



Research Article

Building The Spirit Of Leadership Among Mu'allim (Case Study of the ISMI Organization at TMI Putra Al- Amien Prenduan)

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Abstract. Leadership is a process that must exist and be developed in human life as social beings. An individual's leadership potential can be cultivated from an early age, whether in the family environment or at school, and each school typically has internal organizations for its students. The Association of Tarbiyatul Mu'allimien Students (ISMI) is an active organization within the TMI Al-Amien Prenduan Islamic boarding school (ma'had), consisting of senior students, also referred to as mu'allim. A mu'allim serves as one of the right-hand aides to the kyai (Islamic scholar or leader) in the pesantren, and also functions as an administrator and leader for other students. The issue examined in this study is focused on one main question: What forms of guidance are provided to the mu'allim in developing leadership spirit? This research is a field study with a qualitative descriptive approach. Data collection techniques employed triangulation methods, including interviews, observation, and documentation. The researcher then analyzed the data and information obtained from informants to

extract findings aligned with the research focus. To verify the validity of the data, cross-triangulation was applied by comparing interview results with observations—contrasting the informants' perspectives with the researcher's direct findings. The results of this study indicate that (1) the guidance provided by the Tarbiyatul Mu'allimien Al-Islamiah boarding school has been implemented effectively and leads toward positive outcomes. The support given to mu'allim includes several forms of assistance, such as: leadership training for student group leaders, basic-level skill training courses, leadership and management training, and the establishment of a consultant staff team.

Keywords: Leadership, Mu'allim, ISMI, TMI Al-Amien Prenduan.

INTRODUCTION

Talking about leadership is a process that must exist and be developed in human life as social beings. Leadership is a unity that encompasses various aspects of influence interactions between leaders and followers in pursuit of a common goal. The atmosphere of leadership can only be built through the bond of reciprocal relationships between leaders and their members. Leadership attitude is not something inherited by birth, nor is it learned in just a few hours of meetings. Leadership attitude is a continuous process learned throughout the stages of becoming a leader. This attitude keeps developing itself through a series of experiences in line with the maturation of one's thought patterns and the growth of maturity in behavior.

The leadership of each individual can be developed from an early age, whether in the family environment or at school. Every school has an internal organization for its students, and this organization is called the Student Council (OSIS - Organisasi Siswa Intra Sekolah). OSIS is the only official student organization in the school. Therefore, every school is required to establish a Student Council (OSIS). OSIS is also a place to provide leadership training.

Alen Marlis stated that, "The OSIS administration changes every new school year, allowing anyone to nominate themselves to become part of the new OSIS administration and to set an example for their peers who have placed their trust in them." The OSIS administration consists of selected students chosen by the school authorities, including students from the third and second years, and not all students are chosen to be part of the OSIS administration. As an organization, OSIS also has several functions in achieving its goals. As one of the channels for student development, the functions of OSIS include being a platform, a motivator, and a preventive measure.

Al-Amien Prenduan Islamic Boarding School is an educational institution based on the pesantren system, overseeing several educational ma'hads. The TMI ma'had is one of the ma'hads under the auspices of Al-Amien Prenduan, with a vision to produce leaders of the community who are *Mutafaqquh fid-din* (deeply knowledgeable in religion). The TMI ma'had has an organization, similar to those found in schools in general. The Association of Tarbiyatul Mu'allimien Students (ISMI) is an organization active in the TMI Al-Amien Prenduan ma'had, consisting of senior students, also known as *mu'allim*. A *mu'allim* is one of the right-hand aides to

the *kyai* (Islamic leader) in the pesantren, as well as an administrator and leader for other students, who is always interacting with the santri.

The *mu'allim* in this organization consists of students from the entire fifth-year class of the TMI ma'had in the middle of the year and the sixth-year class at the beginning of the year. TMI ma'had students will have time and opportunities to become administrators in this organization. The organization's program, especially at the TMI ma'had, is implemented in an integrated manner in the form of a core and integrated curriculum, operating 24 hours nonstop, with a special emphasis on efforts to become *mundzirul qoum* (guides to the people), affiliating with various fields of the organization. In this organizational structure, the administrators (Mu'allim) play a key role in carrying out the duties and responsibilities entrusted by the pesantren. The curriculum, which is implemented 24 hours nonstop from waking up to going back to sleep, becomes the responsibility of the ISMI administrators to guide, provide direction, and set an example for others.

The administrators, as leaders in each of the designated sections, must possess leadership qualities, starting with self-leadership. Self-leadership is one of the potentials that exists in every individual. A person is considered a leader not just by position, but by their ability to control themselves. The initial success in leadership begins with oneself and starts with small things, such as being responsible for the tasks assigned, setting a good example for subordinates, and having a high level of awareness in leading. Just as the function of the administrative team for the santri, who are taking turns as administrators, is a trust that must be accounted for, an honor that must be upheld and highly respected. In order to improve the quality of leadership and to shape the next generation of leaders for the nation, efforts must be made to provide support to the *mu'allim* in enhancing leadership qualities among the administrators of the organization. This includes efforts to build the administrators' self-confidence to become leaders, enabling them to take responsibility for themselves, and encouraging them to boldly demonstrate their abilities.

The ultimate goal is to achieve success in leadership development and the mission of the formation of the ISMI organization itself. Therefore, it is important to provide guidance for each administrator of the organization to achieve this goal. According to Abu Ahmadi, guidance is assistance given to individuals (learners) so that, with the potential they possess, they can develop themselves optimally by understanding themselves, understanding their environment, overcoming obstacles, and determining a better plan for the future.

RESEARCH METHODS

The approach in this study uses a qualitative approach. Qualitative research is research aimed at collecting data in the form of words and images in the field through observation, interviews, and documentation. The researcher chose the qualitative method because the goal is to explore data based on the facts in the field and analyze it with existing theories. This type of research is field research. Field research is a study that is conducted intensively, in detail, and deeply on a specific object by studying it as a case. The purpose of field research is to study intensively the background of the current situation and the environmental interactions of a social

unit, whether it be an individual, group, institution, or society. Therefore, this field research aims to clearly describe the characteristics of an individual, the state, and the phenomena of certain groups, or to determine the frequency of the spread of other phenomena within society. The target and location for this research will be TMI Al-Amien Prenduan.

RESULTS AND DISCUSSION

Results

The results of the research obtained from observations and interviews with informants reveal that the guidance provided to the *mu'allim* in developing leadership qualities includes several forms of guidance that tend to lead toward positive outcomes. The forms of guidance provided to build leadership qualities in each *mu'allim* include four activities. These activities are part of a tradition in the environment of Al-Amien Prenduan Islamic Boarding School. The traditions at Al-Amien Prenduan Islamic Boarding School encompass established *sunnah-sunnah* (customary practices), including the annual *musyawarah* (MUSTA), daily behavior as a *santri* that must always be maintained properly, consistently, and with *istiqomah* (steadfastness).

Forms of Developing Leadership

Leadership Training for Student Groups (KKS)	Basic Skill Training Course (KMD)
Leadership and Management Training (PKM)	Formation of consultants.

Discussion

In the process of building leadership qualities among the *mu'allim*, it is actualized through administrative training activities that have been implemented from an early stage, even before the *santri* are appointed as administrators of ISMI. These training activities include Leadership Training for Student Groups (KKS), Basic Skill Training Course (KMD), Leadership and Management Training (PKM), and the formation of consultants.

a. Leadership Training for Student Groups (KKS)

Leadership Training for Student Groups (KKS) is an activity provided to the *santri* from an early stage. This activity is mandatory for the group leaders and all fifth-year students as prospective administrators of the ISMI organization. In the Leadership Training for Student Groups (KKS) program, they will receive important leadership theories, including how to become a good leader, how to manage time effectively, and how to use this opportunity as a leadership training tool for themselves. KKS focuses on training in managerial skills and discipline within the group being led. As a result, group leaders gain insights into their responsibilities in managing the group and act as leaders. The KKS program is

conducted face-to-face by several senior *ustadz*, and takes place in a closed location called *ko'ah*.

Materials of Leadership Training for Student Groups

No	Description/ Explanation	Explanation
1	Session I	Basic Concepts of Leadership/Management a. The essence of leadership and management b. The duties and responsibilities of leaders/management
2	Session II	Dynamics of Student Groups a. Building relationships between group members b. Conflict management within student groups
3	Session III	Getting to Know the Student Groups at TMI AL-AMIEN PRENDUAN a. Types of student groups b. Hierarchy of Student Group Organization (External) Student Group Programs a. General programs b. Special programs

b. Basic Skill Training Course (KMD)

The Basic Skill Training Course (KMD) is an activity that focuses on scouting and military training. This activity is mandatory for all fifth-year students without exception, as a requirement to become an administrator of the ISMI organization. This means that failure to participate in the activity will result in the student not being able to be appointed as an ISMI administrator. In his speech during the official opening of the 2023 KMD event, KH. Achmad Fauzi Tijani, MA, Ph.D. expressed his greatest hope that the event would eventually produce scouting leaders who align with the ideals expected by the Al-Amien Prenduan Islamic Boarding School.

We deliberately organize this event internally. Through scouting, it will produce leaders, but at the pesantren, integrity will produce what we call a mentor, or in our language, a *murabbi*. A scouting mentor is a character educator who shapes the overall life of the santri, guiding both their peers and younger students," he explained. The Basic Level Scouting Mentor Training Course has become one of the forms of continuous leadership education at the Al-Amien Prenduan Islamic Boarding School. This aligns with the ongoing message conveyed by the caretaker of the Al-Amien Prenduan Islamic Boarding School.

c. Leadership and Management Training (PKM)

The Leadership and Management Training (PKM) was held over the course of three days and was attended exclusively by fifth-year students of *Tarbiyatul Mu'allimien Al-Islamiyah*, as they are the prospective new board members. KH. Dr. Ghozi Mubarak explained that without leadership, individual excellence tends not to be collectively beneficial. As people often say, good leaders are not born—they are

made, pushed through what? Through training, through practice, through experience. "We train them, we teach them how to be good leaders, how to be good managers," he stated. The Leadership and Management Training (PKM) is one of the traditional *sunnah* practices of the Al-Amien Prenduan Islamic boarding school, held annually before the transition of leadership among the *mu'allim* (teachers). Like the KMD program, PKM is also a mandatory activity for all fifth-year students. The consequence of not participating in this activity is the same as with KMD—students will not be eligible for inauguration as ISMI board members. This training focuses on the management of ISMI organizational activities, daily student life in the boarding school, and the introduction to the qualities and attitudes expected of a board member.

LEADERSHIP AND MANAGEMENT TRAINING MODULES

No	Training Module
1	Leader as a Role Model, Organizer, and Administrator
2	Leader as a Manager
3	Managing Documents and Motivation Management
4	Managing Financial Administration
5	Managing Inventory
6	Implementation of Guidance and Counseling in Student Development
7	Conflict and Stress Management
8	Managing Event Organization
9	Managing Change
10	Mechanisms for Progressive Sanctions and Decision-Making Techniques
11	Communication and Negotiation
12	Processes of Guidance, Development, and Assistance
13	Empowering <i>Musahhil</i> (Student Mentors)
14	Strategies Against Bullying and Acts of Violence
15	<i>Mu'allim</i> as an Empowerment Motivator
16	Waste Management
17	Management of Selected Groups
18	Leader as a Trustee, Moral Force, and <i>Mujahid fi Sabilillah</i> (Struggler in God's path)

d. The formation of consultants

Formation of consultants The formation of these consultants aims to guide the appointed management in carrying out organizational duties. The consultants are formed based on existing commissions, consisting of teachers or ustadz. The commissions in the ISMI organization consist of Commission A (daily management), Commission B (Sharia and ethics department), Commission C (language department), Commission D (discipline and environment department), Commission E (scouting department), Commission F (cooperative and entrepreneurship department), and Commission G (region).

Consultants also serve as a place for them to vent, a place to channel the talents they have, and most importantly, the formation of consultant staff as leaders who

provide input, giving them guidance to become good and fair administrators in carrying out their duties. Guidance itself is a process of assistance given to someone so that they are able to fulfill themselves, adjust themselves, and develop themselves to achieve a successful and proud life. Guidance is assistance provided to learners in order to find their identity, understand their environment, and plan for the future.

CONCLUSION

Based on the discussion of the research results, it can be concluded that the guidance given to Mu'allim to develop leadership spirit includes several types of guidance, namely: leadership training for student group training, basic level expert courses, leadership and management training, and the formation of consultants. This is because a good leader is not born; a good leader is shaped through training, practice, and experience. We train and teach them how to become good leaders

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