

CHARISMATIC LEADERSHIP STYLE OF KIAI IN PONDOK PESANTREN LIRBOYO KEDIRI

Oleh:

Bagus Ahmadi

STAI Diponegoro, Indonesia

Address: Street. RA Kartini No.47, Hutan, Kampungdalem, Kec. Tulungagung, Kab.
Tulungagung, Jawa Timur (66219).

Korespondensi Penulis: ahmadibagus.24@gmail.com

Abstract. This study aims to analyse the influence of Kiai's charismatic leadership style at Pondok Pesantren Lirboyo Kediri on the motivation, participation, and literacy strengthening of santri. Although many studies have discussed charismatic leadership in an educational context, research on its specific impact on the educational environment in pesantren, particularly in the context of literacy, is limited. Based on the questionnaire results, 96.7% of the pesantren residents felt that Kiai has the ability to motivate and mobilise all members of the pesantren to participate in educational and social activities. This finding shows that Kiai's leadership acts as an inspirer that encourages active involvement among santri and administrators. Furthermore, 98.3% of respondents agreed that Kiai has a clear vision and goals in his leadership, which has an impact on the motivation of santri to learn and contribute. In the context of literacy, Kiai's leadership style has proven effective in strengthening santri's understanding of literacy values, both academic and social. Finally, around 93.3% of respondents agreed that Kiai wants to create positive changes in the pesantren, which shows hope and belief in innovation and improvement in educational aspects. This research confirms that Kiai's charismatic leadership not only increases santri motivation and participation but also strengthens literacy as an important element in their character building and social intelligence.

Keywords: Charismatic Leadership, Islamic Boarding School, Literacy, Santri.

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**Corresponding author: ahmadibagus.24@gmail.com*

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INTRODUCTION

The dynamic leadership style of Kiai at Pondok Pesantren Santri's character development and learning process are greatly impacted by Lirboyo Kediri. No comprehensive study has specifically looked at how Kiai's charismatic leadership influences the behavior of santri in the context of pesantren, despite the fact that numerous studies have looked at leadership in the educational setting. The majority of earlier research concentrated more on organizational structure and educational management, with little attention paid to how leaders' personal traits and emotional connections affect the development of santri. Research is therefore required to better understand how Kiai's charismatic leadership contributes to the development of a competitive and fruitful learning environment (Kurniawan, 2018).

The main question that arises in this context is how Kiai's karismatik leadership can encourage innovation in education and foster literary culture in the Santri community. In the context of pesantren education, santri is frequently viewed as a means of understanding religious education in a way that is relevant in the modern world. The purpose of this study is to identify the factors that affect santri in adopting literacy as a result of Kiai's leadership. Accordingly, this study will provide more insightful information about social dynamics and education in the pesantren environment (Lestari, 2020).

Furthermore, this study also wants to explore how Kiai's charismatic leadership builds a sense of community among santri. At Pondok Pesantren Lirboyo Kediri, a strong sense of community is one of the important aspects of education. Kiai, as a charismatic leader, plays a role in creating an atmosphere that supports social interaction and collaboration among santri. This research seeks to examine the role of Kiai in building an inclusive and harmonious community, and its impact on the development of santri character in the context of religious life (Sari, 2021).

THEORETICAL STUDIES

Charismatic leadership at Pondok Pesantren Lirboyo Kediri has a significant influence on the development of education and culture in the institution. Kiai as a charismatic leader functions not only as a teacher, but also as a role model who is able to inspire students through a clear vision and mission. According to Conger and Kanungo

(1988), charismatic leadership is characterised by the leader's ability to influence and motivate followers in a profound and emotional way. In Lirboyo, Kiai is able to create an environment that supports the development of santri character, so that they feel bound by the values of Islamic teachings and pesantren traditions.

The charismatic leadership style at Lirboyo Islamic Boarding School also supports the improvement of literacy among santri. In a study conducted by Muhaimin (2020), it was found that Kiai's charismatic approach in leading encouraged santri to be more active and critical in learning, including in understanding religious texts and their social context. This is important to equip santri with broad knowledge and good literacy skills. Kiai used good communication skills to convey important messages related to the importance of literacy in the context of Islamic education, so that santri could learn to be smarter and wiser in understanding contemporary issues.

Innovation in teaching and learning is also part of the impact of Kiai's charismatic leadership at Lirboyo Islamic Boarding School. According to Mulyana (2019), Kiai encourages the development of creative and contextual teaching methods, which can attract santri to learn. By utilising technology and modern pedagogical approaches, Kiai is able to create a more interactive and interesting learning atmosphere. This contributes to improving the quality of education in pesantren and equipping santri with relevant literacy skills to face the challenges of the times.

However, while there are many studies on charismatic leadership and its impact, there is still a gap in understanding how this leadership style is implemented specifically in the pesantren context. Existing research focuses more on leadership theory in general, without giving enough attention to the cultural and social context in which the leadership takes place. Therefore, it is important to conduct further research that examines how the charismatic leadership of Kiai at Pondok Pesantren Lirboyo Kediri contributes to the character building and literacy values of santri.

The following is a table describing the indicators of charismatic leadership style at Lirboyo Kediri Islamic Boarding School,

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Table 1.1 indicators of charismatic leadership style at Lirboyo Kediri Islamic Boarding School

Indikator	Deskripsi	Referensi
Can Mobilise All Santri	Kiai has the ability to motivate and inspire students and board members to actively participate in various educational and social activities.	Aini, N. (2021). Peran Kiai dalam Membangun Motivasi Santri di Pondok Pesantren. <i>Jurnal Pendidikan Islam</i> , 8(2), 105-120.
Having a Clear Vision and Goals in Leading the Lodge	Kiai sets a clear vision regarding the direction and objectives of educational development in the pesantren, so that santri understand the importance of contributing to achieving this vision.	Hartati, S. (2019). Visi Kepemimpinan Kiai dalam Pendidikan Pesantren: Studi Kasus Pondok Pesantren Lirboyo. <i>Jurnal Kajian Pendidikan Islam</i> , 6(1), 45-58.
Wanting to Create Change in the Lodge	Kiai is committed to making innovations and positive changes in the pesantren, both in educational and social aspects, to improve the quality of santri education.	Mulyani, R. (2020). Inovasi dalam Pendidikan Pesantren: Tantangan dan Peluang. <i>Jurnal Inovasi Pendidikan</i> , 5(1), 78-90.

RESEARCH METHODS

This study uses a quantitative approach with a survey design, which aims to measure the influence of Kiai's charismatic leadership style on the educational environment at the Lirboyo Kediri Islamic Boarding School. The quantitative approach was chosen because it allows researchers to collect numerical data that can be statistically analysed, providing a clearer picture of the perceptions of students and board members related to Kiai's leadership. Through this method, researchers can test hypotheses that have been set and analyse the relationship between existing variables (Creswell, 2014).

Data collection was carried out through questionnaires distributed to students and board members. The questionnaire was designed to measure various indicators of

charismatic leadership style, such as Kiai's ability to mobilise students, clear vision and goals, and the desire to create change in the pesantren. Respondents are asked to rate each indicator using a Likert scale. Data obtained from the questionnaire will be analysed using descriptive and inferential analyses to describe existing patterns and determine the significance of the relationship between Kiai's leadership style and its impact on the educational environment in pesantren (Field, 2018).

RESULT AND DISCUSSION

In this chapter will be presented the results and discussion of research. The following table presents the results of a questionnaire that describes the perceptions of the residents of Pondok Pesantren Lirboyo Kediri towards Kiai's leadership style which is categorised as charismatic leadership. Indicators measured include Kiai's ability to mobilise all residents of the pesantren, ownership of a clear vision and goals, and the desire to create change in the pesantren. The percentage of respondents indicates the level of agreement with each indicator.

Table 1.2 Kiai leadership style questionnaire results

NO	Leadership Style	Question Indicators	Prosentase				
			Sangat Setuju	Setuju	Cukup Setuju	Tidak setuju	Sangat tidak setuju
			5	4	3	2	1
	Kharismatik	can mobilise all the residents of the cottage	76,7	20	3,3	0	0
		Having a Clear Vision and Goals in Leading the Lodge	83,3	15	1,7		
		want to create change in the cottage	70	23,3	3,3	3,3	

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The questionnaire results above show the response of the boarding school residents to the Kiai's leadership style which is categorised as charismatic leadership. The following is an explanation of the meaning of each indicator measured in the questionnaire:

Can Mobilise All Cottage Residents

Percentage 76.7% Strongly Agree, 20% Agree, 3.3% Moderately Agree. Meaning: The majority of boarders (96.7%) feel that Kiai has the ability to motivate and mobilise all boarders to participate in educational and social activities. This indicates that Kiai at Pondok Pesantren Lirboyo Kediri is considered an inspirational leader, able to create an atmosphere that encourages active involvement among students and board members. This research is in line with previous findings which state that charismatic leadership can increase the motivation and participation of members in an organisation (Barker & Tompkins, 1994). Charismatic leader characteristics, such as a clear vision and the ability to inspire, are very influential in creating an environment that supports learning and self-development (Sosik & Dinger, 2007). At Pondok Pesantren Lirboyo, Kiai not only functions as an educator, but also as an inspirer who facilitates the strengthening of literacy among santri.

In addition, Kiai's approach in his leadership can be seen as a strategic step to improve literacy, both academic and social literacy. Activities designed by Kiai include training, discussions, and involvement in social projects relevant to the context of santri life. This supports the development of critical literacy, which enables santri to better analyse and understand information in a broader context (Kankaras & Eryilmaz, 2016). Thus, Kiai's charismatic leadership style contributes not only to the motivation and participation of santri but also to the strengthening of literacy which is important in the formation of their character and social intelligence.

Having a Clear Vision and Goals in Leading the Lodge

Percentage 83.3% strongly agreed, 15% agreed, 1.7% moderately agreed. Meaning: Most respondents (98.3%) agreed that Kiai has a clear vision and goals in his leadership. This shows that Kiai successfully conveys and communicates a vision that can be understood by santri, so that they feel directed in learning activities and contribute to the development of the pesantren. The involvement of santri in the educational process

is highly dependent on how clear and inspired they are by their leader's vision. In this context, literacy becomes an important element that is strengthened through Kiai leadership. When Kiai is able to communicate a clear vision, santri will feel more motivated to learn and contribute to the development of the pesantren. In line with research by Hamdani & Putri (2022), which found that strong leadership can improve science literacy among students, the charismatic leadership of Kiai at Lirboyo also has the potential to strengthen the religious and social literacy of santri.

In addition, with a clear vision, santri will find it easier to understand and internalise the literacy values taught, including an understanding of religious teachings and cultural literacy. Research conducted by Nafi'an (2024);Nurhayati (2019) shows that directed learning by leaders who have a strong vision contributes to the overall development of students' literacy skills. Therefore, the presence of Kiai as a charismatic leader at Pondok Pesantren Lirboyo Kediri not only strengthens the vision of education, but also plays a role in improving santri literacy as part of their character building.

Want to create change in the cottage

Percentages: 70% Strongly Agree, 23.3% Agree, 3.3% Moderately Agree, 3.3% Disagree. Meanings: About 93.3% of respondents agreed that Kiai has the desire to create positive change in the pondok. Although there were 3.3% who disagreed, the number was relatively small compared to those who agreed. This indicates that there is an expectation and belief among residents that Kiai's leadership brings innovation and improvement in educational and social aspects.

This positive perception is in line with charismatic leadership theory which states that charismatic leaders can motivate and inspire their followers through a clear vision and mission (Northouse, 2018). In the context of Lirboyo Islamic Boarding School, Kiai's leadership not only focuses on spiritual aspects, but also on improving the quality of education and literacy of santri. As an educational institution, pesantren have an important role in shaping the character and knowledge of santri, so Kiai's desire to create change is expected to strengthen literacy among santri, which is one of the important aspects of modern education.

The importance of literacy in education has been widely recognised, with literacy as the foundation for the development of other knowledge and skills (Miller, 2017). In

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this context, Kiai's change-orientated leadership can increase awareness of the importance of literacy among santri. The programmes implemented by Kiai to encourage the development of literacy, both academic literacy and social literacy, will contribute to improving the quality of education at Pondok Pesantren Lirboyo. Thus, strong support from the residents of the pesantren for Kiai's leadership is an important capital to achieve better educational goals.

RESULTS AND DISCUSSION

According to this study, Santri's motivation, involvement, and literacy are significantly impacted by Kiai's charismatic leadership style at Pondok Pesantren Lirboyo Kediri. With 96.7% of respondents acknowledging Kiai's capacity to inspire all pesantren members, it is evident that Kiai's leadership serves as both a director and an inspiration, fostering an environment that encourages active participation in social and educational activities. As demonstrated by the 98.3% of respondents who agreed, Kiai effectively communicates a clear vision and goals, allowing Santri to comprehend the course of their education. Santri feel more inspired to learn and help the pondok grow as a result of this clear vision, which also strengthens literacy.

Additionally, Kiai's wish to make improvements to the pesantren was supported by 93.3% of respondents. This expresses Santri's optimism and conviction that Kiai's leadership fosters innovation and advancement, particularly in the field of education. It is anticipated that this change-oriented leadership style will raise santri's awareness of the value of literacy, both academic and social. According to the literature, charismatic leadership has been shown to boost organizational members' motivation and engagement. It is advised that future studies examine how Kiai's leadership style can adjust to rapidly changing social norms and technological advancements.

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