Leaders, Managers and Leadership, in Educational Institutions

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ABSTRACT
There are three factors that influence the quality of education not to increase evenly. First, national education policies and implementation are not implemented consistently. Second, the administration of education has long used a centralized system. Third, the participation of the community, especially parents, in implementing education is very minimal. The third factor above focuses on leadership factors, behind the success of an educational institution, there is an important role of individuals who hold leadership roles. Qualitative research was used in this research. The method used in this research is the library research method which is carried out by collecting data from books, journals and articles. Leaders in educational institutions have a very important role in creating an environment conducive to learning. They must be able to plan educational strategies, manage resources, inspire teachers and students, and establish relationships with all educational stakeholders. Leadership functions in educational institutions include planning, organizing, implementing, monitoring and evaluating.

Keywords: Leader, Manager, Institution, Education

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INTRODUCTION

Education is one of the main pillars in the formation and development of society. One of the problems that often occurs in the world of education is the low quality of education at each level of education. Islamic educational institutions exist in the form of Islamic boarding schools, madrasas, and other education which are the basic capital and an inseparable part of Indonesian national education.

From several observations and analyses, there are at least three factors that influence the quality of education which does not increase evenly. First, national education policies and implementation are not implemented consistently. Second, the administration of education has long used a centralized system. Third, the participation of the community, especially parents, in implementing education is very minimal.

The three factors above are centered on leadership factors. Behind the success of an educational institution, there is an important role of individuals who hold leadership

roles. Leaders can determine whether an organization or educational institution is good or not, success is also greatly influenced by the factors of a leader.

The basic understanding of a leader, according to Hersey and Blanchard, is someone who can influence other people or groups to perform optimally in accordance with organizational goals. (Nur Cahyadi, nd) Hart said that leadership is a very important force behind the power of several organizations. (Nurhalim et al. 2023) Leadership, Kartono believes that leadership is the habits, attitudes, temperament and character that differentiate a leader when interacting with other people. (Sobian 2022) Meanwhile, managers are people who work with other people, people who are responsible and people who mediate. (Fauzan Rusydi. et al. 2023)

Leadership in the world of education is not much different from leadership in other respects, according to Anwar. Educational leadership is an effort to lead, influence and provide guidance to educational personnel so that educational goals can be achieved through a series of planned activities. (Amin 2014)

Based on the above, one common thread can be drawn that leadership in Islamic educational institutions is the main driver in carrying out learning activities, managing resources, and creating an environment that is conducive to students' intellectual and character development.

Apart from that, as time progresses, the role and function of educational leadership in Islam becomes increasingly important. The pressures of globalization and the complexity of modern educational challenges require Islamic education leaders to understand and practice Islamic principles in the context of contemporary education .

It is hoped that a deep understanding of the role and function of educational leadership in Islam can provide a strong theoretical and practical foundation for Islamic education leaders to manage educational institutions effectively and make a significant contribution in forming a high-quality and dignified Islamic generation.

METHOD

Qualitative research was used in this research. Examining natural conditions is the goal of qualitative research, where researchers act as the main tool. The method used in this research is the library research method which is carried out by collecting data from books, journals and articles. Researchers used the Miles and Huberman model of data analysis with data reduction, data presentation, and drawing conclusions.

FINDING AND DISCUSSION
1. Understanding Leaders and Managers

A leader has the individual spirit to influence, inspire and guide others towards achieving certain goals. A leader is not only someone who commands, but also someone who is able to move and motivate others. In the context of educational institutions, a leader is an individual who is responsible for making strategic decisions, developing a vision, and overseeing the institution's operations.

A sociologist who developed a theory about types of authority and leadership, namely Max Weber, in his theory, a leader is someone who has legal authority to lead. Bass & Riggio developed transformational and transactional leadership theories. Transformational leaders inspire and motivate others to achieve higher results. While transactional leaders use rewards and punishments to direct behavior.

Kurt Lewin: Lewin was a social psychologist who developed a leadership theory that distinguished between democratic, authoritarian, and laissez-faire styles. Democratic leaders involve group members in decision making, authoritarian leaders provide direction without participation, and laissez-faire provide complete autonomy to group members. The definition of a leader can vary greatly depending on the context and leadership theory used. But in general, a leader is an individual who has the ability to influence, motivate, and guide others towards achieving certain goals.

Leaders in this world must have skills such as environmental awareness, networking, collaboration, teamwork, entrepreneurship, the ability to lead and transform an organization and its followers with a vision. (Gul and Tasdan 2013) One of the latest developments in building leadership theory is the focus on followers and how followers' perceptions of leadership influence performance. These models rest on the assumption that effective leadership is caused by the leader's behavior and the impact of this behavior on followers' information processing. (Aldulaimi 2018)

Keating stated that a leader is a person who has the authority to influence people in an effort to achieve group goals voluntarily. according to Staphen P. Robbins and Mary Coulter is someone who can influence other people and has managerial authority, leadership is what leaders do. (Sari Indah JS 2019) A leader is an individual who is chosen based on heredity or election so that he has the authority to carry out a series of actions in organizing, managing and directing a group of people through an organization or institution to achieve common goals. (Hasan and Maulana 2021) From the perspective of the Qur'an, the term leader in the sense as described can refer to the *Khilafah* , one of which is in the QS. Al-Qur'an [2]: 30 (Hamzah 2018)

on God bless you God willing وَلَكَۗ قَالَ اِنِّيْٓ اَعْلَمُ مَا لَا تَعْلَمُوْنَ

(Remember) when your Lord said to the angels, "I will make a caliph13) on earth." They said, "Are You going to place someone there who will cause corruption and shed blood, while we praise You and sanctify Your name?" He said, "Indeed I know what you do not know."

In the Qur'an, the word khalīfah has the meaning of 'successor', 'leader', 'ruler', or 'manager of the universe'.

Meanwhile, in Arabic, leadership is often translated as al-riayah, al-imarah, al-qiyadah, or al-zuamah. These words have one meaning so they are called synonyms or muradif, so you can use one of these four words to translate the word leadership. Meanwhile, to refer to the term educational leadership, experts prefer the term qiyadah tarbawiyah. Etymologically, leadership means khilafah, Imamah, Imarah, which means leadership power or the quality of a leader or actions in leading. Meanwhile, in terms of terminology, it is the ability to invite other people to achieve certain goals that have been

set. In other words, leadership is an effort to transform all hidden potential into reality. The duties and responsibilities of a leader are to move and direct, guide, motivate and encourage the people they lead to do something to achieve their goals. (Husna 2017)

A manager is an individual who is responsible for planning, organizing, coordinating and controlling resources (including humans, finances, time and facilities) in an organization or business unit. Managerial positions usually exist at various levels in the organizational hierarchy, from top managers to middle and low level managers.

A manager is an individual who has responsibility for planning, organizing, implementing, and supervising the tasks necessary to achieve organizational or institutional goals. Managers focus on operational and administrative aspects in carrying out their duties. In educational institutions, managers are responsible for managing resources, budgets, and implementing policies

Managers in organizations are the individuals who most determine the success/failure of projects. Because in this case the manager is the person who plays an important role in integrating, coordinating all the resources owned and taking full responsibility. (Vinet and Zhedanov 2011) Managers have the power to make decisions to improve the quality of an institution or organization. (Liadi and Suryanawa 2018)

2. **Leadership in educational institutions**

Leadership is a social exchange process that motivates workers to achieve performance goals shared by leaders and workers. (Haider et al. 2022) Leadership is the process of leading or directing individuals or groups to achieve certain goals. Leadership not only focuses on the leader as an individual, but also includes interactions between the leader and group members. In educational institutions, leadership can refer to the way the principal or institutional leader directs, motivates, and guides teaching staff, students, and the entire educational community.

There are two leadership theories presented by Isjoni, namely the charismatic leadership theory with the characteristics of having a very strong vision or a clear sense of purpose. Transformational leadership theory, a leader provides individual consideration, intellectual stimulation and is charismatic. (Ushansyah 2016)

The ideal leader according to Islam is closely related to the figure of the Prophet Muhammad. He is leader religion And Also leader country. Rasulullah is Surirole model for everyone, including leaders. He was gifted with four qualities main, namely: Sidiq, Amanah, Tablig and Fathonah. Leadership _ education is process activity enhancement utilization human and material resources in schools in a more creative, integrated manner all activity in leadership, (Jonisar et al. 2022) Leadership is a set of competencies that must be possessed by a leader so that the educational institution he leads continues to survive and even progress further (Fadliah 2022)

Leaders as guides and as directors function to prepare plans and solve problems that hit organizations together with their members. Creating unity without eliminating differences, both between individuals and between groups within an organization or in educational institutions and fostering a spirit of togetherness, morality, creativity and self-confidence.

Leadership in Islamic educational institutions is one of the important things to be applied in Islamic schools in order to achieve the goals that have been set together, this is because in essence educational leadership determines the success of all activities within the Islamic educational institution. The key strengths of Islamic educational leadership as stated by Allah in QS. Ali Imron aya 109 (Supriani et al. 2022)

God willing.

Glory be to Allah from acts of persecution because to Allah belongs whatever is in the heavens and whatever is on the earth. Allah is Perfect, Most Rich, and does not require anything from His servants, and only to Allah all matters are returned. Then He will calculate and reward the obedient and punish the unjust.

Leadership in Islamic education is the process of influencing the activities of an organized group and efforts are made to determine the goals of Islamic education to be achieved, namely forming humans into perfect creatures, both in this world and in the afterlife. Therefore, educational leadership in Islam cannot be separated from the Koran and Hadith and must adhere to both. To achieve leadership that is in accordance with the Koran and Hadith, according to Muntholib, there are fundamental values of leadership in Islamic education that leaders need to have, namely: a) integrity and morality, b) responsibility, c) leader's vision, d) wisdom , e) example, f) faith, g) social. (Jhuji 2020)

Leadership in Islamic educational institutions is the main factor in carrying out innovations, developing Islamic educational institutions and improving the quality of education. (Hasba 2020)

3. Roles and Functions of Leaders in educational institutions

Regarding the duties of a leader, they must be able to bring their leadership to leave something that can bring disaster, both in this world and in the afterlife. In short, a leader must be able to control his leadership to always obey Allah SWT. (Husna 2017)

Allah SWT hints at it in QS al-Tahrim verse 6

يٰٓاَيُّهَا الَّذِيْنَ اٰمَنُوْا قُوْٓا اَنْفُسَكُمْ وَاَهْلِيْكُمْ نَارًا وَّقُوْدُهَا النَّاسُ وَالْحِجَارَةُ عَلَيْهَا مَلٰٓىِٕكَةٌ غِلَاظٌ شِدَادٌ لَّا يَعْصُوْنَ اللّٰهَ مَآ اَمَرَهُمْ وَيَفْعَلُوْنَ مَا يُؤْمَرُوْنَ

O you who believe! Protect yourself and your family by obeying Allah's commands and staying away from His prohibitions from the fire of hell, namely from Allah's wrath which causes you to be dragged into hell whose fuel is people and stones; there are humans who are burned and there are humans who become fuel; the guardians are rough and tough angels, who do not disobey Allah in what He commands them so that no angel can be bribed to reduce or lighten the punishment; and they are obedient and disciplined and always do what Allah commands them to do.

And in surah al-Hajj verse 41, Allah SWT says:

The companions of the Prophet who were expelled from their hometowns just because they believed there was no god but Allah are people who, if We gave them a position on earth by becoming umara, they would use their power to invite the people to pray in congregation, in the mosque, early time; carry out zakat, infaq and alms with good management for the welfare of the people, and enjoin good actions from all levels of society

and prevent evil from anyone who indicates breaking the law and deviating from the applicable rules; and to Allah return all matters as fairly as possible regarding the fate of humans in the afterlife.

The role of a leader in an Islamic educational institution realizes the vision and mission, especially in developing the quality of education, increasing human resources and competitiveness in other fields. The active role of leaders is not just carrying out structural functions but as a realization of institutional goals and programs that have been collectively planned. (Langeningtias, Ulfah, and Novitasari 2021)

Leadership generally shows the structural framework or initial procedures for achieving or transforming organizational goals and objectives. (Sotirofski 2011) Leadership in educational institutions has an important role in achieving quality education goals. Some of the main roles of leadership in this context are:

a. Developing a Vision: Educational leaders must have a clear vision regarding the direction of the educational institution. This vision must include the educational goals, values, and principles that will guide the institution.
b. Inspire and Motivate: Educational leaders must be able to inspire teaching staff, students, and the entire educational community. They must be a good example and motivate others to achieve the highest achievements.
c. Managing Resources: Management of resources such as budgets, facilities, and human resources is an important part of the leadership role in educational institutions. Leaders must ensure efficient and effective use of resources.
d. Developing Staff: Educational leaders must provide support and training to teaching staff to improve the quality of teaching and learning.
e. Play a Role in Decision Making: Be involved in strategic decision making processes that influence the direction and development of educational institutions.

The function of leaders in educational institutions is very important to ensure the effectiveness and quality of education provided, the leadership function in educational institutions involves:

a. Planning: Planning educational strategies and goals to be achieved by the institution.
b. Organizing: Arranging the organizational structure, duties and responsibilities of teaching staff and education personnel.
c. Implementation: Implementing the policies and plans that have been made.
d. Supervision: Monitoring progress and achievement of educational goals and providing feedback for improvement.
e. Motivation: Encourage the enthusiasm and motivation of staff and students to excel.

These functions create a strong foundation for effective leadership in educational institutions. Leaders who are able to carry out these functions well can have a positive impact on the development and educational outcomes at the institution. The leader's function is more to consult, provide guidance, motivate, provide advice in order to achieve goals. (Jonisar et al. 2022)

The role and function of leaders in educational institutions is very dynamic and includes various aspects that contribute to the quality of education provided . Effective

leaders can bring positive change and advance educational institutions towards better achievements.

CONCLUSION

A leader is an individual who leads by providing vision, inspiration, and motivation to a team or organization. Meanwhile, managers are individuals who are responsible for planning, organizing, implementing and controlling organizational operations. Although the two have differences in their approaches, in many cases, a leader can also be a manager. Leadership is the ability to lead, direct and motivate individuals or groups towards achieving certain goals.

Leadership in Islamic education is the process of influencing the activities of an organized group and efforts are made to determine the goals of Islamic education to be achieved, namely forming humans into perfect creatures, both in this world and in the afterlife. Therefore, educational leadership in Islam cannot be separated from; a) integrity and morality, b) responsibility, c) leader's vision, d) wisdom, e) example, f) faith, g) social.

Leaders in educational institutions have a very important role in creating an environment conducive to learning. They must be able to plan educational strategies, manage resources, inspire teachers and students, and establish relationships with all educational stakeholders. Leadership functions in educational institutions include planning, organizing, implementing, monitoring and evaluating.

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