

# THE MODEL OF IDEAL LEADERSHIP IN ISLAMIC EDUCATIONAL INSTITUTION

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**Abstract:** This research discusses the importance of leadership roles in Islamic Educational Institutions, as well as how the ideal form of leadership in Islamic Educational Institutions. This research was conducted because Leadership has a strategic role in the management framework of Islamic Educational Institutions. The method used in this study is Library Research, data collection is carried out by conducting an in-depth study of the literature and research results on Leadership in Islamic Educational Institutions. In this study, the author chose to use descriptive data exposure with an emphasis on the sharpness of the analysis of available sources and data, and relied on existing theories and concepts then interpreted based on writings that led to the discussion. The results of this study show that leaders in ideal Islamic Educational Institutions have distinctive values more than just subordinate coward ship and the achievement of organizational goals. There are transcendental values that are fought for, these values become a foothold in carrying out leadership activities. Where the ideal leadership is leadership that is based on the personality of the Prophet Muhammad SAW in carrying out his leadership (prophetic leadership).

**Keyword:** organization, educational leadership, Islamic educational institutions, ideal leadership.

## Introduction

Leadership is one of the driving wheels of an agency or organization. Leadership qualities determine in which direction an institution or organization will succeed. The more general view is that management is the process of integrating unrelated resources into the

overall system to achieve goals. That is, management is a concern for implementing the goals or objectives of the organization.<sup>1</sup>

Leadership has a strategic role within the management framework. Because the role of a leader is basically a series of leadership functions. While the leadership function itself is one of the roles of the manager in order to influence subordinates or their subordinates to be willing to give their best for the achievement of organizational goals in accordance with the abilities of their subordinates. One of the determining factors for a leader's success is "leadership skills", which is how the leader creates situations that make the person he leads aware of what the leader wants to do. In other words, the effectiveness of a leader depends on his ability to manage and apply his leadership style according to the situation and conditions of the organization.<sup>2</sup> The leader must constantly strive for the discipline to be maintained and advanced through the awareness of the members of the organization of his responsibility in carrying out his duties.<sup>3</sup>

Current and future leaders must be flexible, able to adapt to a dynamic environment, able to follow through on all forms of change and proactively plan for necessary changes. Every leader has a different leadership style. Perspectives on specific issues become personal leadership skills. It is undeniable that to become a leader, one must have responsibility, weight and influence. But everything can be overcome if he uses tactics and strategies according to the situation.<sup>4</sup>

Leadership can be understood as a form and model of a leader in mobilizing existing resources in an organization. In Islamic educational institutions, several resources can be found consisting of human resources and non-human resources. A leader with his leadership style is one of the very important resources in Islamic Educational Institutions. Therefore, Islamic Educational Institutions

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<sup>1</sup> Muhammad Arif Syihabuddin, "Subyek Kepemimpinan Transformasional pada Lembaga Pendidikan Dasar", *JALIE; Journal of Applied Linguistics and Islamic Education* 2 (1), 2018.

<sup>2</sup> Samsu, *Manajemen dan Kepemimpinan Pendidikan*, (Jambi: PUSAKA, 2014),

<sup>3</sup> A. Astuti, dan D. Danial, "Kepemimpinan Kepala Madrasah dalam Membangun Budaya Madrasah Yang Kondusif di Madrasah Aliyah Negeri". *Jurnal EI-Idare: Jurnal Manajemen Pendidikan Islam*, 5(1), 2019.

<sup>4</sup> S. Q. Badu dan N. Djafri, *Intisari Teori Kepemimpinan*, (Gorontalo: Ideas Publishing, 2017),

rely heavily on a leader in achieving the goals that have been set effectively and efficiently.<sup>5</sup>

Thus, the role of a leader in an organization has a great impact on the sustainability of an educational institution. In this paper, the researcher will explain the importance of leadership roles in Islamic Educational Institutions, as well as how the ideal form of leadership in Islamic Educational Institutions.

## Research Method

The method used in this study is Library Research, data collection is carried out by conducting an in-depth study of the literature and research results on Leadership in Islamic Educational Institutions. Library Research or Literature Study is a series of activities related to the process of collecting literature data through reading, recording and processing research materials sourced from relevant literature and research results,<sup>6</sup> So that in this study the author chose to use descriptive data exposure with an emphasis on the sharpness of the analysis of available sources and data, and relied on existing theories and concepts then interpreted based on writings that led to the discussion of.<sup>7</sup>

There are four main indicators in research with the Literature method, namely: 1) researchers are directly dealing with data from several records and literature, not data obtained from the field; 2) data is "ready-made" so researchers don't have to look for data; 3) Library data is generally a secondary source obtained by researchers through previous research data; and 4) Library data is not limited in space and time.<sup>8</sup> So that in digging for data, researchers need to pay attention to these main indicators so that the data obtained and analyzed are valid.

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<sup>5</sup> Ushansyah, "Kepemimpinan Lembaga Pendidikan Islam", *Ittibad Jurnal Kopertais Wilayah XI Kalimantan* Vol. 14, No.26 2016.

<sup>6</sup> Rita Kumala Sari, "Penelitian Kepustakaan Dalam Penelitian Pengembangan Pendidikan Bahasa Indonesia", *JURNAL BORNEO HUMANIORA*, Vol. 4, No.2, 2021.

<sup>7</sup> Milya Sari dan Asmendri, "Penelitian Kepustakaan (Library Research) dalam Penelitian Pendidikan IPA", *NATURAL SCIENCE: Jurnal Penelitian Bidang IPA dan Pendidikan IPA*, Vol. 6, No. 1, 2020.

<sup>8</sup> Nursapia Harahap, "Penelitian Kepustakaan", *Jurnal Iqra'*, Vol. 08, No, 01. 2014.

## The Urgency of Leadership in Educational Institutions

The leadership is an important factor for the success of an organization in achieving the targets that have been set. An organization is a forum for a group of individuals who formally bind themselves and commit together to achieve goals.<sup>9</sup> Within the group, there is an effort on the part of the individual to manage in a cooperative way, so that what has been envisioned is realized, this process is called management. An organization is characterized as: (a) a system, that is, the existence of a set of interdependent and interrelated elements; (b) a structure, with a degree of formality and division of duties and responsibilities to be performed by members of the group; (c) conscious planning based on rationality and clear guidelines; (d) good coordination and cooperation among those who cooperate, indicating that the actions of those persons are directed towards a particular responsibility.<sup>10</sup>

An educational institution is an organization, so there are administrative cooperation activities in educational institutions to achieve educational goals. To achieve educational goals, existing cooperation must be arranged so that all educational resources are harmonious and synergistic. For this reason, management structuring is carried out. The head of the madrasa as the leader is responsible for identifying strategies to achieve educational goals. The existing strategy is translated into a work plan. The implementation of the work plan is carried out by educators and all administrative personnel under the supervision of a senior educator who is appointed as the implementation supervisor. So an organizational system is created that is constantly moving to achieve goals. It is the relationship between leadership, management, and organization.<sup>11</sup>

In the management of the organization, leadership and management processes are interrelated in achieving the goals that have been set for the development of the organization. Therefore, the relationship between leadership, management and organization is closely related to the development of educational institutions, in

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<sup>9</sup> Muhammad Arif Syihabuddin, "Strategi Peningkatan Mutu Lembaga Pendidikan Dasar Islam Unggulan", *Kartika: Jurnal Studi Keislaman*, Vol. 2, No. 2, 2022.

<sup>10</sup> Marno dan Triyo Supriyatno, *Manajemen dan Kepemimpinan Pendidikan Islam*, (Bandung: Refika Aditama, 2008).

<sup>11</sup> Hamidi, "Urgensi Kepemimpinan dalam Manajemen Pendidikan Islam", *IDARAH: Jurnal Pendidikan dan Kependidikan*, Vol. 2, No. 1, 2018.

particular developments in the aspect of human resources. In addition, in an organization, planning is the first step in achieving goals in accordance with the vision and mission of the organization, which is then continued with the implementation of what has been planned.<sup>12</sup> If the role of the leader and leadership is not so significant in carrying out their functions, and management activities in educational institutions are not solid, then the achievement of targets cannot run effectively and efficiently.

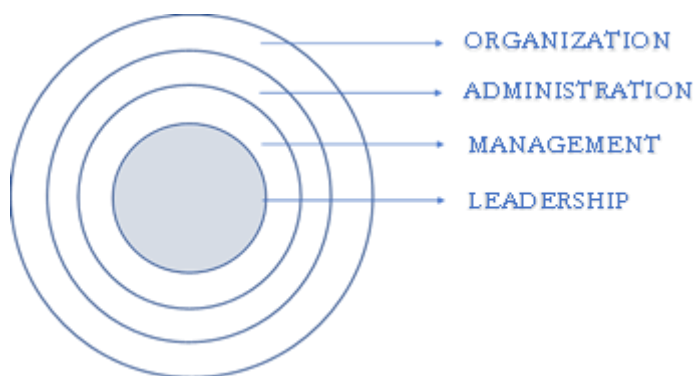


Figure 1. Relationships of Leadership and Management in Organizations

Leadership is at the core of the organization and plays a very important role in its sustainability, as described in the figure above. This is because a leader is the main figure who can determine the color of the organization, as well as a figure who can influence all members in the organization so that they are able to work well together in achieving the goals and targets that have been set.<sup>13</sup>

Leadership is very attached to the leader figure. The characteristics of a leader in the leadership concept of Islamic Education are: 1) Have sufficient knowledge and ability to control the organization; 2) Able to take advantage of its advantages over others; 3) Able to understand the routines of members of the organization

<sup>12</sup> Ulil Albab, "Perencanaan Pendidikan dalam Manajemen Mutu Terpadu Pendidikan Islam", *Jurnal PANCAR: Pendidikan Anak Cerdas dan Pintar*, Vol. 5, No. 1, 2021.

<sup>13</sup> Muhammad Arif Syihabuddin, "Subyek Kepemimpinan Transformasional pada Lembaga Pendidikan Dasar", *JALIE; Journal of Applied Linguistics and Islamic Education*, Vol. 2, No. 1, 2018.

being led; 4) Able to become a figure with authority and charismatic; 5) able to Socialize meekly towards members of the organization; 6) Able and willing to consult with all members of the organization and willing to accept opinions; 7) Have a strong influence so as to be able to provide good instructions to members of the organization; and 8) Be willing to accept and hear advice.<sup>14</sup>

The ideal leader is needed in an organization, because a leader becomes the best model that is always seen and modeled in terms of speech, deeds, and habits, including in the way of appearance. In the context of Islamic education, leaders must have a more complete advantage. The basis of its philosophy is that the Islamic Educational Institution has always claimed to be an institution that strives to form intellectual intelligence, social stability, and spiritual stability.<sup>15</sup> In addition, the competence of the leader in Islamic educational institutions can be measured by his performance as well as how he is able to actualize himself in carrying out the role and function as a top manager.<sup>16</sup>

A good management process of a manager who has experience is able to make an organization successful. However, basic management skills alone are not enough to be able to succeed in this competitive world. Good and effective leadership skills are needed to create, encourage and facilitate a strong culture in an organization to succeed. A school principal/ madrasa head is often understood as a leader, but not all principals/ madrasah heads can be leaders, even though the leader is a manager. Therefore, the skills of a leader (leadership skills) are very important in achieving organizational goals.<sup>17</sup>

## Leadership Types and Styles

There are several types of leadership attached to the leader figure of an organization. Among them are:

1. Charismatic

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<sup>14</sup> Mujamil Qomar, *Manajemen Pendidikan Islam*, (Jakarta: Erlangga, 2009), 277.

<sup>15</sup> Qomar, *Manajemen Pendidikan*, 277.

<sup>16</sup> Marno dan Triyo Supriyatno, *Manajemen dan Kepemimpinan Pendidikan Islam*, (Bandung: Refika Aditama, 2008), 39.

<sup>17</sup> Andriani Tunnisa, Nurul Inayah Makmur Dan Zakiah Hasan, "Kepemimpinan Ideal Dalam Lembaga Pendidikan", *NAZZAMA: Journal of Management Education*, Vol. 1 No. 1 April 2021.

Charismatic leaders usually have high self-confidence and have an ideal vision and goals in seeing better future conditions. In addition, charismatic leaders also have the power of energy and attraction, so they are able to make the members of the organizations under them willing to follow and obey what is demanded in the organization. A charismatic leader is one who creates an inspiring climate among followers based on commitment and emotional support to their vision, philosophy and style. Charismatic leaders can play an important role in creating change. A man with heroic qualities has charisma. Others see charismatic leaders as heroes.<sup>18</sup>

2. Paternalistic

This type of leadership is commonly found in traditional societies, agrarian societies.<sup>19</sup> This is due to the strong primordial ties, communalistic community life, extended family system, and strong customs in society. Among the characteristics of a paternalistic leader are: a) Being able to act like a father in an organization; b) Has protective properties; c) Behave as an all-knowing and righteous figure; d) always demand a flow of work that is in accordance with the existing napa; e) rarely give subordinates the opportunity to develop creativity.

3. Militaristic

This type is synonymous with the activity of commanding using an autocratic command system from superiors to subordinates. Requires his subordinates to follow the formalities at all times. This type of militaristic leadership is very similar to the autocratic leadership style, that is, a leadership style that is completely focused on all its own decisions and policies. All division of duties and responsibilities is carried out by the autocratic leader, while subordinates perform only the assigned tasks.

4. Laissez Faire

Leaders who have a laissez faire type of leadership give the behavior of letting subordinates perform tasks without any supervision coming from superiors and all duties are subordinate

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<sup>18</sup> Fauzan, "Kepemimpinan Kharismatik Versus Kepemimpinan Visioner", *Al'Adalah* Vol. 22 No. 1 April 2019.

<sup>19</sup> Farera Erlangga, Aldri Frinaldi dan Lince Magriasti, "Pengaruh Gaya Kepemimpinan Paternalistik Terhadap Motivasi Kerja Pegawai Dinas Sosial Dan Tenaga Kerja Kota Padang", *HUMANUS*, Vol. XII No.2 2013.

responsibilities. In this style of leadership of Laissez Faire the leader conveys freedom in absolute terms to subordinates. Subordinates have complete freedom to make decisions and complete work using the way that employees are most in sync with minimal participation from the leader. The type of leader that laissez faire can have an influence on organizational commitment, the higher this type of leadership is attached to a leader, the lower the organizational commitment will be, even the motivation of the members of the organization tends to decrease.<sup>20</sup>

#### 5. Democratic

Democratic leadership is a type of leadership with the ability to influence others to be willing to work together to achieve predetermined goals through various activities that are determined jointly between the leadership and subordinates.<sup>21</sup> There are several indicators for this type of leadership, namely: a) Being able to encourage members of the organization to be able to use reason and cognitive in solving problems; b) Able to encourage members of the organization to innovate and increase creativity in carrying out tasks; c) Able to invite together with members of the organization and be involved in decision making; d) Able to establish good relations with all members of the organization.<sup>22</sup>

The leadership style theorized so far focuses more on how the leader influences subordinates so that they voluntarily carry out various joint actions ordered by the leader in the future without feeling under pressure to achieve organizational goals. Leadership style is the way in which to lead and influence members in the organization. This leadership style manifests the attitude pattern of a typical leader figure

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<sup>20</sup> A. A. Ayu Prami Reditayani dan Dewi Puri Astiti, "Pengaruh gaya kepemimpinan Laissez Faire terhadap komitmen organisasi pada karyawan di BPPT (Badan Pengkajian Penerapan Teknologi) Bali", *Jurnal Psikologi Udayana* Edisi Khusus Kesehatan Mental dan Budaya 2 tahun 2020

<sup>21</sup> G. Laliasa, M. Nur, dan R. Tambunan, "Pengaruh Gaya Kepemimpinan Demokratis, Lingkungan Kerja dan Motivasi Kerja terhadap Kinerja Pegawai Dinas Perkebunan dan Holtikultura Provinsi Sulawesi Tenggara", *Journal of Economic and Business* Vol.1 2018.

<sup>22</sup> Y. Susanti, "Pengaruh Gaya Kepemimpinan Demokratis terhadap Kinerja Pegawai pada Kantor Kecamatan Sungai Pinang Kota Samarinda", *Journal Ilmu Administrasi Negara* Vol.3 No. 1. 2015.



at the time of influencing the members of the organization.<sup>23</sup> There are several leadership styles in Educational Institutions, including:

1. Visionary Leadership

Visionary leadership is a leadership style shared by a visionary leader in an organization. This leadership pattern is aimed at giving meaning to the performance and efforts that must be made by members of the organization based on a clear vision.<sup>24</sup> Visionary leaders have indicators: a) Have effective communication skills; b) Able to understand the environment outside the organization and able to react appropriately to opportunities and threats; c) Able to play an important role in organizational performance and be directly involved to produce excellent service; d) Have a strong intuition in seeing the future so as to be able to take the organization in a better direction.<sup>25</sup>

2. Situational Leadership

Situational leadership is the style of an organizational leader who is able to adjust to the development of the situation. Leaders with situational leadership styles see that to achieve success in leading the organization requires the application of diverse leadership styles adapted to the existing situation. It does not mean that it does not have principles, but the selection of different leadership positions is considered capable of bringing the organization to be able to adapt to changes that occur so quickly.<sup>26</sup> With this leadership style, leaders are required to be able to provide an intuitive assessment of the internal and external conditions of the organization.<sup>27</sup>

3. Transactional Leadership

Transactional leadership is a leadership style related to how a leader directs members of the organization and provides positive

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<sup>23</sup> E. Mulyasa, *Manajemen dan Kepemimpinan Kepala Sekolah*, (Jakarta: Bumi Aksara, 2011).

<sup>24</sup> Erie Hidayat Sukriadi, "Pengaruh Kepemimpinan Visioner Dan Motivasi Kerja Terhadap Kepuasan Kerja", *The Journal: Tourism and Hospitality Essentials Journal*, Vol. 8, No. 2, 2018

<sup>25</sup> A. Sanusi, *Kepemimpinan Sekarang dan Masa Depan dalam Membentuk Budaya Organisasi yang Efektif*. (Bandung: Prospect, 2009), 21.

<sup>26</sup> Sutarto, *Dasar-dasar Kepemimpinan Administrasi*, (Yogyakarta: Gadjah Mada University Press, 2001)110.

<sup>27</sup> Ahmad Averus Toana, "Kepemimpinan Situasional dalam Kebijakan Publik", *Jurnal Kebijakan Pemerintah*, Vol. 1 No. 2 2018.

and negative feedback on the performance results of the members of the organization. With this leadership style, leaders are more likely to use extrinsic motivation to improve the performance of members of the organization.<sup>28</sup>

#### 4. Transformational Leadership

Transformational leadership is a leadership style in which leaders strive to transform members of the organization to pursue organizational goals rather than pursue personal goals. The characteristics of a transformational leadership style include: a) The leader builds an attractive vision of the future; b) The leader shows a sense of optimism; c) The leader shows enthusiasm; d) Leaders sacrifice for the common good; e) The leader can be a role model, and an example for all members of the organization he leads; f) The leader demonstrates high ethical standards in his conduct; g) The leader provides support to the members of the organization; h) The leader encourages the members of the organization; i) The leader provides training to members of the organization so that there is an increase in competence; j) Leaders empower members; k) Leaders encourage innovation; and l) Leaders encourage creative efforts in solving problems faced by members of the organization.<sup>29</sup>

### The Concept of Leadership in Islam

The concept of leadership in Islam has very strong and solid foundations and has been practiced since centuries ago by the prophet Muhammad SAW, the *Shahabats* and *al-Khulafa' al-Rosyidin*. Sourced from the Qur'an and al-Sunnah, it develops dynamically because it is influenced by social, political and cultural conditions. When in Medina the Prophet Muhammad SAW had a dual role, as the head of government as well as a judge which was a manifestation of him as an Apostle messenger of Allah Almighty. Islamic *Shari'a* became the basis of governance at that time, which subsequently the Islamic caliphate

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<sup>28</sup> R. Kreitner dan A. Kinicki, *Perilaku Organisasi*. Buku 2. Edisi 9. Terj. Biro Bahasa Alkemis. (Jakarta: Salemba Empat, 2014).

<sup>29</sup> Burhanudin dan Agus Kurniawan, "Gaya Kepemimpinan Transaksional dan Transformasional Terhadap Kinerja Karyawan Bank BRI Purworejo", *Coopetition: Jurnal Ilmiah Manajemen*, Vol. XI No. 1 Maret 2020.

system was held by a *Khalifah*, including the one known as *al-Khulafa al-Rasyidin*.<sup>30</sup>

Explicitly the existence of this leadership is legitimized in the Qur'an as someone who has a position of obedience (obedience), after Allah and his messenger. The compliance concerns various things that are his policy, whether he likes it or not. It is simply that such obedience is limited to the extent to which its policies do not conflict with the corridors prescribed by Allah and His messenger.<sup>31</sup>

Leadership in the qur'anic concept is mentioned with the term "Imam", leader with the term imam. The Qur'an associate's leadership with *hidayah* and instruction to truth. A leader must not commit tyranny, and never commit tyranny in all levels of tyranny: tyranny in science and deeds, tyranny in making decisions and their application. Leaders in Islam have several characteristics, including: a) Sincere intentions; b) Men; c) Not asking for office; d) Hold on and consistence on God's law; d) Always be there when necessary; e) Advising the people; f) Not receiving gifts; g) Seeking good leaders; h) Meek; i) Do not doubt the people; j) Be open to ideas and criticism.<sup>32</sup>

The importance of this leader and leadership needs to be understood and lived by every Muslim. Allah Almighty has told man, about the importance of leadership in Islam, as in the Quran we find many verses related to the problem of leadership. Allah SWT is quoted in Sura Al-Baqarah Verse 30 which means:

“Remember when your Lord spoke to the angels: “Verily I would make a *khalifah* on the face of the earth”. They said: “Why do You want to make (*khalifah*) on earth a man who will do mischief to him and shed blood, when we are always consecrated by praising You and sanctifying You?”<sup>33</sup>

The concept of leadership is a concept possessed by Islamic teachings in looking at leadership, leadership in Islam views and

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<sup>30</sup> Faisal Ismail, *Islam Idealitas Ilahiyah dan Realitas Insaniyyah*, Cet. ke-1 (Yogyakarta: Tiara Wacana Group, 1999), 157.

<sup>31</sup> Moh Subhan, “Kepemimpinan Islam Dalam Peningkatan Mutu Lembaga Pendidikan Islam”, *Jurnal Tadris*, Vol VIII, No I, 2013.

<sup>32</sup> Kurniawan, Defri Nof Putra, Afdal Zikri, Nurkamelia Mukhtar AH, “Konsep Kepemimpinan Dalam Islam”, *PRODU: Prokurasi Edukasi Jurnal Manajemen Pendidikan Islam* Volume 2, Nomor 1, Special Issue, Desember 2020

<sup>33</sup> Al-Qur'an Surat Al-Baqarah Ayat 30.

includes several aspects: a) Aspects of influence, In Islamic teachings, a leader who has no influence will cause a loss of people's trust in the leader. It could be an example of yaki *kehalifah* Abu Bakr, Umar Bin khattab, Uthman Bin Affan, Ali Bin Abi Tholib; b) Spiritual Aspects, Apart from being a leader of the people, a leader also has a position as a religious leader, this can be shown how the Prophet Muhammad SAW, he is a leader of the people on the other hand he is also a Religious leader; and c) Characteristics aspect, that is, the aspect used to assess a person's leadership, including the character of good and bad leaders.<sup>34</sup>

### **The Ideal Leadership Model in Islamic Educational Institutions**

A leader is someone who can unite people and can direct them in such a way as to achieve certain goals. In Islamic Educational Institutions, a leader figure with an ideal leadership style is needed. So that to achieve the desired goal, he must have the ideal ability to manage his leadership environment. The ideal leader figure must have a vision to achieve the goals and expectations that have been planned where the responsibility and mandate he carries is not only in the world but also in the hereafter.<sup>35</sup>

The concept of Leadership in Islamic Educational Institutions is believed to have distinctive values more than just the cohesiveness of subordinates and the achievement of organizational goals. There are transcendental values that are fought for, these values become a foothold in carrying out leadership activities. Where the ideal leadership is leadership that is based on the personality of the Prophet Muhammad SAW in carrying out his leadership. Because the ideal leadership in the Quran has been removed and has been exemplified by the Prophet Muhammad SAW. The transcendental dimension is a legitimate part of the fitrah of humanity as a form of contact with the greatness of God.<sup>36</sup> Transcendental values want Muslims to put the position of Allah Almighty as the holder of the highest authority, transcendence wants

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<sup>34</sup> Kurniawan, Defri Nof Putra, Afdal Zikri, Nurkamelia Mukhtar AH, "Konsep Kepemimpinan Dalam Islam", *PRODU: Prokurasi Edukasi Jurnal Manajemen Pendidikan Islam* Volume 2, Nomor 1, Special Issue, Desember 2020

<sup>35</sup> Syamsudin, *Kepemimpinan Profetik: Telaah Kepemimpinan Umar bin Khattab dan Umar bin Abdul Aziz*, (Malang: UIN Maulana Malik Ibrahim Malang, 2015).

<sup>36</sup> Kuntiwijoyo, *Islam Sebagai Ilmu*, (Jakarta: Mizan, 2004), 105.

us to recognize the superiority of absolute norms that transcend human reason.<sup>37</sup>

So with this perspective, it can be understood that the ideal leader figure who carries out his leadership role must aim at what the community aspires to, with a form of hope based on the Qur'an and prophetic values (prophetic leadership). Referring to the prophetic leadership model in the management of Islamic Educational Institutions, there are main leadership elements that must be present in the figure of the leader of the Islamic Educational Institution, namely: 1) Devout Leaders; 2) Knowledgeable leaders; 3) Strong Leaders; 4) Mandated Leaders; and 5) Regenerative leaders.



Figure 2. The Ideal Leadership Model of Islamic Educational Institutions

*Taqwa* is at the heart of all the conditions put forward as a leader. Because the main key to success for a leader in leading is piety. Because if a leader is devout, then the leader is an honest and trustworthy leader and for sure he will give the best he has to the Institution he leads. An ideal leader must be highly knowledgeable, especially science and wisdom. These two things make him able to decide the right policy, and in line with common sense and Islamic law. A leader who has the power of reason will be able to create smart and wise policies, which protect and prosper the Educational Institutions

<sup>37</sup> M. Fahmi, *Islam Transendental: Menelusuri Jejak-jejak Pemikiran Islam Kuntowijoyo*, (Yogyakarta: Pilar Religia, 2005), 261.

he leads. In leading, a leader should also have the ability or expertise with the position he or she will have.

The power is necessary and important for an ideal leader to possess when holding his leadership mandate. A strong leader is also a leader who has a fit physique to assist in implementing programs and achieving goals. An ideal leader is a mandated leader, namely a leader who has high credibility and integrity that can be trusted by the wider community. In addition, the ideal leader must also be regenerative. Because when it fails to pass on its leadership to the next generation, efforts to maintain and maintain traditions and conditions for the better will fail.

Ideal leadership is not only horizontal-formal towards others or *hablun minannas* but also vertical-moral or *hablun minallah*, namely the existence of moral accountability and leadership accountability towards the Creator. Not only this, the ideal leadership in Islamic education must be able to apply the essence of the leadership qualities of the Prophet Muhammad saw, namely *sidiq*, *amanah*, *tabligh* and *fathonah* properly and correctly. Not only these four traits that a leader needs to have in ideal leadership, in ideal leadership a good example is very influential in the process towards a successful organization, effective communication, the closeness of the leader to the person he leads will foster a sense of comfort without losing the authority of the leader and be able to be firm and able to motivate the person he leads to be better.

## Conclusion

The leader is a figure who can influence the members he leads. With his leadership style, the leader of the ideal Islamic Educational Institution has a distinctive value of more than just the cowardice of subordinates and the achievement of organizational goals. There are transcendental values that are fought for, these values become a foothold in carrying out leadership activities. Where ideal leadership is leadership that is based on the personality of the Prophet Muhammad SAW in carrying out his leadership (prophetic leadership). In the management of Islamic Educational Institutions, there are main leadership elements that must be present in the figure of the leader of the Islamic Educational Institution, namely: 1) Devout Leaders; 2) Knowledgeable leaders; 3) Strong Leaders; 4) Mandated Leaders; and 5) Regenerative leaders. In addition, the ideal leadership in Islamic Educational Institutions must understand the existence of moral

accountability and leadership accountability towards the Creator so that in carrying out its role it can be effective and efficient and ultimately can achieve the goals of Islamic Education that is aspired to.

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