LEADERSHIP CADRE IN MADRASAH: STRATEGIES FOR FINDING THE IDEAL LEADER IN ISLAMIC EDUCATIONAL INSTITUTIONS

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Abstract:

This study aims to understand leadership regeneration at Madrasah Aliyah Asy-Syafi'iyah Kendari to produce ideal leaders for the advancement of the institution. This study uses a qualitative approach to phenomenology, where the researcher tries to understand the meaning behind the phenomena that occur in the field. The data collection technique is done through in-depth interviews, observation, and documentation. The data analysis was carried out in stages, including data collection, data reduction, data presentation, and conclusions. The study results indicate that regeneration in leadership in madrasas is essential to create ideal leaders and good governance. The role of regeneration, including the inheritance of good organizational values, guarantor of organizational sustainability, and learning facilities for new cadres and prospective leaders of Islamic educational institutions. The cadre refers to standardization and formalization of the division of labor and specialization, the hierarchy of authority, professionalization, and written documentation.

Keywords: *Leadership, Cadre, Ideal Leader*

Abstrak:

Penelitian ini bertujuan untuk memahami tentang kaderisasi kepemimpinan di Madrasah Aliyah Asy-Syafi'iyah Kendari guna menghasilkan pemimpin Ideal bagi kemajuan lembaganya. Penelitian ini menggunakan pendekatan kualitatif jenis fenomenologi, di mana peneliti berusaha untuk memahami makna dibalik fenomena yang terjadi di lapangan. Teknik pengumpulan datanya dilakukan melalui wawancara mendalam, observasi, dan dokumentasi. Analisis datanya dilakukan secara berjenjang, yang dimulai dari pengumpulan data, reduksi data, penyajian data dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa kaderisasi dalam kepemimpinan di madrasah sangat penting untuk menciptakan pemimpin yang ideal dan good governance. Peran kaderisasi, diantaranya yaitu pewarisan nilai-nilai organisasi yang baik, penjamin keberlangsungan organisasi, dan sarana belajar bagi kader baru, serta calon pemimpin lembaga pendidikan islam. Kaderisasi yang dilakukan mengacu pada standarisasi dan formalisasi pembagian kerja dan spesialisasi, hirarki otoritas, profesionalisasi dan dokumentasi tertulis.

Kata Kunci: *Kepemimpinan, Kaderisasi, Pemimpin Ideal*

INTRODUCTION

Leadership in Islamic education management is indispensable in educational management because every institution or educational institution needs a leader figure (Lowe et al., 2020). The reason for choosing the title in this research is to find out the nature of leaders, the types of leaders, and the factors that influence leadership effectiveness in educational management. In its activities, the leader has the power to mobilize and influence his subordinates related to the tasks that must be carried out (Jabbar & Hussin, 2019). When assigning tasks, the leader must provide a clear voice of direction and guidance so that subordinates can carry out their duties efficiently and the results achieved are by the goals that have been set. A good leader is expected to understand all aspects of leadership behavior and know when a leadership function is needed (Miroj et al., 2020).

A good leader needs to have three kinds of awareness, namely; First, be aware of when a leader is needed in certain situations. Second, being aware of changes and values both within the work unit and the community. Third, realize the importance of effective leadership to move others to work as effectively as possible. Although the distributed leadership approach is based on relational and non-hierarchical goals, it does not fully align with the effort required to rethink schools as learning ecosystems (Díaz-Gibson et al., 2021).

Díaz-Gibson (2021) states in his research that leadership tends to have a bias towards positive leadership methodologies and benefits for the organization and its employees. Although there is some research on the dark side of leadership practices, such as destructive leadership, negative leadership in educational administration and leadership is largely marginalized. In addition, there is little research on how toxic leadership develops and sustains negative workplace dynamics and the impact of these behaviors on employees (Snow, 2021).

Leadership through visual practice requires media to see beyond the icons and recommended approaches; Even when such work may seem successful, fashionable, and profitable, it requires adapting, taking risks, making mistakes, being open to new learning, research, and collaboration — developing and connecting ideas, initiatives, words, and images in new ways. Reflecting our diverse and changing world (Mendonça, 2021). This study will study leadership with a suitable method based on the correct mechanism.

A leader in an Islamic educational institution usually does not depend on competence but depends on his proximity to the top brass of the institution (Iswandi, Suhaimi, 2017). Empirically, power and authority in selecting and proposing officials are incorrectly and unconstitutionally. There is a proverb that whoever has good access to influential leaders who sit in specific organizations will also have good luck in their positions. The process of regeneration, the appointment of leadership, and transfer of positions are suspected of Collusion, Corruption, and Nepotism practices and have political nuances. Usually, the decision cannot be separated from the various interests between the appointed and appointed person. This will ignore the abilities, skills, performance, and discipline required by a particular position. Various

considerations were made, not all of which were considered in determining structural officials.

Mutation of office is indeed the prerogative of an official within the scope of an Islamic educational institution. However, they still need input and coordination with related parties and involve the agency to consider positions and ranks in it. Thus, the transferor placement of a person in a particular position can be done more objectively. In addition to sufficient administrative requirements, the ability and track record of officials who will be placed in specific positions also need to be considered. This means that placing a person in a particular position and fulfilling administrative requirements also considers the relevant track record. Various problems occur in the less than optimal function. Gallagher (2021) research explains that new ways of leadership at work in educational policy and practice are being forged in these and other divided societies. Indeed, education and educational leadership are often promoted as having the ability to develop collaborative work within and across schools, building networks with the potential to heal fractures in ethnically divided societies.

Suherman (2019) says that a leader is a positive and confident person who has a vision, mission, and high ethical values, with the ability to convey ideas and encourage and relate well to others. Leadership will be a critical success factor in an organization. This is because leadership is the focal point of significant changes in the organization, leadership becomes an impactful personality, and leadership is the art of creating organizational conformity and stability. The leader considers the behavior of the subordinates to make decisions. Theory X and Y represent the behavior of antagonistic and cooperative individuals in organizations. The situational approach is very appropriate through participatory leadership by understanding different behaviors. This shows that even if the leader has full authority over administrative control, it still cannot rule out the role of subordinates (Faturahman, 2020).

Research in the last three years shows that the leader is the most critical factor in an organization. The difference between this study and the other three studies is that this study mentions the mechanism of leadership through regeneration which is the initial stage in the appointment of a leader in an Islamic educational institution.

This is different from the leadership system in Madrasah Aliyah (MA) Asy-Syafi'iyah Kendari, where the leadership system at the madrasa adheres to the principles of an effective leadership system, were to become a leader, regeneration is needed so that the leadership process can create a climate and environment. Conducive organizational culture. The cadreization at MA Asy-Syafi'iyah is usually carried out based on the level of need, and tests are carried out to appoint someone as part of the Islamic educational institution. This study tries to understand leadership regeneration at MA Asy-Syafi'iyah to produce ideal leaders for the institution's advancement, where leadership at this Islamic educational institution is free from corrupt practices and collusion and nepotism and is destructive, as well as toxic.

RESEARCH METHODS

The approach used in this study is a qualitative research type of phenomenology, where the researcher tries to understand leadership regeneration at Madrasah Aliyah Asy-Syafi'iyah Kendari to produce ideal leaders for the advancement of the institution. The data collection technique was carried out through in-depth interviews about the institution's regeneration system, observations on managerial and leadership activities, and documentation.

In this case, the researcher interviewed ten informants, consisting of the head of the foundation, the madrasa committee, the head of the madrasa, the deputy head of the madrasa, and teachers, who were selected purposively. Observations and documentation were carried out to strengthen the interview results obtained in the field. Operationally, the data analysis technique was carried out through several stages as the data analysis technique model proposed by Miles and Huberman, namely, data collection, data reduction, data presentation, and drawing conclusions based on reduction, interpellation, and data presentation carried out at each previous stage in line with the mechanism. The logic of inductive thinking with specific (specific) things to formulate conclusions that are general (general).

RESULTS AND DISCUSSION

The leadership system implemented at Madrasah Aliyah Asy-Syafi'iyah Kendari is understood as a leader's ability to influence other people (people being led or followers) so that other people behave by what the leader wants (Soekanto, 2006). This understanding shows that leadership contains the following elements, namely the person who leads or commonly referred to as the head of the madrasa, the person being led or called the deputy's head, teachers, students, and guardians of students, there are activities to move other people, either by How to influence or direct, there is a goal to be achieved and takes place in the form of a process within a group or organization. All activities carried out aim to achieve the vision and mission of the madrasa that have been set together.

Leadership is defined as influencing others to work voluntarily to achieve group goals (Imhangbe et al., 2019). Leadership influences others to achieve common goals (Rehman et al., 2019). Max Weber divides leadership and authority into three: traditional, rational, and charismatic (Abowitz & Kathleen, 2019).

From an Islamic perspective, leadership is seen as a group obligation. Therefore, Islam views the problem of leadership as an effort to maintain the group's existence, as an organization must also have goals and objectives. Leadership in Islam is da'wah leadership, where each individual is obliged to invite *(da'wah)* to influence others to be on a pattern of luck and bring goodness (Mukhlis, 2017).

What happened at Madrasah Aliyah Asy-Syafi'iyah Kendari in its leadership system, in this case, is categorized as a leadership system that follows the Malcolm Baldrige plot, where the leader acts and guides the performance of educational organizations in self-defense. This criterion directs how principals pay attention to school performance values and expectations, focusing on students and stakeholders, learning, empowerment, innovation, learning, and school direction. This criterion also examines how madrasas pay attention to their responsibilities to the community and their primary community supporters (Fauzi, 2021). The central leadership has a vital role in moving the wheels of the organization in building relationships between individuals to achieve organizational goals. Education leaders are responsible for carrying out educational activities (Salim & Hasanah, 2021).

The success of leadership at Madrasah Aliyah Asy-Syafi'iyah Kendari depends on how the process is in its ability to position itself as a leader who educates, communicates, develops regular agility, and the ability to set himself a good example; Someone can be a motivator for their subordinates (Rahman & Subiyantoro, 2021). According to the AS as the madrasa committee, a good leader is a leader who constantly improves his ability to guide subordinates with intelligent methods. Leaders must provide direction for change by the organization's goals or Islamic educational institution they lead

To create the ideal leader, a cadre of leaders must have the competencies, skills, and behaviors that all parties expect. As the head of Madrasah Aliyah Asy-Syafi'iyah Kendari, DA said that to become a leader in this institution, one must meet the requirements set by the foundation. For example, the tenure of a person in this institution must be several years, the track record of service is transparent, has good managerial competence and skills, and many other requirements are asked by the foundation to lead in this institution. Therefore, we always cadre future leaders to replace the relay of retiring leaders.

Cadreization, in this case, is understood as a process of forming new cadres in organizations in madrasas. Cadreization is essential for an organization because it is the core of continuing the organization's struggle in the future (Rahmawati, 2016). Without regeneration, it is tough to imagine an organization can move and carry out its organizational tasks well and dynamically. Cadreization is an absolute necessity to build an independent and sustainable work structure.

In general, there are several objectives to be achieved in this leadership cadre, namely providing a condition of stability so that the development planning that has been carried out can be continued, can maintain the implementation of work that is not expected to be completed in the medium term but is long term, and create development and sustainable development, so that the vision and mission that have been proclaimed can be maintained and realized (Fahmi, 2013). Organizational commitment and loyalty are essential to any organization. Organizational commitment and loyalty are essential keys in developing employee organizational citizenship behaviour ('Azzam & Harsono, 2021). Policies are designed to ensure stated goals, missions, and visions in

every organization. Therefore, an organization without proper policies will operate without direction and focus (Sahu et al., 2018).

The concept of regeneration is for leaders or top management and middle and low management circles. If strategic HR management is the focus of educational HR, then by definition, the HR function will be carried out strategically to align with larger organizational goals (Tran, 2015). Human capital is related to education, knowledge, and skills individuals acquire in education and training (Kolvekova et al., 2017). The lower management, considered technical groups, has a vital role in building a big business. They are the driving force that works tirelessly, so if the lower management is not carried out and applied to the concept of regeneration, it is possible to weaken the technical line.

The proper recruitment and positioning decisions help the formation of the intended cadre. Based on an interview with the staffing department of MA Asy-Syafi'iyah stated: "The procurement of employees and their placement is based on the institution's needs to fill the vacancy in the place. Usually, it is done by recruiting independently, namely by open recruitment and procurement to hold a selection of prospective employees or by implementing it yourself."

For an organization, regeneration is essential because it is related to its sustainability. Dynamic organizational activities require regeneration to carry out tasks so that organizational goals can be realized. Without organizational regeneration, it is like a season's crop which will die without a successor. The function of regeneration is to prepare candidates (embryos) ready to continue the baton of an organization's struggle. Human resources are the most critical asset in both profit and non-profit organizations. It is a resource that encourages, guides, maintains, and develops organizations in the various demands of society and the times. Human resources, in this case, is a significant factor in every organization, both in form and purpose. The importance of human resources in an organization demands that every organization get qualified and productive employees to run the organization (Silviani et al., 2021). Then adjusted to the salary that will be given to the new employee.

The finance department at MA Asy-Syafi'iyah Kendari stated that: "Recruitment of new employees must also pay attention to the financial condition of educational institutions, if the existing vacancies are filled with adequate financial conditions, we may recruit new employees. However, if financial conditions do not meet, then we will take advantage of existing employees to fill the vacancy temporarily."

An organization's cadres have been trained and prepared with various skills and disciplines so that they have abilities that are above the average person. As the deputy head of the madrasa, AF said that declaring regeneration within the framework of service at this institution was understood as a medium for planting seeds. To produce excellent and superior leaders in the future and meet the community's expectations, it is necessary to have the correct pattern of regeneration. At least the regeneration program carried out at Madrasha Aliyah Asy-Syafi'iyah Kendari theoretically refers to the following concepts;
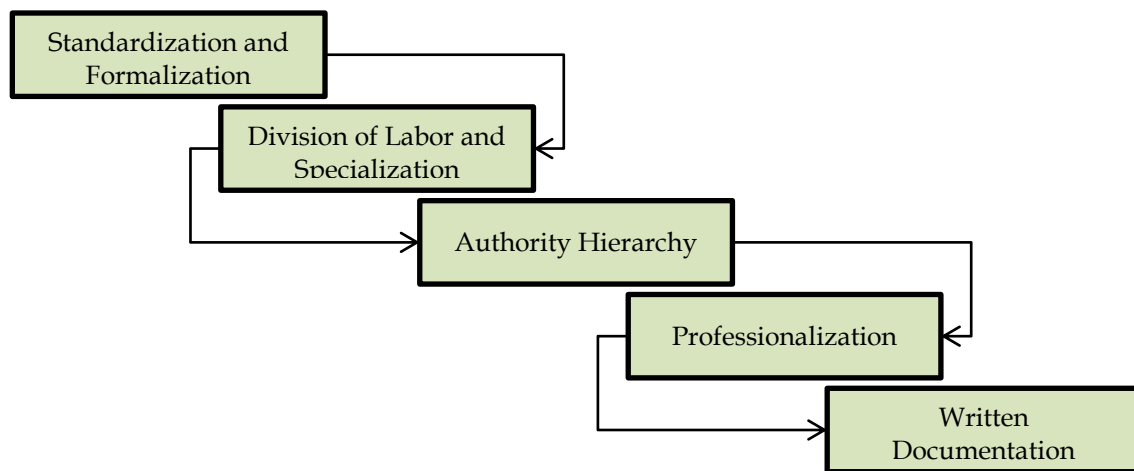
Figure 1. Concept of Ideal Cadre for the organization

Figure 1. Explains that the concept of idealization is the most rational means for the exercise of imperative control over humans. Bureaucracy is rational because it relies on legal-rational authority, which contains the following five basic principles; 1) standardization and formalization; Tompkins (2005) identified four aspects of standardization in classical organizational theory literature, namely standardization of work processes, standardization of work outputs, standardization of worker skills, and standardization of values; 2) division of labor and specialization; is the breakdown of tasks into simple components that can be performed on an iterative basis 3) hierarchy of authority; Max Weber stated that members of the organization obey the authority of officials only in their capacity as members of the organization and that which is obeyed solely by the law; 4) professionalization; Bevir stated that the professionalization of leaders is a process to promote and protect the interests of officeholders in a professional manner (Bevir, 2007). Yates (2009) states that in bureaucracy, professionalization refers to developing the type and level of knowledge and skills required for professional behavior. This standard of professional competence is applied to those who will enter the profession and those who already exist, and (5) written documentation.

Based on the above functions, several regeneration roles can be understood, including, First, the inheritance of good organizational values. There is a transfer of values and organizational principles in the regeneration process. Whether it is the values written in the organizational rules or the unwritten values in the form of culture or culture within the organization. This process can be done formally in discussions and can also be done through casual chats or stories. Second, Guarantee the continuity of the organization. By the function of regeneration, the role as a guarantor of the organization's continuity becomes the leading role in regeneration. In the organization, human resources are the most urgent and dynamic resources because there are many changes, demands, and challenges over time, especially in the regeneration and improvement of the quality of human resources. Without regeneration, the organization will undoubtedly die because there are no more resources to drive it. Third, Learning Facilities for new cadres. Cadreization is a facility to learn new things that are not yet known. This is inseparable from the essence of

education. *Islamic education* is a process in which those who do not know become known, those who are not good become good, those who are not yet mature become adults so that there is a change in thinking, character, and behavior. In Islamic education, two things focus on formation and development. Formation becomes the focus because there are several goals or targeted outputs. While development is the focus because each individual has different potentials and skills so that the development carried out for each individual is different (Rahmawati, 2016).

Based on the observations at MA Asy-Syafi'iyah Kendari, what is meant by positions includes two kinds of positions, namely structural and functional positions. Structural positions are positions that are explicitly contained in the organizational structure. A functional position is a position that is not explicitly listed in an organization, but from the point of view of its function, the position must exist to enable the smooth running of the organization's main tasks. The appointment of employees to structural positions is based on work performance, discipline, loyalty, dedication, experience, trustworthiness, and other requirements needed so that the appointment of employees to structural positions is genuinely and by applicable regulations.

What happened at MA Asy-Syafi'iyah Kendari shows that the organizational mechanism to produce superior leaders through the regeneration system has been appropriately implemented. The mechanism can be understood as follows; First, the mechanism is the view that the interaction of parts with other parts in a whole or system inadvertently produces activities or functions by the objectives. Second, the mechanism is the theory that all phenomena can be explained by principles that can explain machines without the aid of intelligence as a cause or working principle. Third, the mechanism is the theory that all natural phenomena are physical and can be explained in material changes or moving matter. Fourth, the mechanism attempts to provide a mechanical explanation, namely by the local motion of intrinsically immutable parts for the internal structure of natural objects and the whole of nature.

CONCLUSION

Based on the research results above, it can be concluded that regeneration in leadership in madrasas is expected to create quality generations and carry out their duties and responsibilities. Cadreization is carried out as a medium for inheriting good organizational values, guaranteeing organizational sustainability, learning facilities for new cadres, and prospective leaders in these educational institutions. The cadre carried out refers to standardization and formalization of the division of labor and specialization, the hierarchy of authority, professionalization, and written documentation. The cauterization carried out by the madrasa is intended to prepare candidates (embryos) who are ready to continue the baton of an organization's struggle. An organization's cadres have been trained and prepared with various skills and disciplines so that they have abilities that are above the general average, become ideal leaders, and can create good governance. The cadre that was carried out by

standardization and formalization of the division of labor and specialization, the hierarchy of authority, professionalization, and written documentation was carried out well by madrasas.

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