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Kyai Leadership Management Model in Improving Quality Performance of Educators and Education Personnel in Islamic Boarding Schools Ibnussabil Santan Tengah

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Abstract

The Kyai leadership model in Islamic boarding schools plays a major role in improving the performance of educators and education personnel. As a leader, at least he must be able to influence, motivate, protect, and guide his subordinates to have significant performance quality. Thus, optimal performance is directly proportional to the institution's success in achieving its vision, mission, and goals. This study was conducted to find out how the Kyai leadership management model is carried out at the Ibnussabil Santan Tengah Islamic Boarding School in improving the quality of performance of educators and education personnel from a philosophical perspective. The research method uses a qualitative approach by describing the leadership management model used in improving the quality of performance of educators and education personnel, in this case, interviews and documentation are the data collection techniques. The results of the study showed that there is no best leader model because all types of leadership must be used according to the situation or circumstances to improve the quality of performance of educators and education personnel effectively.

Keywords: Leadership Management Model, Performance of Educators, and Education Staff

Abstrak

Model kepemimpinan Kyai yang ada di pondok pesantren sangat berperan besar dalam meningkatkan kinerja pendidik dan tenaga kependidikannya. Sebagai seorang pemimpin setidaknya haruslah mampu untuk bisa mempengaruhi, memotivasi, mengayomi, dan membimbing bawahannya agar bisa memiliki kualitas kinerja yang signifikan. Dengan demikian, kinerja yang optimal berbanding lurus dengan keberhasilan dari lembaga tersebut dalam mencapai visi misi dan tujuannya. Penelitian ini dilakukan dengan tujuan untuk mengetahui bagaimana model manajemen kepemimpinan kyai yang dilakukan di Pondok Pesantren Ibnussabil Santan Tengah dalam meningkatkan kualitas kinerja pendidik dan tenaga

kependidikan dari perspektif filsafat. Adapun metode penelitian menggunakan pendekatan kualitatif dengan mendeskripsikan model manajemen kepemimpinan yang digunakan dalam meningkatkan kualitas kinerja pendidik dan tenaga kependidikan, dalam hal ini wawancara dan dokumentasi yang menjadi teknik pengumpulan datanya. Hasil penelitian menunjukkan bahwa tidak ada model pemimpin yang paling baik, karena semua tipe-tipe kepemimpinan itu harus digunakan sesuai dengan situasi atau keadaan agar mampu meningkatkan kualitas kinerja pendidik dan tenaga kependidikannya secara efektif.

Kata Kunci: Model Manajemen Kepemimpinan, Kinerja Pendidik, dan Tenaga Kependidikan

Introduction

Humans are social creatures who certainly need other people in their lives and social interaction is the basic foundation for humans to get to know each other and complement each other.¹ Humans are given common sense by Allah to be able to become caliphs on earth and of course, to be able to become humans/caliphs who can protect the earth by using their common sense requires good management in it. In the life that we live until now, everything can never be separated from management and for us to be able to manage it well, knowledge is needed. Therefore, to be able to protect and manage this complex earth, a leader is needed who can lead, influence, and motivate others to achieve the goals they want to achieve together.

Leadership will always exist in all aspects of life and the most fundamental is leadership in educational institutions. This is because leaders in educational institutions are required to be able to manage very complex humans. After all, the expected

output is to produce a generation of Indonesians who are faithful, intelligent, skilled, innovative, and civilized.² Therefore, a leader who has broad insight is needed regarding how to manage educational institutions, because the success or failure of an educational institution lies in the management carried out by its leader. So that the characteristics that must be present in a leader are having advantages that are much more and better than his followers and one of these advantages is related to the best way for a leader to influence, guide, direct, and motivate his subordinates to be able to carry out the vision and mission that has been set to achieve the desired goals. A leader can be chosen based on election or descent, this is adjusted to the system of each institution. However, if we look at the appointment or election of a leader in an Islamic institution such as an Islamic boarding school, it is usually based on descent. Thus, the elected leaders will have the authority to act to regulate, manage, and direct others through their institutions to be

able to achieve the vision, mission, and goals of the institution.³

Islamic boarding schools are Islamic educational institutions that overall have the same goal, namely to foster and guide their students to become figures who can practice Islamic law well. This certainly requires a figure who has broad insight related to Islam and is also someone who devotes himself to Allah to spread the teachings of Islam and this figure is called Kyai. A Kyai is highly respected and appreciated by the community because a Kyai is considered someone who has extensive knowledge and at the same time believes in Allah and this title is obtained not based on a high educational background to become a bachelor, master, doctor, or even professor but comes from the sincerity of the community without any coercion from any party.⁴ In terminology, Kyai is the founder or leader of an Islamic boarding school who is known as an educated Muslim who in his life devotes himself to Allah to spread and deepen the teachings and views of Islam through various Islamic educational activities.⁵

The role of Kyai in Islamic Boarding Schools is very influential in improving the performance of educators and education personnel. The success or failure of an educational institution depends on the quality of a Kyai in managing its human

resources.⁶ To achieve success through the vision, mission, and goals of the educational institution, there needs to be good communication between leader educators and education personnel. Thus, the performance of educators will be more optimal if the communication is very good and supported by all elements of the school. In this case, educators and education personnel must be able to work well, with sincerity, and good intentions so that when making a mistake and being evaluated by other colleagues, they can accept it and make it material for self-introspection so that the same thing does not happen again. So that the performance for each day can be better than the previous day.⁷

However, the current problem is the emergence of a crisis of commitment, credibility, and many increasingly complex problems in social, national, and state life. Thus, it requires leaders to be able to restore this trust to their subordinates and must be able to survive all the pressures of the many problems faced. Thus, the leadership management model in Islamic educational institutions must be adjusted to the development conditions in each environment, so that from the vision, mission, and goals to be achieved, several programs can be produced that can improve the quality of the performance of educators and education personnel.⁸

Ibnussabil Santan Tengah Islamic Boarding School located in Marangkayu District, Kutai Kartanegara Regency was founded by Prof. Dr. KH. Agus, S.Ag commonly called Ustadz Agus and its leader named Muammar Tasbih, M.Pd. This Ibnussabil Islamic Boarding School is a branch of the Ibnussabil Islamic Boarding School in Tanjung Barat, South Jakarta. Ibnussabil Santan Tengah Islamic Boarding School is oriented towards education at the Modern Darussalam Gontor Islamic Boarding School because the leader, Ustadz Tasbih, and his wife are alumni of the Modern Gontor Islamic Boarding School in Ponorogo and for the learning system using an independent curriculum that combines KMI Gontor with tahfidz which is focused on tahfidz education of the Qur'an and Arabic.

Based on the description above, the researcher wants to know more about the leadership management model of the kyai in improving the quality of performance of educators and education personnel at the Ibnussabil Santan Tengah Islamic Boarding School.

Method

The type of research used is descriptive qualitative which is adjusted to the researcher's objectives in this study, namely to identify and explore a real phenomenon

based on knowledge and which will ultimately produce researcher findings from phenomena that could never be achieved using quantitative methods or statistical analysis.⁹ The data sources obtained in this study were in 2 ways, namely indirectly (secondary) and directly (primary). The secondary data source in this study was in the form of documentation and the primary data source in this study involved the leader, secretary of the leader, and caretaker of the students of the Ibnussabil Santan Tengah Islamic Boarding School. The data collection methods used were interviews and documentation. For interviews in this study, they were conducted indirectly using a mobile phone. Structured interviews were prepared in advance by the researcher before starting the interview with the informant in the form of general questions that were the main problem. However, these questions can be modified according to the situation during the interview.¹⁰ The supporting documentation of this study was in the form of related documents that were by the research. The data analysis went through three stages, namely data reduction, data presentation, and conclusion.

Results and Discussion

1. Kyai Leadership Method

The Kyai leadership model is a style used by leaders in Islamic boarding schools

to carry out their duties and authority.¹¹ The head of this educational institution is a leader who has a leadership soul in the educational institution where the teaching and learning process takes place.¹² Therefore, the head of the educational institution must be able to manage his educational institution using various effective leadership management models. The success or failure of an institution in achieving its goals depends on the quality of the leader who leads the institution. No exception for the Ibnussabil Islamic Boarding School in Santan Tengah, East Kalimantan with its leader, Ustadz Muammar Tasbih. There are several models carried out by Muammar as the leader of the Islamic boarding school which he currently manages, he stated that:

“One of the models that I have implemented is the indicator for accepting educators and education personnel at the Ibnussabil Islamic Boarding School which prioritizes alumni from the Ibnussabil Islamic Boarding School itself or alumni from other Islamic boarding schools whose background is modern, not traditional (Salafi).”

When a leader opens a job vacancy in the institution he leads, it is very necessary to have a strict management process, so that it is easier for the institution to find qualified

prospective educators and education personnel who are responsible for their work. About the responsibility given by the head of the institution to its educators and education personnel, a managerial leader is required to be able to divide tasks fairly. This was also done by Muammar, who stated that:

“Because most of the educators and education staff at this Islamic Boarding School are alumni of Ibnussabil itself, it makes it easier for me to give them responsibility. The responsibility that I give to educators to teach in the classroom is by looking at the learning outcomes during the 6 years of studying at the Ibnussabil Islamic Boarding School. This makes it easier for me to direct educators to teach Arabic, Islamic Religion, morals, or teaching (tarbiyah) lessons. Not only that, before the teaching and learning process is carried out in the classroom, I have to see the RPP that has been made and I will question the intent and purpose and ask what the educator wants to convey to the students and what tasks will be given, I have to know all that because I hold great responsibility in this Islamic Boarding School.”

Leadership model is inherent in a leader of an institution/organization to be able to carry out the vision and mission that has

been set and achieve goals. If the leadership model is good and by what is expected, then the leader has good performance quality and of course, the performance of his subordinates is also good, so that people's views of his institution/organization are also good and considered successful. Therefore, leaders must be able to have the ability to choose the right model, because the leader will be the one who will guide the institution/organization towards achieving its goals.

The leadership models include:

a. Situational Leadership

This theory was developed by Hersey and Blanchard who stated that a leader must be able to read the situation such as a leader can understand attitudes, traits, and situations. So in this case a leader must be able to diagnose the behavior of each individual who is his subordinate. In addition, this situational leader must be able to choose the leadership style that should be used to deal with his subordinates and solve existing problems.¹³

b. Transformational Leadership

A transformational leader is a leader who can motivate and inspire his subordinates effectively to be able to improve innovation, creativity, and

dedication that can influence the quality of his subordinates' performance to be better and of course so that the vision, mission, and goals of the educational institution can be achieved.¹⁴ In addition, this transformational leadership can also make a leader aware so that he can become the best leader and become a role model for his subordinates. Transformational leaders have a clear vision and can look to the future of the institution he is leading.

c. Servant Leadership

Leadership developed by Robert K. Greenleaf states that a leader is the best servant for his subordinates, this leader will try as much as possible to be able to meet the needs and interests of his subordinates and put his personal needs and interests first. This servant leadership reflects the principles of ethics and morality in philosophy.

d. Transactional Leadership

A transactional leader is a leader who appreciates the achievements of his subordinates by giving rewards or motivation. A transactional leader certainly involves values such as honesty, responsibility, and the existence of a reciprocal process.¹⁵

This transactional leader certainly involves his subordinates to achieve the goals of the institution/organization so that the leader will determine the rules and divide the tasks according to their respective duties. Subordinates who have good performance will get rewards in the form of salary incentives, salary increases, salary bonuses, and job promotions, conversely, subordinates who have poor performance will get punishment in the form of salary reductions, demotions, to losing their jobs or being laid off. To be able to recognize whether the person has the talent to be a leader, we can recognize it by looking at their nature and character, including being intelligent, taking the initiative, being responsible, being trustworthy, being honest, being willing to sacrifice, being loved and loving their group.

2. Quality of Performance of Educators and Education Personnel

Performance is something that is done or not done by an individual who is working in an institution/organization.¹⁶ The performance contains several elements including those related to the quantity of results, quality of results, speed of time of results, attendance, and ability to work together. Sukmalana quoted in the book entitled "Leadership and Quality of Employee Performance" suggests that

achieving productivity improvements requires someone who has the skills, abilities, skills, and work experience. This is based on the reality in the field that if someone is placed in a position or position that is not in line with their educational background, what will happen is a decrease in productivity and the quality of a person's performance. Likewise, if someone is placed in a position or position that is by their educational background, the person will be more enthusiastic in completing their work, to increase the level of productivity and quality of their performance.

Thus it can be concluded that education and training are very essential in increasing the productivity and quality of a person's performance because education and training are aimed in several directions, including the following:

- a. Increasing knowledge, both technical and managerial
- b. Increasing technical skills
- c. Increasing motivation in work¹⁷

Meanwhile, the quality of an educator and education personnel can be seen from how they perform towards the responsibilities they have been given. An educator and education personnel are said to be qualified if they can carry out all forms of responsibilities that have been

given to them, conversely if they are negligent and do not carry out their responsibilities properly, then they are not qualified. This is also by the theory put forward by Giantoro which states that the high or low quality of quality management strategies will determine the quality of performance and the results achieved, both in the short and long term.¹⁸ Therefore, a leader must have good supervision of the teaching and learning process carried out by educators and education personnel.

In line with the above, Rabania as the head of the students at the Ibnussabil Islamic Boarding School also stated that:

“Supervision is carried out by the leader in the morning, the leader is Ustadz Muammar, so he will control and look at the class related to the way the teacher teaches, see whether it is by the RPP or not, if it is not in accordance, then it will be evaluated later.”

Related to the above, supervision carried out by a leader to educators and education personnel certainly has its purpose, one of which is an effort to discipline. Discipline in this case is not only related to time issues but also discipline towards administration for the sake of the continuity of the directed teaching and learning process in the classroom. Thus, one of the functions of management, namely

supervision or controlling, will work as it should, which of course in this case aims to see the progress made by educators and education personnel to what extent, related to the shortcomings and advantages that occur in educators and education personnel, and become a benchmark for the success that has been achieved by educators and education personnel. So that from this matter will be followed up by the head of the educational institution to improve what needs to be improved and maintain the progress that has been achieved according to expectations.¹⁹

Because in this study the basis is an Islamic boarding school with an Islamic nuance, the leader does not only discipline educators and education personnel in terms of educational world problems, but also more than that, namely related to the discipline of education and education personnel towards their spirituality to the Divine. From the researcher's findings, Ustadz Muammar as the leader of the Ibnussabil Islamic Boarding School has tried to become a leader who not only orders and demands many things from his educators and education personnel, but also participates in helping to improve the discipline of his subordinates by making himself a person who can be a role model. This is reinforced by what was conveyed by

Nur Khairiyah as the secretary of the leadership who stated:

“Ustadz's supervision regarding matters of discipline is quite strict, especially when it comes to worship, he is very disciplined. For example, we wake up late for dawn, until he intervenes to wake us up. "Apart from that, if for example, we are so lacking in enthusiasm that we rarely make memorized deposits to him, we will immediately be reprimanded and therefore end up being given more motivation, well he never gets tired of being reprimanded if something is wrong.”

A wise leader is a leader who does not only think about himself to progress and quality, but a wise leader is a leader who helps his employees to be able to progress together with him and tries to help improve the quality of his employees' performance. About this, of course, several factors can affect the quality of the performance of educators and education personnel, including:²⁰

a. Motivational Factors

Motivation is the process of moving and encouraging someone to be more enthusiastic in achieving the goals they want to achieve, so that with this, consciously or unconsciously, someone

who has high motivation will be in line with good performance results. Thus, it can be said that motivation greatly affects the quality of a person's performance.

b. Ability Factor

When viewed from a Psychological perspective, this ability consists of potential ability (IQ) and reality ability related to the knowledge and skills possessed by a person. So it can be concluded that, if a person's IQ is above average and accompanied by a fairly broad knowledge, then that person will certainly be more skilled in completing his work.

Related to the above, the leadership of the Ibnussabil Islamic Boarding School also strives to improve the quality of the performance of its educators and education personnel, especially in terms of motivation. This is reinforced by the statement delivered by the Secretary of the leadership, namely Nur Khairiyah, she stated that:

“Ustadz himself often gives us motivation that makes us more enthusiastic in our work, especially when he brings verses from the Quran and Hadith, which resonate with our minds because they are by reality. He also likes to share about his experiences as a student until now as a leader at the Ibnussabil Islamic Boarding School.

Well, things like that are what finally build our enthusiasm again to be more productive.”

The leadership management model is a process that takes quite a long time to be able to improve the quality of the performance of its subordinates and achieve the goals of the educational institution itself. Therefore, an evaluation needs to be carried out to see the progress that has been carried out. With the evaluation, the leader together with his subordinates will mutually introspect the mistakes that have been made and together find the best solution to correct the mistakes. And for things that are already good, they need to be maintained and improved again.

Thus, what has been done by the leadership of the Ibnussabil Islamic Boarding School related to routine evaluations carried out with the hope that all problems can be resolved properly. In line with this, Rabania as the caretaker of the students confirmed it, he stated that:

“For the evaluation activity, we always routinely carry it out on Friday nights. If there are mistakes from students or even teachers, we will discuss them and find a way out so that the problem is resolved. Not only discussing the problem, Ustadz Muammar also usually gives us motivation so that we are more

enthusiastic in carrying out our responsibilities.”

Based on the data analysis above, it can be concluded regarding the leadership management strategy of the Ibnussabil Santan Tengah Islamic Boarding School in improving the quality of performance of educators and education personnel from a philosophical perspective as follows:

Table 1.1. Implementation of the Leadership Management Model

No	Management Strategy	Leadership Typology	Leadership Type
1.	Delegation of tasks	The division of tasks is based on each person's respective field of expertise and is carried out fairly and will be given direction first.	Democracy/ Transactional
2.	Supervision	Checking the lesson plan before the teacher starts teaching and visiting the class to see the suitability of the lesson plan that has been made and checked by the leader. Discipline of worship by educators and education personnel.	Visionary/ Transformational
3.	Coaching	Implementation of general training for new and old teachers to explain tasks and responsibilities Implementation of	Visionary/ Transformational

		religious studies with leaders.	
4.	Decision Maker	Deciding something is always done through deliberation. Leaders make it a habit to ask for time to do istikharah first before actually deciding on a decision.	Democracy/ Transactional
5.	Communication	Conducting open and two-way communication, thus allowing subordinates to convey opinions, suggestions, and constructive criticism. Motivating subordinates based on the Qur'anic verses and related hadiths.	Democracy/ Transactional Servant
6.	Evaluation	Routine activities are carried out every Friday night related to the evaluation of each problem that needs to be resolved. Finding the root of the problem and together finding the best solution to the problem.	Democracy Situational

Conclusion

Leadership is the key to the success of an educational institution, if the leader

carries out his mandate well and does not abuse his position, the institution he leads will certainly be able to achieve its vision, mission, and goals. On the other hand, if the leader is dishonest, unfair, acts arbitrarily, and abuses his position and authority, then the educational institution he leads will have many problems and will find it difficult to develop. Therefore, as a leader, he must have special characteristics and have good knowledge to be able to manage his educational institution, because being a leader is an art. So not everyone can become a leader. A leader must also have a good leadership model or style so as not to harm himself and others who are his subordinates.

The leadership model or style of a leader greatly influences the success of the institution he leads, therefore the leader should be able to position himself as well as possible to choose the leadership model or style that he should use. Because no model or style of leadership is very good, all are good, it's just how a leader can sort and choose which leadership model or style he should use to deal with his subordinates or if there are problems that arise in the institution he is leading.

A leader who has a good leadership model or style can be wise towards his subordinates and can provide solutions if there is a problem, then this can affect the

performance of educators and education personnel in his educational institution. Leadership, motivation, competence and skills, work environment, professional development, and workload are things that can affect the quality of performance of educators and education personnel.

Based on research related to the Leadership Management Model of the Ibnussabil Santan Tengah Islamic Boarding School in Improving the Quality of Performance of Educators and Education Personnel from a Philosophical Perspective, the researcher draws the following conclusions:

- a. Leadership carried out in educational institutions is a leader who understands pedagogical principles, namely the ability possessed by a leader to influence and manage his educational institution by involving his subordinates in the responsibilities that will be carried out in the learning process.
- b. There are several models of Kyai leadership at the Ibnussabil Santan Tengah Islamic Boarding School, including:
 1. Situational leadership
 2. Transformational leadership
 3. Servant leadership
 4. Transactional leadership

- c. Two factors can influence improving the quality of performance of educators and education personnel, namely:
 1. Motivation factor
 2. Ability factor

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