their follower. Beside that, not only get trust from the follower but also from relationship (Yang. 2016).

2) Good cooperation and solidarity

Islamic boarding school with transformational leadership are more enabled to create relationships and collaborate with the community, industry, business, graduates, and other educational institutions (Royhatudin. 2020). The relationship between Kyai, teachers, parent, and community is the important thing for improving the Islamic boarding school. Kyai and teachers should good cooperation for achieveing the Islamic boarding school goal.

d. Leadership culture

By the leader attitude in the Islamic Boarding School will change the culture of the teachers. The leadership culture more positively if the leader apply the transformational leadership. According to Yukl (2010) transformational leadership increase followers' morale in order to raise moral consciousness and mobilize resources and energy to transform institutions as a force for change.

Beside the advantages of transformational leadership this are the threats of transformational leadership in Islamic boarding school :

a. Disrupted habits

Some of leader comment that the people frequently resist change because it disturbs their routines. The Islamic boarding school enjoy in their habits everyday. The school do not change into other situation. The Kyai happy with the culture since he build the Islamic boarding school. According to Carpenter (2014) the people resist to change because will disrubt their habit. In other hand, the organization in convenient conditions, leaders will not change anything, he afraid to disturb the habits that have long been done.

b. Fear of failure

Since the change is uncertainty, the majority of pesantren leader used to be fear of failure to develop the managerial system, administrational system, and leadership style by adopting the current trend being developed in the real mileu of organizational change and development.It has been postulated In the psychological research tradition, an individual's fear of failure is viewed as a self-evaluative framework that impacts how he or she defines, orients to, and experiences failure in accomplishment settings, particularly those involving risk-taking behavior (Heckhausen 1991). (Caraway et al. 2003). Fear of failure has been proven to have a significant impact on people's accomplishment motivation and career ambitions.

c. Perceived of lower

As the interfearence of organizational climate that has been formulated by the implementation of transformational leadership,the other member of the organization could not innovate freely without agreement from the pesantren leader. Everthing was strongly dominant with the idea's of the leader. In onther words the climate of miss trust of perceived lower unable to lead the organization in to meaningful change as It has been stated that employees are often afraid of discouraging actions such as being put down, humiliated, insulted, or sarcastically spoken to (Cangemi et al., 2008). These kinds of conduct breed distrust inside the company. Caldwell,

Hayes, and Tien Long (2010) discovered that when a leader's behavior is viewed as trustworthy, an employee's trust in the leader grows.

CONCLUSION

Based on the discussion above the transformational leadership has inspired and encouraged the team to aim higher while also honing their own leadership abilities. Transformational leadership also inspired followers to put personal interests aside for the greater good of the Islamic boarding school, and it has had a significant impact on people who follow it. The advatages of transformational leadership are: School Management advantages, psychological advantages (increase work motivation, convenient with the change, inspire innovation at work), Social advantages (the public trust of school opinion has grown, good cooperation and solidarity), leadership culture. And for threats of transformational leadership in the Islamic boarding school are: disrupted habits, fear of failure, and perceived of lower

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