Authentic Leadership Model in the Management of Modern Islamic Boarding School

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Abstract—**Modern Islamic Boarding School right now is one of the aims of students to learn a formal subject and obtain a deeper understanding of religious science. The problem in Modern Islamic Boarding School is its leadership management. Modern Islamic Boarding School which is success normally has authentic leadership becoming basic for students to choose their study. A researcher wants to analyze the best authentic leadership style for Al Masoem Modern Islamic Boarding School. The best analysis is based on research conducted on several Modern Islamic Boarding Schools. The researcher will take the most prominent from those Modern Islamic Boarding Schools which make that those Modern Islamic Boarding Schools are advanced. The research of the best Modern Islamic Boarding School will be conducted in Darunnajah, Jakarta; Al Kautsar, Sukabumi; Daarul Qur'an, Tangerang. Competency-based leadership theory, this authentic leadership will be more explained through a transformation in its forming or development. Generally, leader of Modern Islamic Boarding School has previously studied in another Modern Islamic Boarding School. The experience from the previous study makes the leader's style of Modern Islamic Boarding School finding the best form adjusted with the current situation. From the literature review and research in several Modern Islamic Boarding Schools will find the best model which will be implemented and tested in Al Masoem Modern Islamic Boarding School.**

Keywords—modern Islamic boarding school; authentic leadership style; authentic leadership; leadership theory

I. INTRODUCTION

A. Background

Islamic Boarding School is an Islamic institution based on Islam which inside teaches an Islam subject. Islamic boarding school has been emerged since a hundred years ago and becomes a traditional and modern dynamic. In this current time, the teaching development in Islamic Boarding School has followed a curriculum based on Ministry of Religious Affairs which has been modified by that Islamic Boarding School as a characteristic of Modern Islamic Boarding School [1]. Besides, the teaching in this current Islamic Boarding School has been completed by general sciences and also follows national examination such as other schools in general.

The existence of Modern Islamic Boarding School can be found in this time. The Advancement and development of science and technology bring effect in Islamic Boarding School form. A teaching system in Islamic Boarding School will use classrooms in the form of school or Islamic School (madrasah). A curriculum which is implemented into Islamic Boarding School is school or Islamic school curriculum set by the Ministry of Education and Culture Republic of Indonesia and has been nationally applied. The difference is the percentage of Islamic teaching and the Arabic Language is greater than national curriculum [2].

Besides, Islamic Boarding School is a place for religious education which inside needs a leader who has authentic leadership style such as Islamic Scholars in developing quality education until its development. One of the main characters of authentic leadership is independent and initiative and becomes autonomous and fully initiative figure [3]. Therefore, becoming Authentic Islamic Scholars must be brave to face a big challenge and pressure from all directions.

Authentic Leadership Style has at least several characteristics. Firstly, the Authentic Leader realizes himself and genuine. They actualize themselves and conscious of power, limitation, and their emotions. They also show who they really are to their follower or subordinates. They do not behave differently in their private environment or public space. They are cognizant that actualizing themselves is a never-ending process [4].

Secondly, all Authentic Leaders are driven by a mission (mission driven) and focuses on a result. They put organization mission and goal above their own personal interest. They perform their work to achieve the result, not seeking power, wealth or satisfying their ego.

Lastly, all Authentic Leaders lead using not only their mind but also their heart. Facing a dynamic situation, they are not afraid to show their alertness and concern and share to their subordinates. It does not mean they are weak. However, they do not want to protect their image. If a certain duty has risk, they need to empathize to the assigned staff. Hence, Islamic Scholar as a leader, owner, and main teacher certainly has influenced not only in Islamic Boarding School circle but also for wider society and even to every corner of the archipelago.

From the explanation above, hence the writer interests to conduct research entitled Analysis of Authentic Leadership

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Model in Management of Al Masoem Modern Islamic Boarding School.

B. Problem Formulation

Based on the background above, therefore a problem formulation in this study is how to analyze authentic leadership model in the management of Al Masoem Modern Islamic Boarding School.

C. Research Goal

Based on problem formulation which has been explained above, therefore the goal which wants to be achieved in this study is to know the analysis of Authentic Leadership Model in management of Al Masoem Modern Islamic Boarding School.

D. Research Advantage

1) Academic advantage
- As for repertoire in education and science regarding authentic leadership in the management of Modern Islamic Boarding School.
- As a further reference in related research regarding authentic leadership in the management of Modern Islamic Boarding School.

2) Practical advantage
- Enriches both reader and researcher's scientific insight.
- Gives a contribution regarding authentic leadership in the management of Modern Islamic Boarding School.
- Gives scientific benefit in science development.

II. LITERATURE REVIEW

A. Authentic Leadership Style

Authentic Leadership is a way promising to think regarding ethics and trust in leadership because emphasize on moral aspect had by a leader [4].

There are four components of authentic leadership dimension [5], as following:

1) Self-Alertness: A process in which the leader knows himself such as strength, weakness, and influence on others. In this component is reflected value, identity, emotion, motivation, and goal.

2) Balanced treatment: How to analyze all relevant and objective information before making a decision.

3) Relationship transparency: Sharing the leader's thought and feelings towards their employees in an exact way.

4) An internalized moral perspective: Refers to self-regulation in facing the pressure from both group and organization.

B. Modern Islamic Boarding School

Modern Islamic Boarding School is Islamic Boarding School which uses a new system in how to teach and deliver the material [6], as following:

- Using discussion and question and answer method in delivering the material.
- Community education which will later be applied in the community.
- Having a student organization which manages their activity.

Role and function of Modern Islamic Boarding School will always continue to grow from time to time. Therefore, Modern Islamic Boarding School as religious education institution is better to open formal education, both those affiliated with religious education and general education in accordance with the national curriculum.
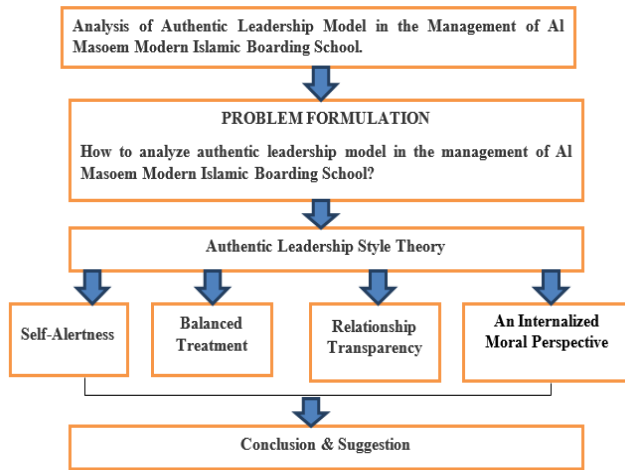
III. THINKING AND CONCEPTUAL FRAMEWORK

A. Conceptual Framework

The existence of Islamic Scholar in the Islamic Boarding School is really central. An education institution is known as Islamic Boarding School if has a central figure such as Islamic Scholar. Hence, Islamic Scholar in Islamic Boarding School realm has a role in driving and developing the Islamic Boarding School in accordance with the expected pattern. In an authentic leadership style variable, there are four components of authentic leadership components. For example, the first, self-alertness in which leader knows himself such as strength, weakness, and influence on others. The second, balanced treatment through analyzing all relevant and objective information before making a decision. Next, relationship transparency by sharing the leader's thought and feelings towards their employees in an exact way. Last, an internalized moral perspective which refers to self-regulation in facing the pressure from both group and organization.

Modern Islamic Boarding School is an Islamic Boarding School institution which induces a developed general subject in Islamic School curriculum or Islamic Boarding School conducts general school types such as Islamic Elementary School/Elementary School, Islamic Junior High School/ Junior High School, Islamic Senior High School/ Senior High School/Vocational School and even Higher Education in its environment [7]. Therefore, Modern Islamic Boarding School is the Islamic Boarding School education that is renewed or modernized on certain aspects to be adapted to the school system.

B. Thinking Framework

Based on the conceptual framework described above, therefore thinking framework in this research is showed below:

Fig. 1. Thinking framework.

IV. RESEARCH METHOD

A. Qualitative Research Design

In this research, the writer uses a qualitative approach which research aims to understand phenomenon regarding what a research subject feels such as behavior, perception, motivation, act, and others on certain natural context and by utilizing variety natural methods [8].

In obtaining descriptive data as mentioned, the researcher conducts depth direct interview on informants relating to the studied problem. In this research, it is expected can be dug deeper regarding the analysis of authentic leadership model in the management of Modern Islamic Boarding School.

B. Data Sources and Collection Technique

1) Data sources: If it is seen from its data source, therefore data collection can use:

a) Primary source: A primary source is a data source which directly gives data to a data collector. To obtain this primary data, the writer will visit research object to observe a happened activity and conduct an interview.

b) Secondary source: A secondary source is a data indirectly obtained from its source [8]. These secondary data will be obtained from a variety of literature, research report, scientific work, tabloid, newspaper, and others.

2) Data collection technique: Three main data collection techniques which can be used in qualitative descriptive studies such as observer-participant, in-depth interview, and document review [9]. Researcher in collecting data conducts observation [9], as following:

- Enter into an observed place which helps the researcher to obtain any needed data and information.

- Slowly enter a researched place to understand research environment then takes notes as needed.

- In the researched place, the researcher tries to identify what and who which will be observed, when and where and for how long to conduct the observation.

- The researcher put himself as a researcher not as an informant or research subject even though his observation is participative observation.

- The researcher uses varies observation pattern in order to obtain a comprehensive understanding regarding the existence of research place.

- The researcher uses a recording device while conducting the observation. The way how to record is done in secret.

- Not all of the things are recorded however researcher considers what things that will be recorded.

- The researcher will not interfere with participant but tends to be passive and let participant who will reveal his perspective freely and independently.

- After the observation is done, the researcher directly gets out from the field then compiles an observation result in order not to forget it.

C. Variable Operational Definition

Researcher compiles parameter operationalization as a guide to ease a research process is as following:

TABLE I.   PARAMETER OPERATIONALIZATION

Concept	Dimension	Parameter	Data Source
Authentic Leadership Style	Balanced Treatment	Opens on another people's perspective Analyze fact and data	Walumbwa, et.al (2008)
	Self-Alertness	Knows his own value Influence himself on other people	Walumbwa, et.al (2008)
	Relationship Transparency	Sharing feeling Positive and negative side form himself	Walumbwa, et.al (2008)
	An Internalized Moral Perspective	Consistency Accordance with an espoused belief	Walumbwa, et.al (2008)

D. Data Analysis Method

Data analysis technique which is used in this research is qualitative data analysis technique. Data which has been obtained and collected is analyzed by creating a category in order to ease in interpreting data. Every data is associated to gain relation in order to achieve a conclusion which has been previously categorized.

Data analysis is seeking and compiling process systematically the obtained data from the interview, field notes, and other materials. Therefore, it is easy to be understood and his finding can be informed to other people [10]. Data analysis

is conducted by organizing data, describing into unit-unit, conducting synthesis, compiling into a pattern, choosing which is important and which will be studied, then create conclusion which can be told to other people.

Activity in qualitative data analysis is interactively conducted and continuously takes place until complete such as data reduction, data display, and conclusion drawing (verification) [10].

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