

The Exceptional Leadership of the Head of Iain Bengkulu, Indonesia

Asiyah

Fakultas Tarbiyah dan Tadris IAIN Bengkulu

Abstract

The Exceptional way of leadership at IAIN Bengkulu need to be taken into account, in order to know the effectiveness in developing the organization of islamic education in Indonesia. Therefore, the author has proposed three research questions : first, how is the exeptional way of leadership at organization in IAIN Bengkulu? Second, will the exceptional leadership at IAIN Bengkulu be done effectively? Third, what are the indicators of effectiveness in the exceptional leadership at IAIN Bengkulu? The results of research show that: Firstly, the choice of the exceptional leadership of rector of IAIN Bengkulu is aimed at developing and moving the wheel of organization of IAIN Bengkulu into maximum level and continues, and thus, he focused on the power of the organization and not it weakness. Secondly, the way of exceptional leadership of rector of IAIN Bengkulu is done democratically, because the relation between the rector and it's structural functions is running intensively, innovatively, and creatively, it is followed by the ability of his staffs to work full time and as a conceptor as well. Thirdly, the succesful way of exceptional leadership of the rector of IAIN Bengkulu is also depending on the democratization and his ability in constructing and moving the organizatin of the institution effectively and efficiently.

Key words: way of leadership, exceptional, democratic, and higher education

Introduction

Sociologically, according to Ali Syari'ati, community and leadership are two inseparable things. The absence of leadership can be the source of the emergence of community problems, even problems of humanity in general. Because, without a leader, people will face disorientation and alienation so that orders appointing a leader in the Islamic norms in traveling will be logically right. Besides that, the leaders of the desired norms of Islam, only the people who understand the reality of society in order to bring to perfection and dynamism (Arifin, 2009, 143)

Anwar Fatah's result of study mentioned that leadership in the academic community, specifically education, gave an important role in realizing the effective objectives of the organization, that was 61.1% of a quantitative when assessed in indicative nature and character of students through eight sublime love, love for Allah and his Apostle, love for the teachers, love for neighbor, love for excellence, love for self, love for science and technology, love for nature around, and love for the nation and the State (Fatah, 2011).

Tobroni's research result also explained that the role of leadership was very decisive for the direction and motion progress toward educational organization to be progressive and positive through the planning, implementation and evaluation. Leadership role can change the negative cycle into a positive one that can be effective educational leadership (Tobroni, 2005). Therefore, the leader must be able to provide a program of educational organizations, to coordinate and organize human and material resources available, as well as to build a conducive organizational climate education. For that, the leader must also be able to provide direction, guidance, and prohibition orders to subordinates to achieve the goals effectively. Elements of educational leadership must be held at least three things: the character of the leader, follower or subordinate and group situations (Mulyasa, 2004, 107-108).

If the exceptional leadership style is studied in Islam's leadership style, then the leadership styles will have similarity with God's leadership style with noble qualities of His leadership style and the Prophet Muhammad with its properties, namely (Siddiq, integrity), (amanah, trust) , (fathanah, working smart) and (tabligh, openly human relations) (Tobroni, therefore, a leader must have a strong character to portray themselves in eight role: the organizer, the value-based juggler , the authentic helper, the broker, the humanist, the catalyst, the rationalist.

The Exceptional Leadership Style of Higher Educational Organization

Leadership comes from the word "to lead". Leadership is the ability to convince other people to work together under his leadership as a team to achieve or conduct a specific purpose. A leader works to ensure that all tasks and duties carried out within an organization. The task of leadership is to provide direction, guidance, encouragement and influence in order to awaken an attitude of independence and the organization runs smoothly (Arifin, 2009: 106).

All styles of leadership are basically good. In the research, Tobroni explained: First, leadership style can be judged well or not, is not determined by the normative standards of the leadership style, but judged by the extent of relevance to the context of the purpose of leadership style and leadership style of a leader. Second, whatever style of leadership, must be accompanied by earnestness, sincerity, commitment and dedication. Third, the failure of a leader in leading education institutions are often not due to applying a particular leadership style or combination of styles of leadership, but in the absence of a style of leadership that is not able to develop the potential and advantages.

In general, situational leadership style become into a mindset to all styles of leadership. This style of leadership is a leader's behavior that is based on three things: the power of self- leadership, inner strength people led, and the power in the situation. Leader's behavior depends on the situation, the level of employment and the level of maturity of affairs staff in carrying out the duties and performance in office. First, when the level of the employment relationship and the level of staff in carrying out the duties are high, then the leader is participative. He became a democratic leader. Second, when the employment relationship is low but the maturity level of staff in carrying out the task is high, then the behavior of the leader will be discretionary. He behaves as a transformative leader that transforms the value, duty and authority to subordinates after previously built trust and mutual trust. Third, when the employment relationship is high but the maturity level of staff in carrying out the task is low, then the leader's behavior is consultative, was in front and many provide examples and can also act as a consultant. He became a charismatic leader. Fourth, when the lower -level working relationships and levels of staff in carrying out the duties too low, then the leader's behavior is instructive to apply the tendency of authoritarian leadership style. (Tobroni , 2012).

From that all leadership style, exceptional leadership is basically aimed at developing the positive aspects and major in an organization with a high working system relationships and a high level of maturity that is like a democratic leadership style. (Zenger et al, 2013: 102-104). If the key aspects of exceptional leadership is applied in an organization or institution of Islamic higher education, the main aspects are in the tradition of leadership that emphasizes the values of spiritual or divine (which in Tobroni known as the "spiritual leadership ") to influence , inspire , enlighten and empower the people being led. Because of that the exceptional leadership style imitate the Lord Leadership style, especially through rabbaniyah properties almighty everything. If the other leadership styles based on the behavior only visible happenings (sin) as reward and punishment, the exceptional leadership styles or more based on the spiritual phenomena invisible (unseen), namely faith and conscience. Human behavior is a visible reflection of the true conscience. In a hadith it is said that the human quality depends on the quality of his heart. Some near- term leadership model of spiritual leadership is a leadership concept in the name of God, the leadership dimension that brings forth the spiritual dimension (divinity). God is a true leader who inspires, brighten, and cleanse the conscience and soul winning his servant through a judicious manner and exemplary ethical approach. In Islam, this leadership can refer to Muhammad's leadership style elements that apply virtue of excellence or outstanding, resulting in a civilization that is the most ideal and most successful in the history of mankind. The main properties include properties Siddiq / integrity, amanah / trusts, fathanah / working smart and tabligh / openly, human relations. With these superior properties, the Prophet was able to influence others by giving ma'uidla hasanah without indoctrinating, awakens without hurting, awakens without force, and took no rule. In absolute terms, the number of organizations of Islamic Higher Education in Indonesia is very much, but the quality is still not encouraging. It required a large -minded leader, that leader leadership imitates God "through the implementation of the core values and the potential contained in the organization rather than focusing on improving aspects of weakness. (Tobroni, 2012). Exceptional leadership style was also developed by Veithzal Rival to develop leadership styles contained in al-Qur'an , which is the explanation for those who develop righteous deeds (strength or excellence) (Surah An-Nur [24]: 55) (Arifin, 2009: 106). In another passage also explained that the righteous deeds (as the strength of the organization) will drive the success of leadership (An-Nisa ': 124).

The results of the study John H Zenger et al mentioned that the leadership approach that focuses on improving the weaknesses are less effective than approaches that focus on strength, because the latter approach shows progress three times larger than the approaches that focus on improving weaknesses. With a focus on strengths rather than weaknesses repair, institutions can create a more positive approach to the development and along with it has increased the effectiveness of leadership through learning the basics, formal learning, feedback, cross training, learning by doing and maintain a process to follow further (Zenger et al, 2013: 53-69).

The benefits derived from the development of strength in the leadership of the organization of Islamic higher education are as follows: First, more motivated as enjoying what is occupied with taking the time for improvement. The second, more successful in their efforts to realize the changes that a larger increase in the effectiveness of the organization's leadership of Islamic higher education. Third, changes in the results - for example, following a rise in the value of the performance - leadership effectiveness Islamic higher education organizations. Fourth, the increase as it provides incentives and motivation for further development. Therefore, the success of a leader is determined by the focus, that is, if the focus on things that can be improved for the future of higher education organizations of Islam, it will be key for the improvement of the organizational leadership of Islamic higher education rather than repair deficiencies or weaknesses. In determining the effectiveness of leadership, such behavior is also determined by the skills of a leader's ability to be humble, be honest and be involved in the other development (Zenger et al, 2013: 104-105 and 150-151, and Azra , 1999).

The leadership is known for visionary leadership, leadership that has a clear vision, mission and values are able to develop the strength of the organization. That power is then used as an energy source in encouraging the birth of performance. The leadership style can embody the ideals or values of power that becomes real (Wahyudi, 2009: 10-19).

With that leadership style, the leader of Islamic higher education organization tasked to encourage, guide and influence the thinking paradigms and organizational performance to achieve organizational goals effectively formulated. The leadership effectiveness can be judged from the following indicators (Wahyudi, 2009: 87-89 and Azra, 1999): First, the organization is able to realize the goals for the future by considering interests. Second, able to develop a rational strategy for heading towards the achievement of organizational goals. Third, is able to provide strong motivation to the core group that determines the actions to implement the strategy (Arifin, 2009: 130-131).

John H Zenger et al (2013: 118-121) proposes three things that can be used to assess leadership styles as the use of force, namely First, the competence to realize the vision, implementing and maintaining organizational tasks. Second, cultivate and maintain "morale" of the organization. Third, identify the needs of the organization so that there is a match between the needs of the organization with its development.

In realizing the effectiveness of the organization, the paradigm of creative thinking become a strategy to realize the power or potential, that is open to change, high confidence to be able to do something, build on existing strengths and seek new opportunities, is responsible for each action, oriented to the future and progress, able to control the influence of the environment and doing the job right (Arifin, 2009: 452-454).

Research Methodology

This research was fenomenology naturalistic method that placed the researcher as the important part of the instrument to identify and collect the primer and the seconder data to be spesifically divided, arranged and narrated the data in sistematic to create the qualified research (Muhadjir, 2000: 14-19). This research took place at IAIN Bengkulu. This research used interview and documentation technique to collecting the data. Furthrmore, observation was used to support collecting the data.

Discussion

When the leadership exchange from Prof. Dr. H Rohimin, M.Ag to Dr. H Sirajuddin M, M.Ag., MH, the effort to exchange the status of STAIN be more impressif. The head of STAIN make the commitee based on the decree of the head of STAIN No. 0594 on 2010 about the exchange proposal to exchange the status of STAIN to be IAIN and the proposal can be finished on time because of the good team and good teamwork of the commitee. (based on the interview with Dr. Zubaedi, M.Ag, M.Pd., September 2013, 25)

Finally, with Allah blesses, it is realized. Based on the Indonesian presidential decree No. 51 on 2012, Sekolah Tinggi Agama Islam Negeri (STAIN) Bengkulu exchange to be Institut Agama Islam Negeri (IAIN) Bengkulu. After the the presidential decree come out, the head of STAIN Bengkulu prepare the organization and the system of Institut Agama Islam Negeri (IAIN) Bengkulu those set in Indonesian ministry of religion decree No. 35 on November 2012, 23. Based on the decree, Menteri Agama RI, Drs. H. Suryadharma Ali, M.Si., inaugurated Dr. H Sirajuddin M, M.Ag., MH as The head of IAIN Bengkulu in 2013-2017 period (based on the interview with The head of IAIN Bengkulu, Prof. Dr. H Sirajuddin M, M.Ag., M.H., September 2013, 25).

The Increasing Quality and Performance at IAIN Bengkulu

The effort to exchange the status of STAIN to be IAIN began from 2005 when the head of STAIN Bengkulu was Dr. H Rohimin, M.Ag, but it can not be realized because the proposal has not been accepted by the Indonesian ministry of religion. When the leadership exchange to Dr. H. Sirajuddin M, M.Ag., MH in 2010 that the effort be more impressive. Finally, it can be realized on Maret 2013, 13 (Dahlan at al, 2013).

Preparing the excelent organization and the system at IAIN Bengkulu, Prof. Dr. H Sirajuddin M, M.Ag., MH, organizes the comparative studies to see system and the university management at Curtin University, Australia in 2010 and comparative studies to Universiti Sains Malaysia in 2011. In 2011, Prof. Dr. H Sirajuddin M, M.Ag., MH also organizes comparative studies and collaboration with some university in Malaysia. In 2012, Prof. Dr. H Sirajuddin M, M.Ag., MH also organized collaboration with the Iran Ambassador in Indonesia in education by held seminar and MOU between IAIN Bengkulu (when the IAIN still named as STAIN) and Iran ambassador in Indonesia. On the same year, Prof. Dr. H Sirajuddin M, M.Ag.,MH organized comparative studies about the integrity organization in university with ma'had al-jamiah at UIN Maulana Malik Ibrahim Malang and comparative studies about the system management of ma'had al-jamiah that the community based on boarding school at STAIN Purwokerto (Dahlan dkk, 2013).

Preparing the IAIN Bengkulu as the *Center of Exelence*, Prof. Dr. H Sirajuddin M, M.Ag., MH designs some programs to make Bengkulu province to be the best Islamic education center program in Sumatera. This program is designed to support the programs to make religius enviroentment, smart and professional in Bengkulu. Promoting Bengkulu as the one of place to learn Islamic in collage, The head of IAIN Bengkulu organizes staff which focus on the collaboration with other country to promote IAIN Bengkulu to increase the the antusiasms of the enviroentment and also to interest the other students from other country to join in IAIN Bengkulu. (Based on interview with Prof. Dr. H. Rohimin, M.Ag., September 2013, 5)

The promotion is masive and intensive. In following steps, they are: first, increase the quantity of the students by holding some event, such as international seminar, national seminar and regional seminar and also by come to schools in Bengkulu province. Second, the education strategic-marketing to interest students to join in PTAIN is using advertisement to publicate the education event, training, research, and community service. They are also manage some programs to increase the society interest and motivation to learn about science and education in Islam. Third, Students service to help the program such as tobe the educational consultance, educational orientation in scout and healty program, pencak silat, and supply the sport equips for the students. (Dahlan dkk, 2013 dan Setiawan dkk (eds), 2010).

The Policy to Increase the Quality of People and the Official at IAIN Bengkulu

Preparing the quality and the staff of IAIN Bengkulu, The head gives them motivation and facility to do research to involve the ability in education and the community service, also to improve the quality of the lecturer by variety educational program, such as give them scholarship, to do research and training in other countrie such as Germany, Australia, England, Malaysia, Brunei, etc. This program purposed to increase the quality of the lecturer, international collaboration and also to increase the lecturer convident to face the global competition as a lecturer (based on the observation on September 2013, 17).

In the policy of increasing the quality and the laedership potential in the transition of leadership from STAIN Bengkulu to be IAIN Bengkulu, The head of IAIN Bengkulu has a number of environmental official who has younger aged and has ability to work and think fast and well. For example, dean of the Faculty of Sharia and Islamic Economics, Dean of the Faculty of Islamic Theology, Adab and Propagation, Dean of the Faculty of

Tarbiyah and Tadris, Head of the Institute of Quality Assurance and Head of Research and Community Service. The selection is done to support the office and setting acceleration IAIN education management in Bengkulu. By utilizing the potential and the capable staff, the number of programs that can already be solved urgently, for example, the completion of the Statute of IAIN Bengkulu, the completion of the Strategic Plan of IAIN Bengkulu, the completion of SOP IAIN Bengkulu, the preparation of PAI and ahwal al-syakhsiiyyah Doctoral Program Proposal, Separation Proposal Preparation and Establishment of the Faculty Islamic Economics and Business (FEBI), the Head of Quality Assurance Institute (LPM) targeted to finished the institutional accreditation by the end of March 2014 (based on interview with Drs. H Zulkarnain S, M.Ag, tanggal 3 Oktober 2013). The work instructions can be done because of elected officials still energetic, they have the ability to think and work full time. This program is called exceptional leadership approach that focuses on the excavation and placement of potential employees as an element of the organization's strengths rather than selecting the senior with the ability to improve and enhance or improve their weaknesses.

The IAIN Policy of Increasing Quality of Learning

Improving the quality of learning and education at IAIN Bengkulu is appropriate with globalization which demanded the learners or students to work professionally in the field of their knowledge and also have an entrepreneurial spirit. One attempt to develop a potential or existing strengths by develop the potential of the business is owned by IAIN Bengkulu to prepare and develop the land for fish farming and business, develop the entrepreneurial spirit through radio-Elbass IAIN Bengkulu, organize Field Work Experience (KKN) which begins Entrepreneurship since 2013 with participants placed the KKN participant in business and business centers in Boyolali Central Java and East Java, Blitar (based on interview with Drs. Syamsuddin, M.Pd., September 2013, 13).

Improving the quality of learning is done through comparative studies for the head of graduate program, faculty or institution. In 2013, a number of leaders were sent to the Islamic Universitas Islam Sains Malaysia and Universitas Brunai Darussalam, they are the Dean of the Faculty of Sharia and Islamic Economics, Dean of the Faculty of Islamic Theology, culture and Propagation, Dean of the Faculty of Tarbiyah and Tadris, Director and Deputy Director of Graduate Studies, Head of Quality Assurance Agency, and Head of the Institute for Research and Community Service (based on interview with Prof. Dr. H. Rohimin, M.Ag., tanggal 14 Nopember 2013).

Conclusion

The conclusion of this research are:

1. The exceptional style is used by the The head of of IAIN Bengkulu purposed to maximize the organization of IAIN Bengkulu which focused on developing the organization itself not only to correct the weakness, for example by choosing younger official in majority who have more energetic spirit, and also the younger official usually can work full time.
2. The exceptional style of The head of IAIN Bengkulu is demokratic. The relationship between The head of and his staff is not only intensif, but also the staff have more inovation and creative. It is because the staff worked full time.
3. The successfull of the exceptional style of The head of IAIN Bengkulu can be judge based on the indicators, they are: The head of qualified to build and manage the organization well and dynamic.

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