

## The Urgency of Organizational School in Shaping the Soul Leadership Integrity in PP. Annuqayah Latee Sumenep

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<b>ARTICLE INFO</b>	<b>Abstract</b>
<b>Article History:</b> Retrieved: Determined: Approved:  <b>Keywords:</b> School of Organisations, Leader, Integrity	Leaders had very central role in an organization. How fast an organization can run well depends on the quality, capacity and credibility of the leader. However, it becomes odourless when the leader is not accompanied by a strong mandate of integrity so that it implies against the emergence of violations of normative or constitutional nature. That's why the trainer is here to answer the question. Despite the taboos of the organizational world, the trainees made special formulations such as setting up an organizational school as an initial policy. This article aims to reveal the urgency of organizing schools in the boarding houses in giving birth to the soul of integrated leadership. A study at PP. Annuqayah Latee Sumenep. This descriptive-qualitative research is obtained from the results of interviews with several lecturer managers, organizing committees as well as activities participants as a primary source, while secondary data is derived from examination of some of the library materials relating to the research themes that we raised. From it can be concluded that the school of organizations has its own urgency in giving birth to the spirit of integrated leadership, such as: the cultivation of the character of a leader and integrity, decision-making techniques, monitoring and construction, as well as presenting an exemplary
	<b>Abstrak</b>
<b>Kata Kunci:</b> sekolah organisasi, pemimpin, integritas  <b>DOI:</b>	Pemimpin merupakan sosok yang sangat sentral dalam sebuah organisasi. Laju organisasi bisa berjalan dengan baik tergantung kualitas, kapasitas dan kredibilitas seorang pemimpinnya. Namun, menjadi miris ketika hal tersebut tidak dibarengi dengan penanaman integritas yang kuat sehingga berimplikasi terhadap munculnya pelanggaran-pelanggaran yang sifatnya normatif maupun konstitusional. Karenanya, pesantren hadir untuk menjawab permasalahan tersebut. Meskipun tabu akan dunia organisasi, pesantren melakukan formulasi khusus misal dengan mengadakan sekolah organisasi sebagai pijakan awal. Tulisan ini bertujuan untuk mengungkap urgensi sekolah organisasi di pondok pesantren dalam melahirkan jiwa kepemimpinan berintegritas. Sebuah studi di PP. Annuqayah Latee Sumenep. Penelitian deskriptif-kualitatif ini diperoleh dari hasil wawancara dengan beberapa pengurus pesantren, panitia penyelenggara maupun peserta kegiatan sebagai sumber primer, sedangkan data sekunder diperoleh dari pengkajian terhadap beberapa bahan Pustaka yang berkenaan dengan tema penelitian yang kami angkat. Darinya dapat disimpulkan bahwa sekolah organisasi memiliki urgensitas tersendiri dalam melahirkan jiwa kepemimpinan yang berintegritas, semisal: penanaman karakter seorang pemimpin dan integritas, teknik pengambilan keputusan, monitoring dan pembinaan, serta menghadirkan sosok teladan
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The organization is a set of different individuals but has the same goal.<sup>1</sup> With these different backgrounds, achieving the goals they set out is certainly not easy. A leader is needed in this case. Leaders who can mediate and bridge and accommodate all members to jointly achieve what is the vision of the organization.<sup>2</sup>

In an organization, the leader is a role model with a very significant role. The success or failure of an organization depends on the leader who captains the pace of the organization. Thanks to the performance of the organization is more directed, effective and efficient. And if there are obstacles or problems, this leader is at the forefront to find solutions. So central, if analogous that the organization as a human body, then this leader is the head. Can a human live without a head? No, it can't! Similarly, an organization will not run well and effectively in the absence of a capable and competent leader.<sup>3</sup>

In addition to the consideration of a person's capability to lead, we must also pay attention to the aspect of integrity which is related to moral-ethics. Because it is with this integrity that a leader is able to lead his organization properly and correctly. What makes us sad is that Indonesia is currently experiencing a crisis of leaders with integrity. Many irregularities are committed by the ruling elite. And many of them do not act in accordance with the norms or morals that apply in our country. For example: the tin corruption case that cost the state around 271 trillion rupiah. A fantastic amount of course, moreover this case has been structured involving several parties. This is evidenced by the naming of 16 suspects in this case. Or, for example, a case that is still hot regarding serious ethical violations committed by Constitutional Court (MK) judges in the context of the presidential election contest yesterday.

Therefore, whether we realize it or not, finding an ideal leader is not easy, nor is the process instantaneous. The organizational climate and regeneration techniques are very important in this regard. With it, the birth of ideal leaders can be realized.<sup>2</sup>

Answering the above issues, Islamic boarding schools may be a very relevant option. Its existence is very much needed in answering the various problems of this nation, especially the crisis of leaders with integrity. However, this is not an easy matter. Especially if the pesantren is classified as a traditionalist or semi-traditionalist pesantren. The organizational climate tends to be as it is. Not structured and organized like organizations in general. They tend to be reluctant to the urgency of the organization, especially regarding leadership.<sup>4</sup>

Pesantren with this model certainly backfire in producing ideal leaders with good managerial capacity. Although there is no doubt about the validity of their moral integrity.<sup>5</sup> This is because moral integrity is a priority in the pesantren environment. However, not with the spirit of leadership. Leadership is not the main thing that must be prioritized in the world of pesantren.

Thus, pesantren are required to improve themselves to adapt to the demands of the times, especially to produce leaders with integrity. One of the answers to this unrest is to include organizational school as a compulsory pesantren program with the hope that leaders with integrity and good leadership will be born. The leader referred to in this case is the board as an integral part of the managerial system in the boarding school. This management is responsible for all boarding school programs and activities.<sup>6</sup>

## RESEARCH METHODE

This research is qualitative-descriptive. Data analysis in this research was conducted after several tracking processes, including: interviews and observations. After the search stage, the author then took notes, and tried to describe the real situation and conditions in the field.<sup>7</sup>

The data sources in this research come from two sources, namely: primary sources and secondary sources. Primary sources are obtained directly from the source through interviews with several related parties, in this case the Organizing Committee and Management at PP. Annuqayah Latee. Meanwhile, secondary data was obtained through the review and study of library materials, both in the form of articles, journals, books and other writings related to the research we conducted.

In terms of data analysis, the author refers to the Miles and Huberman model, with the following steps: first, collecting as much data as possible (collecting); second, filtering the collected data adjusted to the focus of the study (reducing); third, presenting data in the form of classification and construction that is easy to understand (display); fourth, concluding the results of the research that has been done (conclusion).<sup>7</sup>

## DISCUSSION

### Conception of Leadership with Integrity

Leadership has its own significance in the pace of the organization. This is not without reason, due to the fact that a change of leader often has implications for changing the performance of a unit or even the organization itself. Even the main factor of an organization's success is about its leadership. So there is often a tagline: "change leader, change policy." This is a logical consequence of changing leaders in an organization.

In some literature, leadership can be studied

from several perspectives, such as through traits approach, style approach, and contingency approach.  
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Leadership is the art of influencing a person or group so that the goals of the leadership or organization can be achieved. Basically, this is one of the management functions that is very urgent to master in an organization to achieve organizational goals.<sup>8</sup> With regard to this, many figures have different opinions explaining the nature of leadership.

Rivai and Mulyadi define leadership as the process of influencing others both within the organization and outside the organization in order to achieve the desired goals in a particular situation and condition.<sup>6</sup> This process usually involves various practices of power such as threats, rewards, authority and persuasion. However, with effective leadership, all problems that befall the organization can be solved easily.

Sweeney and McFarlin argue that leadership involves a set of processes to influence several people. This is to motivate members, create a progressive vision, and develop strategies to achieve organizational goals.

In general, it can be understood that leadership is a way to invite, the ability to influence and the ability to make a decision. Some of these things are undoubtedly and important capital for a leader to realize what is the vision of the organization.

In Islam many terms are used to indicate leadership. One of the terms used is khalifah. This refers to the words of Allah Swt. in QS. Al-Baqarah: 30, which reads: "Remember when your Lord said to the angels: "Indeed I want to make a caliph on earth." They said: "Why do you intend to make a caliph on the earth to corrupt it and shed blood, while we praise you and sanctify you?" God said: "Surely I know what you do not know".

Based on the verse above, leadership is termed khalifah which means representative. Even this term was used after the death of the Prophet to indicate the leader of Islam at that time. Although on the other hand, there are also those who use the term amir (plural: umara) which means ruler. This term refers to formal leadership. But the term caliph was more familiar at that time.<sup>9</sup>

In addition to the word caliph, there is also the term ulil amri which is one family with the word amir. The term ulil amri itself means the highest leader in Islam, as Allah says in QS. An-Nia; 59, which reads: "O you who believe, obey Allah and obey His Messenger and the Ulil Amri among you."

Based on some perspectives of the term leadership offered in Islam above, we can clearly understand that leadership is an activity to guide, guide, guide and show the way that is favored by

Allah SWT.

The conversation about leadership will be interesting if we try to relate it to the real conditions that exist in our country lately. Where many of the nation's leaders who injure the values of leadership such as by committing tipikor, nepotism, and other immoral things. Although they have the leadership spirit and are competent to be leaders, this is not accompanied by the value of integrity which should be the main thing. Of course, this will backfire on this nation, especially in creating a prosperous society. Therefore, the existence of leaders with integrity is a necessity.<sup>9</sup>

Integrity is about responsibility and keeping promises. It is also about the ability to control and refrain from various kinds of temptations that can damage the dignity of one's glory. He is a person who can be trusted, relied upon and exemplified.

According to John C. Maxwell, a person is said to have integrity when his words and actions are in harmony. He is not hypocritical or two-faced. He is himself who is far from pretense. His life is like an open book that is ready to be demonstrated every day and anytime.<sup>10</sup>

In the book *Leaders; Strategies for Taking Charge* written by Warren Bennis, it is explained that integrity is the foundation for building trust, which is related to predictability. That is, leaders with integrity are able to build trust by showing others that when faced with moral challenges, all decisions and actions are predictable.<sup>11</sup>

People with integrity can be characterized as: a) honest behavior; b) consistent between what is said and what is done; c) obey and carry out the rules and ethics in the organization; d) can uphold the commitments and principles that are believed to be true; e) fully responsible for all things that become decisions; f) have the quality of self to be respected and respected by others; g) wise in determining what is right and wrong.<sup>10</sup>

But sadly, integrity is a rare commodity today. Its existence can be said to be almost extinct. This is also agreed by John C. Maxwell who said: "Unfortunately, integrity is a commodity that is disappearing now. Personal standards are collapsing in a world that desperately pursues personal pleasure and the path to success. It is certainly a dilemma to face such a reality, especially if it is juxtaposed with the existence of leaders in the present, perhaps their existence is more rare.

### **Organization School**

Organizational school is an annual routine activity organized by PP. Annuqayah Latee in order to develop the organizational skills of the santri, both in the aspect of leadership, maturation of managerial aspects, understanding of administrative matters, etc.

This activity has been going on for generations and still exists today, this was conveyed by Ifan Maulidi, Coordinator of the Department of Publications, Organizations, and Arts.

This activity aims to create a cadre of administrators who are militant and have a true organizational spirit. Especially in the world of pesantren, this is a necessity. Because, as the right hand of the caregiver, the caretaker is the person who is fully responsible for carrying out all pesantren tasks, so that the organizational spirit is needed as the main provision in undergoing the solemn management period. Although it can be admitted that this is still not a priority.

Other than that, this activity is also motivated by the lack of a forum for students to develop organizational skills. So that this has an impact on the lack of experience of students in exploring the world of organizations. Therefore, a special formulation is needed to answer this problem. Yes, by making the organization school a priority work program.

In its implementation, this activity was attended by the head of the room and rayon administrators. The activities are in the form of delivering organizational materials. However, it is still closely related to the boarding school, such as: leadership, organization and organization, administration, financial management, etc. While the speakers or resource persons in this case are senior alumni who have competence in the field of organization as well as practitioners in the organizational world.

This activity is actually not unlike a seminar in general. The committee brings in an expert and experienced resource person to then explain clearly the material. Only then is it continued with a discussion session among fellow participants and with related speakers. But more than that, the management and senior santri will later provide assistance, especially in the effort to realize the theory that has been learned.

On the other hand, of the many materials that are used as subject matter in the implementation of this organizational school, one of the interesting ones according to the author is "leadership". Because, without denying the others, this material is the initial foothold in giving birth to the spirit of leadership in the management. Only then can we talk about managerial matters, administration, organization, etc.

Cultivating the spirit of leadership is a necessity. This must always be encouraged as a provision for santri in understanding the managerial aspects or organizing the organization they are involved in, in this case a simple example is the management of the pesantren. With the spirit of leadership, the pace of the organization can be more effective and directed.

The Role of Organizational School in Generating Leaders with Integrity

Organizational school is an activity that is very supportive of the santri's initial understanding of the world of organizations. The initial expectation is indeed so. Because this is a fundamental thing that can be on an initial footing in exploring organizations, starting from organizational material and organizing to leadership. Leadership material is an urgent thing for us to discuss further in relation to the cultivation of leadership values (leadership) for students who are accompanied by moral integrity as well, of course.

The following is the urgency of organizational schools in producing leaders with integrity:

#### 1. Instilling leadership character

The soul of leadership (leadership) is not born instantly. It requires a long process and a short time. This is recognized by the head of the committee in this Organizational School activity that the character or spirit of leadership must be honed from an early age. Environmental factors also have a significant influence in stimulating students regarding the formation of character as a leader.

With the delivery of leadership material in this activity, at least students can know how a leader should lead his subordinates. They know the duties and limits of being a leader.

#### 2. Planting integrity values

Integrity is a major thing for Islamic boarding schools which is a characteristic that distinguishes them from other educational institutions. Including in the implementation of organizational school activities, although the main focus is on how to produce organizational students who have a leadership spirit, we cannot deny that the internalization of integrity values still occupies a central role. Because this is what will distinguish between leaders who are nyantri and leaders who are not nyantri.

In the presentation of the material by the resource person, although it clearly discusses the conception of the organizational world, the resource person does not forget to relate it to the context of the boarding school world, especially regarding the cultivation of integrity values. How to be an honest, fair, wise, militant, royal, etc. leader. So that students can digest it easily, because it is in accordance with the reality of life they face.

"One of the interesting things about this activity is the substantial value that is different from similar activities in general, for example the internalization of integrity values. This will not be found elsewhere because the focus of the study is specifically on the cultivation of the leadership spirit. In this presentation, the presenter tries to juxtapose the

spirit of leadership with the value of integrity, and that is what we feel is very important.”

### 3. Decision-making techniques

The leader is a stake holder. All decisions are in his hands. This certainly has consequences that are closely related to the pace of the organization going forward. This is where the role of a leader is awaited, how he makes the right and wise decisions for the benefit of many people.

The speaker explained that decision-making must be based on analyzing the situation with the most accurate information possible, so that the problem can be resolved. Also, what needs to be considered is the good and bad effects, which are more dominant before the decision is made.

### 4. Monitoring and coaching

One of the goals of organizational schools is to create administrators and leaders with integrity. This will be difficult to realize if we only rely on the training forum, which is very short in duration.

The organizational school is only a formality, the rest is practice in the field in carrying out the mandate of the boarding school and that is what is emphasized. In this case, they are accompanied by senior administrators to be given direction and guidance. Especially about how the board can marry the spirit of service with the spirit of organization. And this is certainly very positive, especially in order to achieve effective, efficient and directed boarding goals.

### 5. The influence of role models

Role models are instrumental in shaping a person's character. A person tends to imitate in some way the figure he makes a role model. Including in the aspect of leadership. This is a separate motivation for someone to be able to match the achievements achieved by his idol.

In the context of the pesantren world, santri certainly make the figure of kiai a role model. All actions of the kiai will be used as an example for all students. Including in terms of leadership. With his charismatic behavior, it is very fitting for santri to make the Kiai figure a true leader again wise. This is also reinforced by stories from senior alumni about the wisdom and charisma of the kiai in leading and nurturing his santri, including the story that was once conveyed at the organization's school forum.

## CONCLUSIONS

This study shows that the organizational school has its own urgency in giving birth to a spirit of leadership with integrity for santri. This is a logical consequence of the lack of a place for santri to develop their organizational skills. So that the existence of an organizational school is very helpful for santri in working in the world of organizations,

including leadership ihwa.

However, more than that, regarding leadership, pesantren has its own characteristics that distinguish it from other organizations, namely regarding the internalization of integrity values. This is also an answer to the low value of integrity of the leaders of this nation. From the organizational school, there are several things that support the birth of leaders with integrity, such as: instilling the character of a leader and integrity, decision-making techniques, monitoring and coaching, and presenting a role model.

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