





## Leadership in islamic education

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### ABSTRACT

This study describes leadership management in Islamic education. Leadership and management are two interrelated concepts. Collecting data from the literature study and quantitative approach by analyzing research results from several existing journal articles. The results of this study leadership in Islamic education management is the art of influencing and directing people using obedience, trust, respect, and enthusiastic cooperation in achieving common goals. The conclusion of this literature review is to make a benchmark for leaders in leading Islamic educational institutions that are effective with leader.

### KEYWORDS

Leadership; management;  
islamic education

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## Introduction

Management leadership of an institution is a very important issue in management. The progress of an institution is highly dependent on its governance system and management. This means that if the leadership management is positive, it can produce quality "humans". Automatically the institution will advance and develop. On the other hand, if the leadership management is less positive, the institution will be underdeveloped in all fields (Husaini & Fitria 2019).

Roni (2016) Islamic education in Indonesia is a legacy of Islamic civilization, as well as an asset for the development of national education. As a legacy, it is a historical mandate to be preserved and developed by Muslims from time to time. Meanwhile, as an asset, Islamic education in various regions opens up opportunities for the Indonesian people to organize and manage it in accordance with the national education system. Management as a science is so popular that many studies are focused on management, either in the form of training, seminars, lectures, or the opening of study programs. The economic management study program, human resource management, education management, and so on. In subsequent developments, management has been implemented in various matters of a spiritual nature, such as heart management.

Management has a role that helps explain organizational behaviour related to motivation, productivity, and satisfaction. Thus, management is a dominant factor in organizational progress. Therefore, management gets very serious attention both among experts and practitioners.

## Research Methods

This type of research method uses quantitative methods which are carried out through steps. Each step has a relationship between one and the other. This method exists in human experience so that the results of the method want to be used as a theory, then the truth can be accepted and can be recognized by the general public, this method can be carried out on some of the subjects studied.

## Results

Based on the results of the search for journals through the Online DataBase, several journals that have met the requirements or met the inclusion and exclusion criteria, then a systematic review of the journals is carried out from these journals. The summary of the journal is described in the table as follows.

**Table 1.** Summary of Study Results

Writer	Title	Country	Study Design
Anita Miqnaul Lailiyah, Reinikah Fajarani, Fathan Mubiina, University of Muhammadiyah Malang, 2021	The Concept of Leadership in Creating Good Islamic Education Management	Indonesia	Qualitative, with the results of interviews and observations
Yuli Supriani, Rahman Tanjung, Annisa Mayasari, Opan Arifudin, 2022	The Role of Leadership Management in the Management of Islamic Educational Institutions	Indonesia	Qualitative, with observation and documentation on <i>library research</i>
Ujang Wahyudin, E Bahruddin, Maemunah Sa'diyah, 2018	Islamic Education Leadership Management at SMPIT At-Taufiq	Indonesia	Qualitative, with interviews and observations on case studies

## Discussion

### *Understanding Leadership and Management in Islamic Education*

Leadership is one of the tasks of managers in organizational goals that affect the process of individual or group activation to achieve certain goals in certain situations. Management is the science and art of managing the process of using human resources effectively, which is supported by other sources within an organization, to achieve certain goals. Islamic education is education according to Islam or education based on Islam, or the Islamic education system, namely, education is understood and developed and compiled from the teachings and fundamental values contained in the source, namely the Qur'an and Hadits (Maros & Juniar 2016b).

Leadership and management are two interrelated concepts: Leaders can arise from completely unorganized groups, whereas management exists only when the organizational structure creates roles. In general, leadership leads to the evil that one person can influence others to be coordinated in achieving organizational goals. Leadership is one of the management functions carried out to realize the organization's vision.

In principle, each other's leadership is the same, it's just that in providing limits on the understanding of leadership it uses a different point of view. The following are some of the notions of leadership put forward by Veithzal Rivai (2009: 3). The process of influencing or setting an example from leaders to followers to achieve organizational goals; The art of influencing and directing people using obedience, trust, respect, and passionate cooperation in achieving a common goal; the ability to influence, inspire and direct the actions of a person or group to achieve the expected goals; Involves three things, namely the leader, the follower, and a particular situation; Ability to influence a group to achieve goals (Burhanuddin 2019).

Management in any view, everything must be done in a neat, correct, orderly, and orderly manner. The processes must be followed carefully. Something should not be done carelessly, starting from the smallest affairs, such as managing household affairs to the biggest affairs, such as regulating the affairs of a country (Oemar 2022). All of this requires good, precise, and directed arrangements within the framework of management so that the goals to be achieved can be achieved and can be completed efficiently and effectively. Management functions to facilitate discussion of management functions, the following describes the functions of education management by the opinion expressed by Robbin and Coulter whose opinion is in line with Mahdi bin Ibrahim, namely: Planning, organizing, directing/leading, and supervising.

### *Leadership Approach*

To understand more deeply about leadership, the researchers took two approaches, namely, (1) distinguishing the nature of a leader who is not a leader and (2) distinguishing the nature of effective and ineffective leaders. It turns out that after reviewing, leadership traits do not distinguish effective and ineffective leaders. In subsequent developments, researchers separated behavioral traits from effective leadership traits. Researchers try to determine what effective leaders do, as well as how they delegate tasks, communicate with, and motivate their members (Maros & Juniar 2016).

Overall, the behavioral approach shows that effective leadership is determined by many variables, but none of which are generally shared by effective leaders. Through the contingency approach, the next researchers want to try to find factors that in all situations can influence effective leadership styles. (Syadzili 2018) In the contingency approach, there are five leadership models, including (1) the *Fiedler* model, (2) the *Jersey* and *Blanchard* situational model, (3) the leader-member exchange model, (4) the path-goal model, and (5) the participation-participation model. Overall, the theories generated in this contingency approach to achieve an effective leadership style include (1) task demands, (2) expectations and behavior of coworkers, (3) employee characteristics, expectations, and behaviors, and (4) organizational culture. and its policies.

## **Leadership Behavior**

The findings include research from Ohio University.

As a result of this study, the lowest employee turnover rate and the highest employee satisfaction were found in leaders who scored high in consideration. In contrast, leaders who are rated low in judgment and high in initiating structure receive more complaints and high employee turnover rates.

Second, research from Michigan University. The results of this study indicate that employee-oriented leadership can be associated with increased productivity and job satisfaction. In contrast, production-oriented leaders tend to be associated with decreased productivity and job satisfaction. From the two research results, Ohio and Michigan University research is a leadership style that has more than one dimension. The result is *task-oriented* task orientation and *employee-oriented*, both of which can be good determinants of achievement. (Syadzili 2018)

Conceptualization of Leadership Many experts provide an understanding of leadership that is in principle the same to each other, it's just that in providing limitations on the notion of leadership it uses a different point of view (Lailiyah et al., 2021). The following are some of the notions of leadership put forward by Veithzal Rivai (2009: 3). The process of influencing or setting an example from leaders to followers to achieve organizational goals; The art of influencing and directing people using obedience, trust, respect, and passionate cooperation in achieving a common goal; the ability to influence, inspire and direct the actions of a person or group to achieve the expected goals; Involves three things, namely the leader, the follower, and a particular situation; Ability to influence a group to achieve goals.

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Organizations Humans as monodualistic beings (social and individual), need each other, therefore in their lives humans have goals that are personal and social, to achieve these goals requires an organization, namely organization. Especially in the current era of globalization, humans are increasingly required to cooperate, because without the cooperation of each individual, group, and even every nation, state and government there will be no change and improvement to meet the needs of human life. Hicks & Gullen (1981:321) say that the organization is an activity to divide tasks, responsibilities, and authority among a group of people to achieve the goals that have been set. According to Pierce I and Robinson (1989:296) organization is the process of forming essential relationships among people, tasks, and activities by integrating and coordinating all organizational resources toward achieving a goal effectively and efficiently (Ansori 2015).

## **Relationships of Leadership, Management, Administration and Educational Organizations**

In organizational management, leadership, administration, and management are interrelated in achieving the goals that have been planned for the development of the organization. Therefore, based on the explanation above, the writer can conclude in general, among others, namely:

1. The relationship between leadership, management, administration, and organization is closely related to the development of educational institutions, especially the development of the human resources sector.
2. In an organization, planning is the first step to achieving goals based on the vision and mission of the organization. To develop educational institutions or organizations, the existence of the actuating implementation is very important in achieving the shared goals that have been set. The progress and development of an educational institution/organization are highly dependent on the management function related to mobilization. If this function runs effectively and efficiently, it will show the development of the organization in achieving the goals that have been set (Syam, 2017).

## **Principles of Educational Leadership in Islam**

The treasures of leadership described by Muslim scholars are a description of the nature of the Prophet Muhammad as an exemplary source of Islamic leadership. The nature and behavior of the Prophet are a reflection of the Qur'an which he taught to his companions and until now to his people. The following are some of the qualities of leadership described in the Qur'an.

### **Trust**

In the Contemporary Dictionary (al-Ashr) Amanah is defined by honesty, and trust (trustworthiness). This trust is one of the mandatory characteristics of the Prophet Muhammad, there is an expression "power is a mandate because it must be carried out with full trust." This expression, according to Said Agil Husin Al Munawwar, implies two things:

- a. When humans rule on earth and become caliphs, then the power obtained is a delegation of authority from Allah SWT. (*delegation of authority*) because God is the source of all power. Thus, the power possessed is only a relative mandate from Allah, which later must be accounted for before Him.
- b. Because power is a trust, its implementation also requires a mandate. Amanah in this case is an attitude of full responsibility, honesty, and upholding the principles. Amanah in this sense is a principle or value.

Regarding this trust, Allah SWT says in Surah al-Ahzab, verse: 72, which reads: "Indeed we have presented a mandate to the heavens, the earth and the mountains, so all of them are reluctant to carry the mandate and they are afraid of betraying them, and they are borne mandate by humans. Verily man is very unjust and very stupid." (Affandi 20189)

According to Hamka, the verse means to describe in a majaz or expression, how heavy the trust is, so that even the mountains, the earth, and the sky are not willing to carry it. In this interpretation, it is said that only humans can carry out the mandate, because humans are given that ability by God, even though they turn out to be wrongdoers, against themselves and others, and act stupidly, by betraying that trust.

If it is related to trust with leadership, then effective leader in educational institutions can be described as an educational leader who has the mandate to improve the performance of educational institutions by demonstrating his ability to manage the components of educational institutions, starting with human resources (teachers, administrative staff, and students) and other resources (infrastructure, funding, and the environment) as the main components to achieve educational goals by the standard of the educational process which includes content standards, process standards, graduate competency standards, educators and education personnel standards, infrastructure standards, management standards, standards financing, and educational assessment standards.

### Fair

Al-Adil is one of Asma' al-Husna, pointing to Allah as the doer. In Arabic rules, if the word invented is used to refer to the perpetrator, then it contains perfection. The word Adil is an absorption from the Arabic 'adl. In the Qur'an, the term fair uses three terms, namely 'adl, qist, and haqq. From the root word 'a-d-l as a noun, this word is mentioned 14 times in the Qur'an. While the word qist comes from the root word q-s-th, repeated 15 times as a noun. While the word haqq in the Qur'an is mentioned 251 times. As for the verses that talk about justice, among others: "Say: «My Lord commands justice». and (say): « Straighten your face (self) in every prayer and worship Allah with your sincere obedience to Him. just as He created you in the beginning (so will you return to Him)»." (Surat al-A'raaf: 29).

The verse above explains that Allah SWT commands people to do justice. Concretely, what is called justice (qisth) is: (a) concentrating attention on praying to Allah and (b) being sincere in obedience to Him. justice to enemies, religion, race, close friends, and family relatives. Therefore, all human beings, not only leaders universally, even leaders in person have the responsibility to bring about justice. Muslims must help each other to build a new social order on the scale of divine justice, which their faith demands.

So that justice becomes every day in acting and acting in social life. Based on this description, it can be understood that a leader must be truly sincere in carrying out his duties, and also his orientation is solely for the sake of Allah. So when these two things are embedded, it will give birth to good behavior. The implementation of justice in educational leadership begins with *uswatun hasanah* by leaders doing justice to themselves, because educational leaders become role models for other leaders as has been applied by the Prophet where in his leadership he has educated humans towards the realm of a perfect life by His side (Jamrizal, 2022).

### Conclusion

It can be concluded that leadership and management are two interrelated concepts: Leaders can arise from completely unorganized groups, whereas management exists only when the organizational structure creates roles. In general, leadership leads to the evil that one person can influence others to be coordinated in achieving organizational goals. Leadership is one of the management functions carried out to realize the organization's vision. In more depth, leadership can be divided into two characteristics, namely: (1) distinguishing a leader from a non-leader and (2) distinguishing between an effective leader and an ineffective leader.

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