

THE LEADERSHIP OF KYAI ON IDIOSYNCRATIC PERSPECTIVE; AN INFLUENCE OF PERSONAL CHARACTERISTIC IN PESANTREN

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Abstract :

As the highest leader in the Islamic boarding school, Kiai has a significant influence on the good and bad of the Islamic boarding school. This study focuses on the privilege (idiosyncratic) of Kiai Abdul Hamid Wahid as the leader of the Nurul Jadid Islamic Boarding School. These privileges can affect the performance of employees and management in carrying out their respective duties. The author is conducting research using qualitative methods, with the techniques of observation, interviews, and documentation. The discussion results show that Kiai Abdul Hamid Wahid's values, experience, and talents make him a leader who has a significant influence on the performance of employees and administrators and decision-making at the Nurul Jadid Islamic Boarding School.

Abstrak :

Kiai sebagai pimpinan tertinggi di dalam pondok pesantren memiliki pengaruh besar terhadap baik buruknya pondok pesantren. Penelitian ini berfokus pada keistimewaan (idiosinkretik) yang dimiliki oleh Kiai Abdul Hamid Wahid sebagai pimpinan Pondok Pesantren Nurul Jadid. keistimewaan tersebut dapat mempengaruhi terhadap kinerja karyawan dan pengurus dalam melaksanakan tugas masing-masing. Penulis dalam melakukan penelitian menggunakan metode kualitatif, dengan teknik observasi, wawancara, dan dokumentasi. Hasil pembahasan menunjukkan bahwa idiosinkretik yang meliputi nilai-nilai, pengalaman, dan bakat yang dimiliki oleh Kiai Abdul Hamid Wahid menjadikan ia sebagai sosok pimpinan yang memiliki pengaruh sangat besar terhadap kinerja karyawan dan pengurus, serta dalam pengambilan keputusan di Pondok Pesantren Nurul Jadid.

INTRODUCTION

The figure of the Kiai as a pesantren figure is one of the significant milestones in the life of the pesantren (Muali et al., 2021). The title Kiai can be obtained because of heredity; most likely, his ancestor was a very respected or influential person in society. The title of kyai is because of the mastery of religious knowledge (Theology). Kiai is generally referred to by students not only in terms of the advantages of learning about Islam (theology) but also from morals and privileges that are often invisible (Rosita, 2018). The requests behind the figure of the Kiai in the pesantren make the Kiai highly respected by the students and the broader community outside the Pondok pesantren. The figure of the Kiai as a figure in a pesantren and the community has advantages or uniqueness in him, such as Karomah or privileges. Kiai can also solve a problem. If there is a crisis or social inequality differences of opinion, he can develop radical ideas or thoughts to solve the crisis.

The Kiai can also solve a problem. If there is a crisis or social inequality differences of opinion, he can develop radical ideas or thoughts to solve the situation. The advantages and privileges of the Kiai can affect the santri and the surrounding community (Bashori, 2019). With the development of the times, the characteristics of the Kiai also differ in leading pesantren. As a Kiai, they still maintain the previous teaching method (Salafi) in managing their pesantren. Many of the Kiai has applied modern methods in managing Pesantren. From these differences, the knowledge studied and the culture formed adjusted to the times but did not eliminate the culture and teachings taught by the Prophet Muhammad (Mundiri & Zahra, 2005). Several Kiai combined the two, applying modern and Salafi methods in pesantren management. Many Kiai has descended into the political elite's realm, and not a few have invited their followers to follow the same line (Sari & Yani, 2013). From these differences, the Kiai remain with the teachings of Islam brought by the Prophet Muhammad, their goals are the same, but their methods are different. This can affect the Kyai in making decisions in their institutions and pesantren (Syuhud, 2019). In the leadership of a Kiai, setting an example or *uswah* is very influential on the people he leads. When a Kiai sets a good standard, it departs from the Kiai's daily behavior. Because what is exemplified to the people around him is a pure nature or behavior in a Kiai without any encouragement (Fauzian, 2020).

The behavior of the Kiai that arises due to the operation of spiritual values and his closeness to God makes him a figure who can positively influence his family, students, and the surrounding community. The ability of the kyai to control the santri and the community is an inseparable part of his ability to lead. Thus, leadership in the Kyai is a mental arrangement that includes personal characteristics, intellect, moral skills, and attitudes that become Kiai's identity. Furthermore, behavior by HC Warren is referred to as a privilege. The idiosyncratic becomes one variable that shapes perceptions, images, and personal characteristics in leading (Batubara, 2021).

Nurul Jadid Islamic is one of the pesantren, with more than thousands of students in East Java. The efforts of managing and developing Nurul Jadid Islamic Boarding School are still using the past management so that there is a mastery in each unit of work, such as financial management, which is managed by each section so that financial expenses and income cannot be adequately controlled. Moreover another one is about services and learning that are not optimal. Moreover, employee's discipline is still low, the things mentioned above are very influential on the development of pesantren. In 2018 Kiai Hamid Wahid was appointed as the chief of the Nurul Jadid Islamic Boarding School; with his idiosyncrasy or privileges that he has, he slowly changed the management in Nurul Jadid from small to biggest things, such as structural, service, activity, finance, 'till learning side. Time by time Nurul Jadid is opening itself up to implementing modern management, with all the privileges of Kiai Hamid; to change the management of Nurul Jadid, he invites all of pesantren's residents to make efforts and tawakkal in all efforts for Nurul Jadid betterment.

Idiosyncratic is essential as the background of a decision-maker, such as an image, talent, and experience; therefore, idiosyncratic can influence the decision-making process or policy-making that is carried out (Azizah & Syafi'i, 2020). James Coulombis and wolf mention the idiosyncratic factor as one of the variables related to individual decision-makers perception, image, and personal characteristics; idiosyncratic is a personal character every leader possesses (Batubara, 2021). Each leader has an Idiosyncratic privilege in himself; it makes the leader significantly influences the institution he leads (Rossian & Loisa, 2019). A leader does not always have to be brighter than his subordinates. Still, a leader must be able to influence his subordinates. From this, a leader must have experience, authority, talent, and social influence that can make an influential leader figure (Rahmi, 2021)

Some idiosyncratic factors are present in a Kiai, such as heredity (GEN) and environmental factors. The heredity factor is usually found among scholars and also the kyai. There is a lineage connected to their ancestors, as well as the practices that are read when pregnant and also the privileges of a kyai that are passed down to their sons and daughters, such as intelligence, talent, and intellectual, which can affect the characteristics or benefits of the conceived child. Environmental factors occur to all groups according to the environment, the privileges of each person will be different, and their implementation will affect every decision and policy taken. Hiya millati mentions in her research that the breadth of knowledge and good morals will produce characteristic behavior in someone, which can influence others (Arifin, 2015). So far, researchers have observed the leadership of KH, Abdul Hamid Wahid. In his leadership at the Pesantren Nurul Jadid, he was the head of the Pesantren Nurul Jadid and the Chancellor of Nurul Jadid University. Deputy Chairman of the DPRD and the DPR RI for two terms and studied at several pesantren. From his biography, Kiai Hamid, who was born from a descendant of a large kyai in Probolinggo, and a scientific point of view, there is no doubt, both in terms of religious knowledge and academics, this has become the interest of researchers

to examine more deeply about the influence of the Kiai's leadership in terms of Idosingkretik owned by Kyai Abdul Hamid.

The researcher, in this case, wants to reveal the meaning behind the idiosyncratic theory of the Kiai's leadership and its negative impact on the development of Islamic boarding schools led by the Kiai. So the personal leadership of the kyai can also be mentioned as what is behind the Kiai's leadership in the decision-making process. T., Rosyidin, M., & Hanura said that idiosyncrasy is very influential on the decisions taken by a leader (Batubara, 2021). Unique intelligence and special privileges are needed for the Kiai to lead his pesantren. To solve problems, you need extensive experience and knowledge so that the Kiai can provide good decisions and solutions and have a positive influence, not only on all students but can also have a positive impact on the broader community outside pesantren (Muhibah, 2016). So that the leadership of a Kiai can measure the good and bad of education in pesantren.

RESEARCH METHODS

The approach used to reveal the Idiosyncratic perspective Theory of leadership on Kiai in Pesantren Nurul Jadid is qualitative. This approach is used to inform the meaning behind the Idiosyncratic perspective of the Kiai. Idiosyncratic is a privilege possessed by every leader; Researchers obtained information through the closest people to Kiai Hamid, such as the follower, the secretary of Pesantren, the administrators of Islamic boarding school, and the students. Departing from the biography of Kyai Hamid, who grew up in an academic environment, and is active in several organizations. Influential intellectuals make him the leader of Pesantren who can influence all students and the community outside the pesantren environment. This research is located in the Nurul Jadid Islamic Boarding School, while the type of research used is a phenomenological type that aims to thoroughly discuss all the privileges or advantages possessed by Kiai Abdul Hamid Wahid. Thus the researcher functions as a critical research instrument. The researchers used the technique of observation, interviews, and documentation. At the same time, the data analysis technique used is the Spradley data analysis technique, which consists of data reduction, data display, and verification.

RESULTS AND DISCUSSION

The leadership of Kiai is from an idiosyncratic theory perspective that appears in leadership based on the values, experience, and talents of a Kiai. The researcher explores and digs up information on the research object as the first informant and people. They are close to Kiai Hamid Wahid as the second informant, such as follower (Khaddam), the secretary of Pesantren, and several administrators at the Nurul Jadid Islamic Boarding School, including about the life of Kyai Hamid Wahid, either in the organization or even family, intellectual, integrity, organizational experience, and leadership style he uses in leading Nurul Jadid Islamic Boarding School. The privilege or idiosyncrasy that can make him an influential leader is as follows:

Values Owned

Discipline

According to SOP (Standard Operational Procedure), work discipline is an attitude; all actions or behavior follow written or unwritten regulations according to SOP. One example of Kiai Abdul Hamid Wahid's work discipline is that he always emphasizes the work program that has been agreed upon and controls the program that has become an agreement. One of Kiai Hamid's efforts in maintaining is to form a boarding school supervisory team that oversees all performance and work programs in each work unit. According to the secretary of the pesantren, this has a significant influence on the discipline and work ethic of the employees and administrators.

According to the author's analysis, two factors cause the management to be still low on the level of discipline, namely; 1) Family factors; at the Pesantren Nurul Jadid, employees and administrators are usually taken from alumni or people who have been educated for a long time to serve in the pesantren, most of them choose to have families and settle in the environment around the pesantren, several employees live in several cities, with their busy lives both in the community and their families, of course, this dramatically affects the level of discipline of the management or employees. 2). Having two responsibilities (Double Job). Each unit in Pesantren Nurul Jadid must be filled with competent and competent human resources. This makes the employee's level of discipline less than the maximum. Therefore, work discipline must be considered as much as possible because the field of work is very influential on success (Alam, 2014).

Kiai Abdul Hamid Wahid has several efforts that are used to influence the level of discipline of employees and administrators pesantren, namely: 1). Objectives and Capabilities: The goals to be achieved must be clear and ideally structured, and challenging enough to create motivation or morale for employees and administrators in the Pesantren Nurul Jadid. 2). Uswah Leaders, Uswah, or role models, play a significant role in improving the performance discipline of management and employees because leaders are used as role models or uswah by all administrators and employees. 3). Remuneration (salary and welfare) also affects the discipline of management or employees because payment will give employees a sense of satisfaction and attachment to their work. The three indicators above can increase the passion of employees and direction to their respective duties.

Based on the information from pesantren management, Kiai Hamid is indeed known as someone who has a high level of discipline, for example. Work under him, and when attending meetings and another pesantren event, he was never late unless there was something he could not leave. From the author's analysis and the information provided by the information, there are differences because the Pondok Pesantren Nurul Jadid is still improving the discipline of the employees and administrators in it; Kiai Hamid, as the head of the Pesantren, changes old habits slowly with the indicators mentioned above, as evidenced by the At the beginning, he served as the head of the Pesantren in 2018. With the discipline he had, Kiai Hamid was able to change the bad habits that occurred slowly and improve the discipline of the employees at the Pondok Pesantren Nurul Jadid.

Firmness

Having a firm nature is one way to become a leader who can influence employees and management in achieving all the programs that have been planned (Edyanto & Karsiman, 2018). The figure of the Kiai in the pesantren occupies the highest position in making decisions. In this case, the kyai must know everything that exists and happens in the Pesantren because everything that happens in the pesantren depends on the attitude or decision of the Kiai.

The pondok Pesantren Nurul Jadid is one of the largest pesantren in East Java. The person who leads the pesantren is a person who has the skills and privileges that can maintain and develop the Pondok Pesantren Nurul Jadid. One example of the firm nature of Kiai Hamid is. Management of the financial system in Pesantren. At first, the financial system in Pesantren was handled by each work unit, so the point of expenditure and needs in Pesantren could not be controlled optimally.

The explanation above is from a quote from one of the Chief Staff of the Pondok Pesantren Nurul Jadid regarding the mission of Kiai Hamid to change the financial management system at the Pondok Pesantren Nurul Jadid. Therefore Kiai Hamid established a centralized financial system and was managed by the pesantren treasurer so that the financial system in each work unit could be well controlled. This, of course, triggered much controversy at the management or employee level. Although many administrators and employees disagreed with the new decision, with his firmness, Kiai Hamid remained firm in his stance to change the pesantren for the better, and no one else could dispute or reject changes to the established financial management system. One of the students in the Sunan Gunung Jati area (A) said that this change in financial management has many benefits for students and guardians, especially regarding the payment process and guardians who are easy to find out all existing finance.

The explanation above proves that Kiai Hamid is a firm leader; he can think what the pesantren will be like in the next ten to twenty years, as evidenced by the changes he has made and the impact of these changes. Very respected and influential to the employees and administrators of the Pondok Pesantren Nurul Jadid.

Responsibility

The Kia's leadership is not just a hierarchy or only status, but it can affect changing the pesantren for the better. On the other hand, leaders must also understand the concept of responsibility, not only to what is done and planned but also to the people who work or the human resources in it. The Leader's responsibility is to take care of and serve everything in the organization, both work and thoughts (Sobon, 2018).

One form of responsibility in the organization is to manage and serve everything within the organization, such as 1.) being responsible for all activities or work carried out, 2.) providing understanding and escort to all employees who will carry out their duties or responsibilities. 3.) provide remuneration to people who have worked, either in the form of financial or facilities, 4.) always motivate employees to make breakthroughs, increase their

creativity, and carry out their duties well. All of the things mentioned are a form of concern and responsibility of a leader to his organization

The boarding school administrator said that In addition to the firmness and authority of Kiai Hamid, he is also very responsible for what he leads. One example is; when Kiai Hamid controls the activities of the pesantren in each region, he often finds discrepancies in the activities that should be carried out. Then he coordinates with the parties responsible for the findings in the field. In addition, sometimes, Kiai Hamid also finds several work units. If he is still not functioning or not following their duties, he coordinates with the relevant parties to evaluate immediately. In line with the statement above, the *khoddam* Kiai Hamid confirmed that Kiai Hamid was indeed very responsible, both in terms of work and his family, such as always nurturing and giving praise to the *khoddam* in his house, he always gave directions to his followers. The leading figure of Kyai Hamid, which the author has mentioned above, has made him an influential and respected leader by employees and administrators at the Pondok Pesantren Nurul Jadid.

Trustworthy

The definition of Amanah is comprehensive in its interpretation, and trust includes interpersonal relationships between humans and the God of nature, namely Allah SWT. According to Ibn Katsir, faith is entrusted to someone else, loyal and trustworthy. Trust is a trust given to someone to be implemented or given to something entitled (Agung & Husni, 2017). Trust is an essential thing humans need as social beings; trust is a necessary trait for humans in living their daily lives.

According to the results of an interview with the Pesantren Nurul Jadid secretary, the figure of Kiai Hamid is known as a visionary and religious leader, thus making him a good and trustworthy leader. Judging from his relationship with God, Kiai Abdul Hamid was very obedient in carrying out religious orders because that is indeed a religious demand. Besides that because he is indeed a figure of *uswah* to his students. In addition, considering his relationship with fellow human beings, he is very ethical in his work and behavior because he was educated since childhood with *akhlakul karimah*.

One of the pesantren administrators confirmed that the above statement was true because Kiai Hamid was a *vigor* figure that all students made us, and he also always gave the best to people who were good in behavior and work ethics, this could make all administrators affected always to respect it. These two statements prove that Kiai Hamid is indeed a trustworthy leader and can have an influence on all employees and administrators at the Nurul Jadid Islamic Boarding School.

Agung and Husni mention that trust includes three factors in life: 1.) Amanah includes the relationship between humans and God, meaning that human obligations to God must be fulfilled, such as God's commands, prayer, fasting, zakat, and others. 2.) trust includes the relationship between Nas (humans). This is seen from the point of view of our commendable character and obligations that must be carried out between fellow humans. 3.) trust in oneself. From this point of view, trust is seen as done for one's good (Agung &

Husni, 2017). This proves that trust is essential in determining the good and bad of humans in carrying out their daily lives.

Integrity

A leader must strive to maintain and continue to increase public trust. Every Leader must fulfill his professional responsibilities with the highest possible integrity. Integrity requires every individual to be firm, honest, and fair. In business relationships or partnering with other people or institutions (Wardana, 2016). In maintaining internal performance, leaders must maintain integrity; this aims to maintain relationships with other people so that they continue to run smoothly and provide the best

The figure of a visionary leader maintains integrity in himself. This has an impact on all the work and goals of the Leader. Faizin Syamwil said that Kiai Abdul Hamid Wahid was a visionary leader who knew the future direction to make pesantren continue to benefit religion and the nation. This is evidenced by the achievements of Kiai Hamid in his leadership. Kiai Hamid often collaborates with several state officials to generate profits for each other; for example, when he brought the Minister of Maritime Affairs and Fisheries of the Republic of Indonesia, the Minister of State-Owned Enterprises (BUMN) RI, Minister of Villages and Development of underdeveloped areas, Commander of the Indonesian Armed Forces, and Head of Police. During the meeting, he promoted the Pesantren Nurul Jadid as a pesantren that could serve the ummah and contributes to the nation. For example, Kiai Abdul Hamid Wahid also builds business partnerships with several sectors in collaboration with BANK Indonesia and HEBITREN (Pesantren Business Association). It departs from the very high integrity of Kiai Abdul Hamid Wahid and his experience while being a political activist.

Several achievements above, none other than Kiai Hamid wants to develop the Pondok Pesantren Nurul Jadid, and pesantren continue to develop and open themselves to become Pesantren that can serve the ummah and produce the next cadre of national presidential candidates, according to the explanation of the Chief Staff of the Pondok Pesantren Nurul Jadid, Kyai Hamid also always teaches about the sciences that relate to fellow human beings, mutual respect, mutual benefit, and mutual benefit. From this, we can see that Kiai Hamid is indeed a leader who does not only think about the present but has prepared everything for the next few years. this makes him an uswah figure for all administrators or employees at the Pondok Pesantren Nurul Jadid

Work Experience

Organizational Activist

Every human being cannot do things alone; this proves that humans as social beings need other people to maintain life, both from work and daily activities. In life, we are taught to organize, understand, and benefit each other. Winardi, in his book, mentions that organization is an element that is needed in human life, especially in modern life (Kotlar & Chrisman, 2019). Organizations can help us do things that do not go well as individuals (Syno et al., 2019). In

short, an organization is a group of people who have a common goal, and where we do anything, organizations can influence our lives, and we can influence organizations (Banmairuroy et al., 2021).

Apart from being born as a descendant of influential people in society, Kiai Hamid Wahid's background is also pleased in organizing. Since he was in elementary school, he was familiar with the organization. Then he developed his organizational knowledge in several positions that made him a leader. Kiai Hamid now serves as treasurer of HEBITREN (Pesantren Business Economics Association), head of the Pesantren Nurul Jadid, and as RECTOR of Nurul Jadid University.

Faizin Syamwil Said Kyai Hamid Did Learn to Organize Early On. He left because his father was a person who loved the organization, especially the Nahdatul Ulama (NU) organization. One of the staff of the pesantren leadership also revealed that Kyai Hamid applied his knowledge in terms of organization at Pondok Pesantren Nurul Jadid; during this time, he was able to change Pondok Pesantren Nurul Jadid for the better and developed.

Not only that, but he is also talented in motivating someone to be enthusiastic in carrying out their duties. He can encourage his employees to be creative, make breakthroughs, and position them according to their respective abilities. The talent and creativity of Kiai Hamid mentioned above can make him an influential and internally recognized leader at the Pesantren Nurul Jadid and the National.

From the author's description above, it was found that Kyai Hamid loved the organization very much, as evidenced by the process starting from elementary school until he developed it into several other organizations. Of course, Kyai Hamid has a lot of experience and knowledge. Until now, he did it at Pondok Pesantren Nurul Jadid. so that he can become an influential leader in pesantren

Politician

As a religious figure, a kyai is known as akhlaqul karimah. The breadth of mastery of spiritual knowledge, many kyai have descended into the realm of the political elite to strengthen and preach the teachings of the Islamic religion. It is not surprising that so many kyai have stepped down into politics because they have specific goals in this era. In general, many definitions of politics are explained by political scholars: 1.) according to Asad, politics is gathering power, increasing quality and quantity, controlling and supervising force, and using force to gain power in the state or other institutions. 2.) according to Abdulgani, politics is the art of what is possible and impossible. Politics is the formation and use of power (Zawawi, 2015).

Our essential point in politics lies in the purpose and the way of doing politics. People active in politics can be called politicians; they have several goals to gain power and power in their organizations. Kiai Hamid is known as a figure who is very knowledgeable about religion. He is also an expert in the field of politics. Evidenced by some of his experiences in politics, among others. Commission E DPRD, Deputy Chairperson of DPRD, and DPR RI for two

terms. This reinforces that the figure of the kyai is not only wise about mastering religious knowledge, but the kyai can also compete in the political realm. Of course, to preach to strengthen and practice the teachings of Islam. From the political experience above, Kiai Abdul Hamid Wahid can become an influential leader in the Pesantren Nurul Jadid and change Nurul Jadid to be better and more advanced.

Khoddam kyai Hamid mentioned that before serving as the head of Pondok Pesantren Nurul Jadid, he was active in several political fields mentioned above; around 2018, he returned to Pondok Pesantren Nurul Jadid. He was appointed as the Head of Pondok Pesantren Nurul Jadid, and rector of Nurul Jadid University. This confirms that kyai figures are wise to master religious science, but kyai can also compete in the political sphere. Of course, to preach to strengthen and practice the teachings of Islam. The above political experience makes Kyai Hamid an influential leader in Pondok Pesantren Nurul Jadid and able to change Nurul Jadid for the better and advanced.

Religious Leader

The figure of Kyai Abdul Hamid as the highest Leader of the Pesantren Nurul Jadid, where the characteristics of a Kiai who are very strong in religious knowledge (theology), make him trusted by students and the community to lead religious groups. Faizin Syamwil said that one example of his leadership in the religious field is Kiai Hamid's participation in leading PBNU and PWNU organizations; pesantren administrators also gave the same statement as above, that Kiai Hamid was active in the Nahdatul Ulama (NU) organization, he continued in the footsteps of his father who was previously active in Nahdatul Ulama. From this, we can see how he loves and fights for the teachings of Islam, especially *ahlusunnah wal jama'ah*; this can make him very understanding of existing religious organizations to facilitate kyai Hamid in carrying out this at Pondok Pesantren Nurul Jadid.

One of the leadership theories is called the big man theory; this theory says that leaders are born with an aura or ability that is different from ordinary people (Abdullah, 2021). Humans are indeed good leaders to the environment, family, and themselves. There are several characteristics of a person who has been seen since childhood that he will become a leader when they are adults 1.) since they were born, they already have dreams or aspirations in life; this can be seen from their body movements and also their daily activities, 2.) they know what they want to do in life, this can be seen from the words and behavior that shows a firm attitude in all interactions with others.

The above information shows that Kyai Hamid is not only active in politics, but he also plays a role as a religious leader; this cannot be denied because it is a figure or kyai who is known to many people; this is what is used to lead and provide developments in Nurul Jadid Islamic boarding schools

Talent

Intellectual

The figure of a Kiai, who is the main character in a pesantren, certainly has knowledge explored from several aspects of learning, especially about

religious science (theology). Leaders determine essential roles in a social group. The thoughts of leaders in management are very influential on the good and bad of the organization. According to Purba (2021), intellectual capital focuses on the human dimension of capital because intellectual capital is inherent in humans, such as competence and commitment. Intellectual capital is inherent and arises from the personality of each human being and can continue to be increased according to the abilities, experiences, and efforts of each individual.

Miftahul Huda explained that Kiai Abdul Hamid Wahid also has intellectual capital that can affect employees or administrators at pesantren. With his experience, commitment, and competence, Kiai Hamid can wisely divide tasks according to the abilities of each manager and employee. This is a leader's skill in utilizing human resources (Harahap & Rafika, 2020; Farisi, 2021). He is also skilled and understands modern management, in this case, is a pesantren, which has always been known as a conventional management system. However, with the intellectual provisions of Kiai Hamid, he can combine the leadership of traditional pesantren into current leadership such as state governance. This shows that pesantren are open to contributing to the progress of the unitary state of the Republic of Indonesia.

The Board of pesantren Bureau Said the Same Thing With the Statement above; since Kiai Hamid led this institute to make many changes, this departs from Kyai Hamid's commitment to building pesantren huts to be more developed, for example changing structural pathways such as government. The state means that there is a supreme leader who has power, changes in the financial management of pesantren, and changes in pesantren rules adjust to the circumstances. Because of his vital intelligence, all these things can be realized at Pondok Pesantren Nurul Jadid.

Kiai Hamid spearheaded the revolution of structuring change at Pondok Pesantren Nurul Jadid, with intelligence gained from experience and intense effort, making Kiai Hamid able to change, build, organize, better, and develop pesantren; this is what makes Kyai Hamid able to influence employees and administrators of pesantren huts.

Charismatic

The term kyai is a Hindu nobility title taken by Muslims. Kyai is a person who is respected and understands religious sciences. Several regions in the archipelago call a kyai different, depending on the area where he lives. Noted by Ali Maschan Moesa as quoted by Mujamil Qomar: in Java it is called Kyai, in Sunda it is called ajengan, in Aceh it is called Tengku, in North Sumatra it is called Shaykh and in East Kalimantan and Central Kalimantan it is called Tuan Guru (Rosita, 2018).

Kyai Abdul Hamid is a person who was raised in an academic environment full of religious values. He is the grandson of Kyai Zaini Mu'im, one of the great and well-known scholars in East Java and the founder of the Pesantren Nurul Jadid. Kiai Hamid was born to a father and mother connected to the Prophet Muhammad. Kyai Abdul Hamid is the son of Kiai Wahid Zaini, the caretaker of the Pondok Pesantren Nurul Jadid in 1984, and a great cleric

who is influential in East Java. Looking at his ancestral biography from his grandfather or father, they are very passionate about religious education and protecting Ahlussunnah Wal Jama'ah to impact all students and the community.

Miftahul Huda says that Several factors caused Kiai Hamid's charismatic personality, firstly because he was born from a charismatic Kiai lineage, and secondly, because of the depth of his mastery of religious knowledge. The pesantren administrator said that not only did the above things make Kyai Hamid referred to as charismatic kyai, but there were other factors such as his efforts in the process within the organization. This charismatic Kiai is considered a unique attraction that has the tremendous effect of getting others to support the vision and mission so that the person can work or carry out tasks enthusiastically. A charismatic leader can be proved by a large number of followers and obedience of his followers; all of it arises because of authority; authority arises because of the breadth of knowledge and moral power possessed by a leader,

The above statement does not deny that the charismatic Kiai exists in him through factors such as efforts during his life, the breadth of religion, and the decline of respected people; this is true and can make Kiai Hamid the leader of The Pondok Pesantren Nurul Jadid which influences all his subordinates.

CONCLUSION

From the explanation above, the figure of the Kiai has a central role in all forms of regulation and management in determining the progress of education in pesantren. The Kiai, as the main character in the pesantren, has the right to determine the direction of his pesantren goals. Manage and regulate all existing human resources and natural resources to continue the pesantren. The special privileges that the kyai figure must have been very influential in policy-making and determining the good and bad of education in pesantren.

KH. Abdul Hamid Wahid is a leader who significantly influences his subordinates, characteristic values, charisma, talent, and experience, making Kiai Hamid one of the influential leaders in the Pesantren Nurul Jadid. So that pesantren can develop more and open themselves in forming a modern paradigm in them, it can be concluded that idiosyncratic idioms are very influential in the leadership of kyai, especially in encouraging and motivating their subordinates to carry out work programs and vision and missions to achieve the goals of Pesantren Nurul Jadid.

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