

LEADERSHIP PATTERN OF RAUDHATUT THOLABAH ISLAMIC BOARDING SCHOOL: ANALYSIS OF STYLE, STEPS, AND STRATEGY

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Abstract:

This study aims to analyze in depth the leadership patterns at the Raudhatut Tholabah Setail Islamic Boarding School through three main dimensions: leadership style, managerial steps, and institutional development strategies. As a traditional Islamic educational institution that exists amidst the current of modernization, this Islamic boarding school exhibits unique leadership dynamics. This study uses a qualitative approach with a descriptive case study. Data were collected through participant observation, in-depth interviews with caretakers, administrators, and students, as well as documentation of the boarding school's curriculum and policies. The results show that the leadership patterns at the Raudhatut Tholabah Islamic Boarding School integrate charismatic-transformative leadership styles. The Kyai acts as the central moral authority and innovator in the development of an integrative curriculum. Leadership steps are implemented through bottom-up mechanisms in daily coordination and top-down in strategic vision. The strategies used include strengthening alumni networks, diversifying the boarding school's economic units, and adapting information technology without reducing salafiyah values. This finding implies that the sustainability of Islamic boarding schools is determined by the leader's ability to balance the maintenance of tradition (al-muhafazah 'ala al-qadim al-shalih) and the adoption of modern innovation (al-akhdzu bi al-jadid al-ashlah).

Keywords: *Islamic Boarding School Leadership, Leadership Style, Managerial Strategy, Raudhatut Tholabah.*

Abstrak

Penelitian ini bertujuan untuk menganalisis secara mendalam pola kepemimpinan di Pesantren Raudhatut Tholabah Setail melalui tiga dimensi utama: gaya kepemimpinan, langkah-langkah manajerial, dan strategi pengembangan institusi. Sebagai lembaga pendidikan Islam tradisional yang eksis di tengah arus modernisasi, pesantren ini menunjukkan dinamika kepemimpinan yang unik. Penelitian ini menggunakan pendekatan kualitatif dengan studi kasus deskriptif. Data dikumpulkan melalui observasi partisipatif, wawancara mendalam dengan pengasuh, pengurus, dan santri, serta dokumentasi kurikulum dan kebijakan pesantren. Hasil penelitian menunjukkan bahwa pola kepemimpinan di Pesantren Raudhatut Tholabah mengintegrasikan tipe kepemimpinan karismatik-transformatif. Kyai bertindak sebagai sentral otoritas moral sekaligus inovator dalam pengembangan kurikulum integratif. Langkah kepemimpinan diimplementasikan melalui mekanisme bottom-up dalam koordinasi harian dan top-down dalam visi strategis. Strategi yang digunakan mencakup penguatan jejaring alumni, diversifikasi unit ekonomi pesantren, dan adaptasi teknologi informasi tanpa

mereduksi nilai-nilai salafiyah. Temuan ini mengimplikasikan bahwa keberlanjutan pesantren ditentukan oleh kemampuan pemimpin dalam menyeimbangkan antara pemeliharaan tradisi (*al-muhafazah 'ala al-qadim al-shalih*) dan adopsi inovasi modern (*al-akhdzu bi al-jadid al-ashlah*).

Kata Kunci : *Kepemimpinan Pesantren, Gaya Kepemimpinan, Strategi Manajerial, Raudhatut Tholabah.*

INTRODUCTION

Islamic boarding school is entity the oldest Islamic education in Indonesia which has characteristics unique , good from side methodology transmission science and structure his authority . In the discourse sociology education , Islamic boarding schools often viewed as institutions capable *indigenous* people endure crossing various eras because strength pattern his leadership . Zamakhsyari Dhofier confirm that Kyai is the most central element in life Islamic boarding school ; he No only just teacher , but rather the " heart " that determines direction policies , curriculum , to spirituality students (Hamzah et al. 2023) . However , entering the era of disruption information and globalization , patterns leadership traditional authority - based charismatic absolute start face dynamics significant changes .

Dynamics leadership in Islamic boarding schools Raudhatut Tholabah Setail reflect A dialectics between effort maintain tradition (*al- muhafazah 'ala al-qadim al- shalih*) with demands modernization institutions . Transition from informal personal management towards management professional collective become crucial phenomenon (Mahmud and Nufus 2025) . Challenges main problems faced by Islamic boarding schools moment This is pressure external in the form of standardization education national and demands public to *output* competitive students in the global job market . As put forward by Azyumardi Azra Islamic boarding school sued For do transformation managerial without loss of identity his Islam (Zuhriansah 2025) . In Raudhatut Tholabah, challenges This manifested in How leadership manage integration yellow book curriculum with formal government curriculum .

More continue , challenge digitalization also demands leadership Islamic boarding school For adaptive . Max Weber in theory his authority classify leadership charismatic as base main institution traditional , but in context contemporary , charismatic just No enough . Leadership in Islamic Boarding Schools Raudhatut Tholabah must capable formulate strategies that go beyond the boundaries of tradition (Sulhan and Lessy 2022) . The solution that emerged often in the form of implementation leadership transformative . Bass & Riggio defines leadership transformative as motivating style follower For beyond interest personal for the sake of vision organization (Harsoyo 2022) . In the context of Islamic boarding school this is the solution the implemented through distribution authority to the council of *asatidz* and strengthening of autonomous units Islamic boarding school as step mitigation to complexity burden administrative Kyai.

Mapping literature about leadership Islamic boarding school show that theme This has become focus sufficient study established in discourse

management Islamic education . In general general , study previously tend polarized to in three current main . First , the study focuses on authority charismatic kyai as determinant main success Islamic boarding schools , as expressed by Hiroko Horikoshi and confirmed back by research contemporary who sees kyai as figure center in Decision making (Hidayati 2022) . Second , research that emphasizes the transformation of leadership from style traditional going to style leadership transformative - modern to answer challenge accreditation and formalization education . Third , the study about leadership collective-collegial that begins Lots applied to modern Islamic boarding schools or Islamic boarding schools that have switch become foundation big (Munif, Patoni, and Maunah 2023) .

One of relevant studies is study about leadership in Islamic boarding schools Tebuireng and Lirboyo , who concluded that key resilience Islamic boarding school lies in the ability leader in do management conflict and orderly succession . However , the majority study the more Lots focus on aspects sociological authority or profile biographical figure certain , but often ignored analysis procedural about how " managerial " steps and tactical "strategies" implemented in a way concrete in Islamic boarding schools with scale developing medium that characteristics wisdom strong local (Kusumaningrum et al. 2025) .

Here it is location the novelty offered by research This is different . with study previously , research on Islamic Boarding Schools Raudhatut Tholabah Setail This offer distinction academic in a number of aspects . First , research This use approach triadic integrating three dimensions simultaneously : style , steps , and strategy. If other research usually only stop at analysis style democratic or authoritarian , research This dissect until to the operational level step real in taking decisions and futuristic levels (sustainability strategies) .

Second , location research at Islamic boarding schools Raudhatut Tholabah Setail give context unique . Islamic boarding school This represent prototype "semi- salaf " Islamic boarding school located in transition crucial between maintain orthodoxy science with demands professionalism institutions in suburban areas. Third , research This offers a " Leadership " model Integrative-Adaptive " as findings new , namely A pattern capable leadership sew interest spirituality pure with management strategic based results (result-oriented). With thus , the article This fill in emptiness literature (research gap) regarding leadership models Islamic boarding school successful middle class do modernization without experience secularization management or lost soul charismatic .

Based on formulation problems that have been determined , then objective from study This is: Analyzing style leadership applied in Islamic boarding schools Raudhatut Tholabah Setail in manage institutions and students , Describe steps concrete steps taken by the leadership Raudhatut Tholabah Islamic Boarding School Setail in operate function management and education , Identifying strategic strategies used by leaders Islamic boarding school For guard sustainability as well

as increase quality institutions in the middle challenges of the times, and leadership strategies that become characteristics distinctive features of Islamic boarding schools Raudhatut Tholabah Setail.

RESEARCH METHOD

In carrying out study to pattern leadership in Islamic boarding schools Raudhatut Tholabah Setail, researcher apply framework methodology as following . Approach Qualitative : Used For explore reality social and phenomena leadership in a way naturalistic to produce rich, in-depth , and meaningful data . Descriptive Method : Selected For understand phenomenon in a way complete and detailed , so researchers can describe in a way complex pattern leadership that includes style , steps , and strategies applied . Object Study in study This is pattern leadership in Islamic boarding schools Raudhatut Tholabah Setail. Focus study directed in a way specific to three dimensions main , namely style leadership used , steps managerial decisions taken , as well as strategies implemented in develop institution ..

Research Data Collection Techniques This use three main pillars data collection (triangulation), namely Interview in-depth (in-depth interview) To explore perspective subject in a way direct observation For see facts on the ground in a way objective . Documentation Study For examine archives or written data that supports study .

According to Sugiyono, triangulation is technique nature of data collection combine from various technique data collection and data sources that have been There is (Nurfajriani et al. 2024) . Researcher will compare the results data interview with observation data as well as document related to ensure No the existence of subjective bias and maintaining consistency findings in the field .

Research Ethics In the implementation process , researchers comply principle ethics study as emphasized by Creswell This includes providing informed consent to informant as form agreement voluntary , and guard confidentiality identity (anonymity) and data privacy (confidentiality) of the subjects study (Sibarani and Albina 2025) .

Instrument Research In research qualitative this , researcher act as instrument the key (human instrument) that jumps in direct to field . For support its effectiveness , researchers equipped with instrument supporters in the form of : Guidelines Interview : List of questions structured For directing the dialogue with informant . Notes Field Notes: A tool for take notes results observation in a way detailed . Recording and Documentation Tools : Devices supporters For ensure accuracy of primary data obtained .

Data Presentation Techniques Data that have been collected analyzed and presented through stages qualitative data analysis (Miles & Huberman model), namely : Data Reduction : Summarizing and selecting relevant core data with focus research . Data Display: Presenting data in form narrative , table , or chart for pattern leadership more easy understood in a way systematic .

RESULTS AND DISCUSSION

Result

Leadership Style

About pattern leadership in Islamic boarding schools Raudhatut Tholabah Setail disclose A synergy unique between tradition thick Islamic boarding school with demands modern management . Based on the data collected , the discussion focused on three main pillars : style leadership , steps tactical , and long-term strategy length applied by the caregiver Islamic boarding school .

Observation results show that style leadership in Islamic boarding schools Raudhatut Tholabah dominated by type charismatic . Kiai as central figure No only act as manager , but also as spiritual role model (uswah) hasanah). This style reflected from The obedience of the students and administrators is based on a sense of respect , isn't it? just hierarchy organization . According to Ust. Yusuf Hadi, one of the administrator Islamic boarding school say :

"The Kiai's style here is very protective , like a parent. to child itself (paternalistic). However , in matter the discipline of the yellow book and worship, he was very strict . He lead with example ; if he order students dawn in congregation , he Already was in the mosque before students get up ."

In a way theoretical , thing This relevant with thinking Zamakhsyari Dhofier in his book Tradition Islamic boarding school , which states that the authority of the kiai is absolute However full love darling , who became foundation stability education in Islamic boarding schools (Fajarudin and Ghulam 2023) . Authority absolute This No born from system rigid formal hierarchy , but rather sourced from confession community Islamic boarding school to depth religious knowledge (tafaqquh) fiddin) and piety personal kiai. In the context Islamic boarding school Raudhatut Tholabah Setail, pattern leadership This create A ecosystem stable education Because every kiai's instructions are seen as blessing at a time spiritual guidance .

Dhofier explain that the kiai is the " heart " of life Islamic boarding school . The authority of the kiai is paternalistic placing the kiai as responsible father figure answer full on development intellectual and moral his students . Relationship This beyond ordinary teacher-student relationship ; he is bond spiritual based on on a sense of total trust (Fajarudin and Ghulam 2023) . This is what causes style leadership in Raudhatut Tholabah capable minimize internal conflict and create compliance volunteering among students and administrators .

More Furthermore , the stability referred to by Dhofier is also related to with the ability of the kiai in guard balance between tradition and change . Full leadership love Darling allows the kiai to embrace innovation – such as formal education or technology – without remove identity original Islamic boarding school . With thus , style leadership in Islamic boarding schools Raudhatut Tholabah No just operate function managerial , but rather practice leadership charismatic - spiritual guardian integrity values Islamic boarding school in the middle current modernization . Strength This kiai figure is the one who ultimately become the main pillar sustainability institutions in a way hereditary .

Leadership steps

Steps taken leadership in Raudhatut Tholabah Setail tend use approach deliberation consensus For things technical , but still placing Kiai as breaker policy supreme leader. This step taken For ensure that every decision still is at in corridor vision mission Islamic boarding school .

For strengthen findings said , is done interview with one of them administrator other Islamic boarding schools involved in program planning . In the interview Regarding this , Ust. Hasan Khafid said ,
"*Every month There is meeting evaluation . Steps development curriculum usually discussed together , but decision end remains in the hands of the Kiai after consider our input . This makes us feel valued at a time still own clear direction .*"

This matter in accordance with Management by Objectives (MBO) principles put forward by Peter Drucker, Implementation Management by Objectives (MBO) principle initiated by Peter Drucker at the Islamic Boarding School Raudhatut Tholabah Setail show A transformation interesting managerial (Ruziana 2023) . In essential , MBO emphasizes that effectiveness organizations rely heavily on alignment between objective individual with objective institutions . In the context of this , involvement administrators and ustadz in operational target formulation Islamic boarding school No just formality administrative , but rather a strategy for increase motivation and sense of belonging . When educators involved in determine steps curriculum or da'wah program , they No Again feel as " workers " , but rather as an integral part of the struggle of the kiai (Ayunda, Santang, and Hakim 2025) .

However , what differentiates implementation of MBO in Islamic Boarding Schools Raudhatut Tholabah with company secular is the existence of value filters wisdom local . If in pure MBO modern management based on performance and results objective , in Islamic boarding schools matter This filtered through principle deliberation and blessings. Involvement member done in corridor sami'na wa atho'na (we hear and we obey) which is dynamic . This means , the space discussion opened as wide as possible For innovation , but decision end still placed on the wisdom of the kiai in order to maintain dignity and soul Islamic boarding school .

Synergy between management Drucker's participatory approach with tradition Islamic boarding school This create pattern progressive leadership However still rooted in tradition . This strategy allows Islamic boarding school Raudhatut Tholabah For still competitive in the modern era because every member organization own clear understanding about the target you want achieved , at once own strong spiritual foundation in run it . With so , MBO here transform become "Management by Barakah", where efficiency organization walk side by side with sincere devotion (Ayunda et al. 2025) .

Development and Sustainability Strategy

Leadership strategies in Islamic boarding schools Raudhatut Tholabah Setail represents an adaptation model very intelligent selective . Caregiver No put curriculum Salaf (yellow books) and formal education as two poles that contradict each other contradictory , but rather as A unity functional . Strategy "al-muhafazhatu ' alal qadimis righteous wall akhdzu bill become a fool ashlah " here

No just jargon, but rather soul the driving force that ensures students own spiritual depth at once relevance social . With maintaining yellow books , Islamic boarding schools guard authenticity Islamic science , while through formal education , kiai provides a " vehicle " for students For contribute to the scene professional .

In a way analytical , leadership here apply SWOT analysis in natural and intuitive . Kiai is able to Identify strengths on a character basis disciplined students and weaknesses in limitations access past information . When the challenge external in the form of digitalization appeared , the kiai did not respond to it with resistance stiff , but rather see it as a big opportunity . Digitalization made into means preaching that transcends geographical boundaries Setail , so that Islamic boarding school still exist in the middle current global information (Setyawati and Kurniawan 2025) .

Strategic steps This confirm the position of the kiai as an Agent of Change as emphasized by Mulyasa Leader effective education No only passive keep up with the times, but active do transformation culture organization without pull out root values basically (Mulyasa 2022) . In Raudhatut Tholabah, changes done in a way evolutionary , not revolutionary , so that transition going to modernization walk smooth without cause shock identity among students and public around . This is intelligence contextual which becomes superiority competitive Islamic boarding school This compared to institutions education other .

Discussion

Findings study show that style leadership in Islamic boarding schools Raudhatut Tholabah dominated by charismatic kiai figures However still protective (paternalistic). This fully confirm theory Zamakhsyari Dhofier about authority absolute kiai. However , the discussion This find more things deep : authority absolute the No obstruct the occurrence of the management process participatory . If Dhofier emphasize on the side traditionalism , findings in Raudhatut Tholabah show existence shift going to leadership transformational . Kiai does not only guard tradition , but also become machine driving force change through integration formal education .

related steps leadership , use The principle of Management by Objectives (MBO) by Peter Drucker turns out to be accommodated with Good through mechanism deliberation . Discussion This reveal that hypothesis beginning about system Islamic boarding schools that are totally top-down are not fully proven in Raudhatut Tholabah . There is room inclusive discussion for the ustadz and administrators For formulate objective together . Relevance practically is that modern management can adopted by the institution religious traditional during He filtered through values wisdom local . This is strengthen opinion Mulyasa that leader effective education is those who are able become agent change without loss of identity its institutions .

In a way theoretical , research This has implications for strengthening the "Hybrid Leadership" model in the environment Islamic boarding school – a style leadership that combines spiritual authority (charismatic) with skills managerial (MBO). In practical , aligning strategies yellow book curriculum with formal education at Raudhatut Tholabah can become a benchmark for other Islamic

boarding schools in the Setail area or Banyuwangi in general in face challenge digitalization and job market needs without sacrifice values the Salaf .

Writer realize that study This own limitations room scope that only focus on one locus , namely Islamic boarding school Raudhatut Tholabah Details. Because using method qualitative descriptive , results study This Possible have a subjective bias from informant certain and not can generalized in a way raw to all over Islamic boarding schools in Indonesia that have characteristics different . Limitations access against historical data term length also affects depth analysis to evolution of leadership strategies from generation to generation .

Based on the above discussion , it is suggested for researchers furthermore For do study quantitative in order to measure level effectiveness leadership to productivity or performance students in a way statistics . In addition , research regarding "Digital Leadership" kiai in the era of social media also became very relevant topic For developed , considering adaptation strategies technology in Raudhatut Tholabah new touch aspect managerial basic and not yet dissect impact psychological digitalization to pattern foster care students in a way deep .

CONCLUSION

Based on all over series analysis that has been conducted , Research This conclude that pattern leadership in Islamic boarding schools Raudhatut Tholabah Setail is a "Hybrid Leadership" model which is effective integrate values traditional Islamic boarding school with principle modern management .

First , from In terms of leadership style, Kiai applies pattern charismatic-paternalistic . The figure of the Kiai is not just manager administrative , but rather spiritual center that leads through uswah hasanah (good role model) . This style create stability very strong organization Because compliance students and administrators based on a sense of respect and kinship , which is theoretical in harmony with authority absolute However full love Darling as depicted by Zamakhsyari Dhofier.

Second , in In terms of Leadership Steps , there are implementation real from the concept of Management by Objectives (MBO) combined with tradition deliberation . Leader No act authoritarian , but rather involving ranks administrator in formulate objectives and evaluate the program. Participatory steps This proven increase motivation and sense of belonging of the ustadz to Islamic boarding schools , so that every policies decided by the Kiai get support solid operations of lower .

Third , regarding Leadership Strategy , Raudhatut Tholabah Islamic Boarding School succeed implementing adaptation strategies selective . Through the principle of "al- muhafazhatu ' alal qadimis righteous wall akhdzu bill become a fool ashlah " , Kiai is able align curriculum salaf (yellow book) with demands formal education and digitalization . This strategy prove that leadership in Islamic boarding schools the act as agent visionary change agent; capable bring institutions still relevant in the modern era without pull out root culture and identity the original .

In a way overall , success pattern leadership in Raudhatut Tholabah Setail lies in balance between guard spiritual authority and applying professionalism managerial .

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