

## LEADERSHIP MODEL OF DIMENSIONAL PERFORMANCE OF AKHLAQ OF ULULALBAB IN ISLAMIC PRIMARY SCHOOL IN MALANG INDONESIA

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### ABSTRACT

This study focused on analyzing the structure of leadership performance by the principal of an Islamic primary school. This is based on the developmental phenomenon of Islamic Primary School which is institutionally changing, besides adopting the paradigm of combining science and Islam in accordance with improved physical structure development. This research utilized the qualitative design focused on akhlaq of ululalbab leadership reality in the Islamic primary school. The sample is a principal from Islamic primary school in Malang who has implemented the leadership model of dimensional performance of akhlaq of ululalbab. Data collection was by non-participant observation, semi-structured interviews, and document review (including principal's journals). The research revealed that the structure of akhlaq of ululalbab leadership basic concept developed by the principal is based on four styles, namely: (a) the depth of the spiritual as a source of encouragement or motivation to do good, (b) doing good as the corner tone in building workplace relationships, (c) the extent of knowledge as a result of efforts to understand the concepts of Islam, and (4) professional maturity resulting from the expected understanding and mastery of managerial skills.

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**Keywords:** *UlulAlbab, Leadership Performance, Islamic Primary School*

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## INTRODUCTION

Leadership is not the same as management because leadership requires a higher capacity; the leader determines the direction of an organization, whether internal or external. The leader also develops assets and skills that align with the organization's opportunities and risks faced in the environment (Timple, 1989).

Leaders who have strong leadership characteristics that have the effect of high power are certainly much needed in educational institutions; this is because education is something most essential for human development. Continued leadership role is reviewed, character of leadership continues to be identified, a theory about the kind of leadership also continues to be tested, and the importance of leadership to organizational success has always been studied and discussed (Abed, 2006). Generally, studies of leadership associated with religion, including Islam, discuss the extent of the values that should be developed in the personality of a leader. Values and even then are not in the form of a model, but only in the form of points that must be considered by a leader. Therefore, we need to build a leadership concept closely related to religious values, especially in this case, in Islam.

The development of Islamic primary school in Malang, both institutionally and also the development of the scientific paradigm and the physical development of facilities and infrastructure is very interesting to study in terms of the performance of developing leadership. Because when compared to the Islamic primary schools that exist in the education ministry, there are three phenomena that distinguish it fundamentally; the first, the spiritual phenomenon (*Ruhiyah*) which gives a strong spiritual atmosphere that can build spirit and behaviors that promote the values of worship and good character (*akhlakulkarimah*). Second, the phenomenon

of intelligence (*fikriyah*) loaded with the integration of science with religious values in Islam; it is reflected in the structure of science developed in the Islamic primary school in Malang. The third, which gives an overview of the phenomenon of charitable (*amaliah*) presence of high spirit and soul sacrifice is great for developing an Islamic primary school.

All three phenomena raise the initial hypothesis that growth of the view that all developments and phenomena that occur in one elementary school in Malang Islamic school concentrated on leadership performance developed by an Islamic elementary school principal in Malang. Therefore, in this study, the performance dimension (Robbins, 2001), which is the development of his model performance (Blumberg & Pringle, 1982) researchers use as the basic concepts in data analysis. From the above background, the fundamental question to be answered in this study is: "How can the concepts of building performance dimension of leadership model be developed by the principal of an Islamic primary school in Malang?"

## LITERATURE REVIEW

Leadership theory in the era before the 1900s was dominated by a thesis inclined to "the great man", who has some leadership criteria not owned by others (Wart, 2003). In the early twentieth century, research focused on the leader's own base. The researchers in this era mainly developed personality testing and compared test results from testing the mental attitude of a leader. In the 1940s researchers have collected a very long list of the characteristics of a leader from a number of studies oriented on the psychological aspect (Bird, 1940; Jenkins, 1947).

In the next era, the circumstances become key driver for leaders to find exemplary significance for building a theory and use of advice by the employee. Examples of the first are jobs that arise when leadership studies at Ohio State (Hemphill, 1950; Hemphill & Coons, 1957), which begins with the testing of 1,800 statements related to leadership behaviors. By continuously filtering process on leader behavior, the researchers finally underlined two important factors of leader behavior; consideration and initiation of structure. Meanwhile, the ethical dimension sometimes also was included in the current literature of leadership theory. The first to incorporate elements of ethics in leadership was Robert Greenleaf in his book *Servant Leadership* (1977), although it did not receive attention in the literature that developed at that time (Wart, 2003).

Leadership is one of the managerial aspects of organizational life which is a key position. Because of that leadership will be able to distinguish characteristics of an organization with other organizations (Sujak, 1990). In other words, the characteristics of an organization that is different from other organizations may indicate the presence of different leadership models. Approach to developing leadership theory at this point, in terms of evolution can be classified into various models (Hellriegel Slocum, & Woodman, 1989) including: (1) Traits model (model properties), (2) Model Behavior (behavioral models), (3) Contingency Model, (4) Action Centered Leadership, (5) Transformational Leadership, (6) Servant leadership, (7) Indirect Leadership.

Meanwhile, for Muslims who understand their history, the leadership of the Prophet certainly is a source of inspiration to revive his people in various aspects of life. Therefore understanding the nature of leadership in Islam which is then combined with a growing variety of leadership concepts of modern research is essential in order to anticipate the needs of the current and future leadership. Several terms in the Qur'an are associated with leadership: (1) Khalifah: God's representative on earth, (2) Rabbani: teach the Quran and well-studied, (3) Ribbiyyun: the followers of the faithful. Islam also emphasized characteristics of a leader. A leader of course, has different characteristics and exceeds that of its members. Characteristics of a leader in Islam have their own uniqueness; the leader upholds the great mission of implementing Islamic values in a variety of fields and exhibits kindness for the universe.

Therefore, some of the basic characteristics that must grow and evolve in a leader who is carrying out the mandate of leadership (Djalaluddin, 2007) are: (1) *Alim* (people of knowledge), (2) *Mukhlis* (people who are sincere or ikhlas), (3) *'Amil* (people who actively work), (4) *Mujahid*

(one who always fought), (5) *Muttadhy* (people who always sacrifice), (6) *Mutajarrid* (people of totality), (7) *Mutsabbit* (the firm establishment).

As to the concept of performance dimension, Blumberg and Pringle (1982) explained that performance is strongly influenced by the interaction between the willingness, opportunity and capacity. These three elements influence each other and have strong ties to give birth to a high level of performance. A simple interaction between the three can be seen in Figure 1:

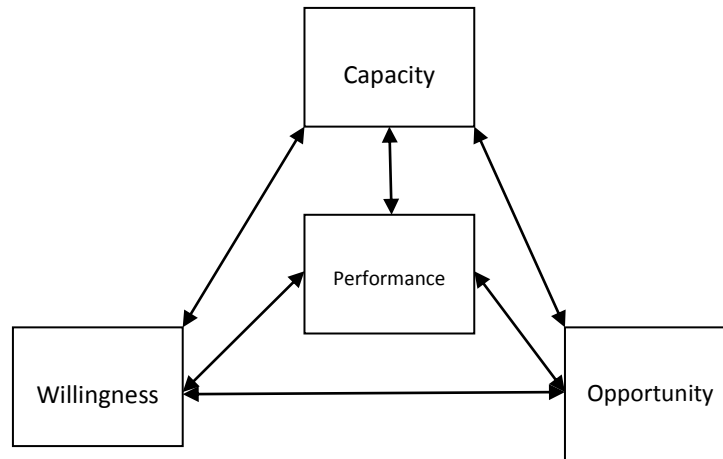


Figure 1. Blumberg's performance dimension.

Blumberg's concept was later developed by Robbins (2001) who viewed that the performance dimension is determined by the three-dimensional someone equally and each has a strong attachment to each other between the dimensions of motivation, opportunity and ability. Motivation can be influenced by internal and external factors, opportunity is strongly influenced by a person's ability to relate to others in order to gain the confidence and opportunity to carry out the mandate of work; while the conceptual abilities include the ability or skill related to their expertise. Three relationships are described by Robbins (2001, p. 232) as follows:

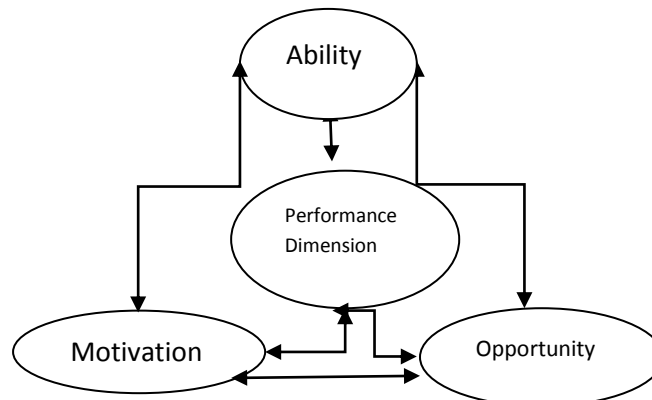


Figure 2. Performance dimension from Robbins (2001)

Popular thought in general though still debated that performance is a function of the interaction of ability and motivation, so it can be formulated;  $\text{performance} = f(A \times M)$  where  $A$  is ability and  $M$  is the motivation (Robbins, 2001). This means that the performance is very dependent on the ability and motivation. If one's ability and motivation are insufficient, then this may negatively affect performance.

Referring to the model of Blumberg and Pringle (1982), Robbins (2001) adds opportunity in the performance function. Thus, according to Robbins, performance is a function of ability, motivation and opportunity as denoted by:  $\text{performance} = f(A \times M \times O)$ . He describes that even though a person has high

motivation and sufficient ability, without a chance to express them, that person would find it hard to achieve success in high performance (Robbins, 2001).

## METHODOLOGY OF RESEARCH

This study used a qualitative approach that departs from the positivistic initial observation that there is a dynamic phenomenon that can be seen and felt. The phenomena of ruhiyah, fikriyah, amaliah in the process and the dynamics of leadership takes place on an ongoing basis from within an institutional structure in Malang Primary Islamic School, where the individual makes the structure as well as the medium as a result (outcome). Phenomenon of perceived leadership performance is not separated from the grounds that during the establishment of Islamic institutions of higher education in Malang, the phenomenal leadership occurred between 1998 and 2008. The process of development dynamic is then referred to by Giddens with the duality of structure I, where social structure is not seen only as generative rules and resources, but also as a dynamic force interaction system through duality - generation structure of the system of interaction through duality of structure (Giddens, 1974, p. 49; Waters, 1994, pp. 48-51). Therefore, this research approach based its perspective on Giddens's structuration theory that relies on the presence of actors as agency.

Processes, procedures, and technical analysis of the data in this study at the start of the pre-conception of his performance dimension Robbins (2001), which is the development of a theory performance dimensions (Blumberg & Pringle, 1982), which further serve as a starting point in data collection in the field. The data collected in the field are appropriate and related to this research included in the data display prior to carrying out the analysis process to draw a conclusion while allowing for data reduction. In the conclusion-making process, which was developed based on the Blumberg performance dimension be the first to serve as the focus of the foundation in the assessment and analysis of field data. These data were later combined with ideas from the Qur'an and Al-Hadith, Islamic leadership concept and conventional leadership concept.

After the analysis process is finding a building concept as the focus this study, then in an effort to confirm the concepts found through the analysis was repeated data collection process in order to obtain the data or supporting data will also provide important records of the building the concept. This can be seen in the following Figure 3:

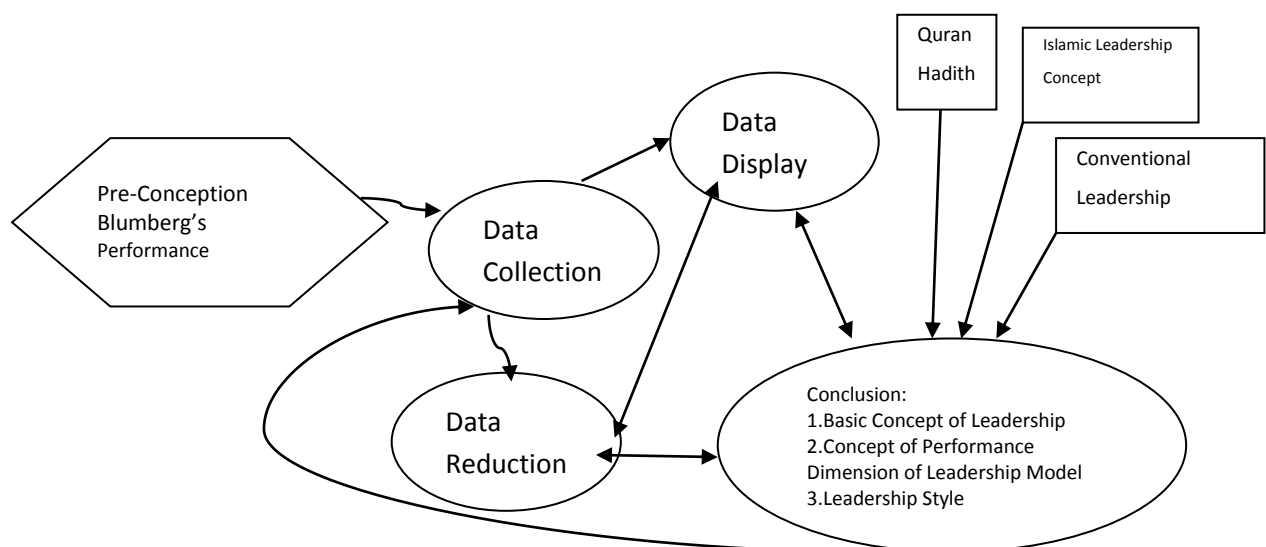


Figure 3. Process, procedure, and research data analyses

## RESULT OF RESEARCH

As researchers conveyed in research methods, that the initial foundation in this study in order to make the concept of building Performance Dimension of *Ulul Albab* Leadership Model, this study refers to the dimension of performance models built by Robbins (2001) which is the development of a model of performance dimension by Blumberg and Pringle (1982). But after researchers conducted observations, interviews, document review and studies then obtain field data, researchers tend to replace the opportunity of Robbins and theory into relationship with Blumberg and Pringle, because data obtained in this study indicate that the opportunities in the development of Malang Primary Islamic School, it can be achieved through the ability relationships leadership to others, because it is a building that researchers adapt the basic concepts of its performance concept dimension Robbins (2001) as follows:

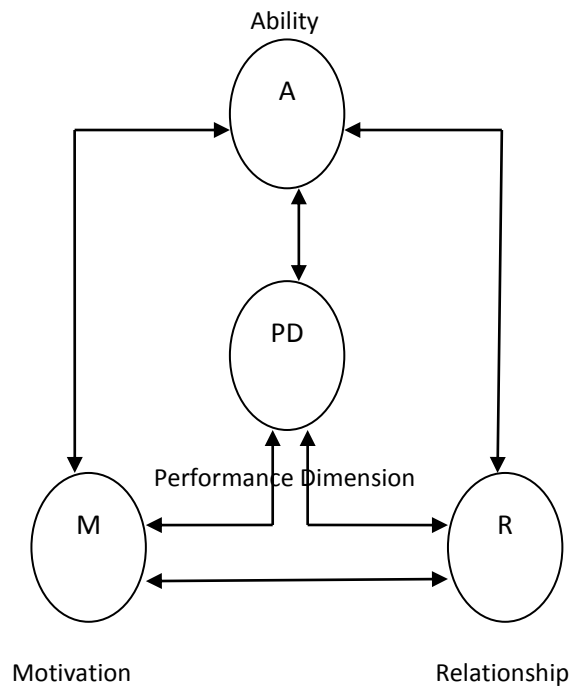


Figure 4. Adaption from Robbins's Performance Dimension

On the basis of the concept of performance dimension that has researchers adjust this later. The researchers discovered about the source of motivation and relationship building concept Dimension of *Ulul Albab* Performance Leadership Model. In addition, researchers also conducted tracking data about what abilities should be owned by *ululalbab* figure leadership Performance concept in building *UlulAlbab* Dimension of Leadership Model.

From the results obtained the concept of building leadership performance developed by the Principal of Malang Primary Islamic School can be called the Performance Dimension of *Ulul Albab* Leadership Model and it can be described as follows:

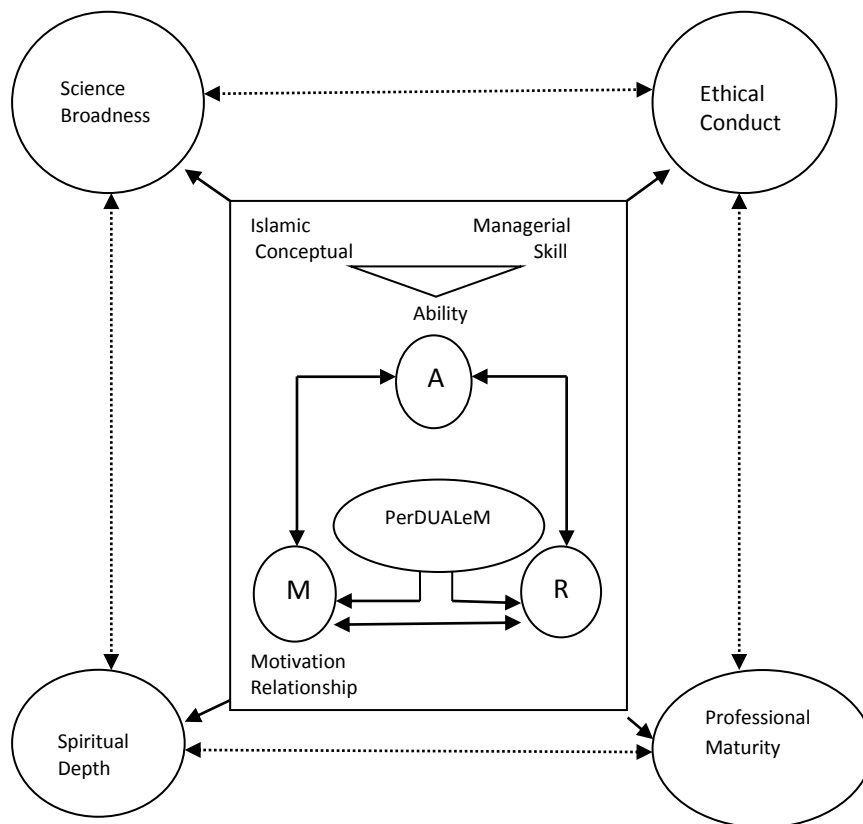


Figure 4. Performance dimension of Ulul Albab Leadership Model.

From Figure 4, it can be affirmed that the concept of building Performance Dimension of Ulul Albab Leadership Model with the findings of field data, combined with theories of leadership as well as the foundation of Quran and the Hadith of the Prophet, as well as some historical narrative of *Salafush Salih* (early pious ones), illustrates that there are four basic forces the principal was trying to build in developing Malang Primary Islamic School.

The four forces are: (1) The depth of the spiritual (spiritual depth) as a source of encouragement or motivation to do good, (2) Grace character (ethical conduct) as the foundation in establishing relations / labor relations and, (3) Breadth of knowledge (science broadness) as fruit of efforts to understand the concepts of Islamic teachings, and (4) professional maturity (professional maturity in Figure 4) as the expected result of understanding and mastery of managerial skills.

Building the concept of Performance Dimension of Leadership Model UlulAlbab is formulated as a function of the equation as it will be stated that the performance of Ulul Albab leadership is a function of the interaction of motivation that comes from spiritual depth, relationship sourced from ethical conduct, as well as ability in the form of Islamic conceptual broadness sourced from science and also in the form of managerial skills sourced from professional maturity. So if it can be denoted as:

$$\text{PerDUALeM} = f (M[\text{sd}] \times R[\text{ec}] \times A[\text{sb. ic}] + [\text{pm.ms}])$$

PerDUALeM : Performance Dimension of Ulul Albab Leadership Model

where:

M: Motivation

R: Relationship

A: Ability

sd: spiritual depth  
 ec: ethical conduct  
 ic: Islamic conceptual  
 sb: science broadness  
 ms: managerial skills  
 pm: professional maturity

From the formula it can be explained that the function of motivation is directly proportional to the spiritual depth, meaning that if a leader has great spiritual depth the level of motivation is also higher and vice versa; if there is a decrease in the level of spirituality of the leader the level of motivation will decrease, as a source of motivation is the leader of a level ulul albab depth of spirituality.

Likewise, the relationship to ethical conduct. Ethical conduct is the source of a leader's ability to improve relationships. The more leaders have great character, then the higher and stronger the level of their good relations with others. Therefore, the rate of relationship building also is directly proportional to ethical conduct.

Meanwhile, an ululalbab leader must have two key abilities. The first is Islamic conceptual knowledge and the second is managerial skill. Insight a leader of the Islamic conceptual is the main source to make ululalbab leader have broad scientific knowledge. So the higher the level of understanding of a leader regarding Islamic concepts, the higher the breadth of knowledge level.

Managerial skill is the ability to be possessed by ululalbab leader is expected to increase the professional maturity in order to manage the organization being led. Therefore by increasing the managerial skills, ululalbab leaders will be more mature in their professionalism.

The third element is in the form of motivation that comes from spiritual depth, relationship sourced from ethical conduct and abilities are in the form of the Islamic conceptual science is a source of broadness and managerial skills is a professional source of elements which interact with one function that consume it in order to give birth to performance dimension of ululalbab leadership models. The more each of these elements increases, the more performance of ululalbab leadership improves, and vice versa; if one or more of these elements are weakened or inadequate, then the leadership performance of ululalbab will be affected negatively.

## CONCLUSION

The concept of leadership model of dimensional performance of akhlak of UlulAlbab is built on four styles, namely: ( 1 ) The spiritual depth as a source of encouragement or motivation to do good, ( 2 ) the characters of doing good as the cornerstone in building relationships / employment relationship, ( 3 ) the extent of knowledge as a result of efforts to understand the concepts of Islam, and ( 4 ) Professional maturity as a result of the expected understanding and mastery of managerial skills.

Developing the concept of leadership model of dimensional performance of akhlak UlulAlbab if formulated as a function of the equation can be:

$$\text{PerDUALeM} = f ( M [ sd ] \times R [ ec ] \times A [ sb . Ic ] + [ pm.ms ] )$$

From the given formula, the equation can be explained thus: the function of motivation is directly proportional to the depth of spiritual understanding as well as the relationship with ethical behavior. Meanwhile, there are two types of ability that must be owned by a leader of ululalbab; Islamic conceptual and managerial skills. The third element is in the form of motivation that comes from spiritual depth, relationship sourced from ethical behavior and ability which is a source of Islamic science is the breadth of conceptual and managerial skills that are a source of professional functions as elements that interact with each other in order to produce the leadership model of dimensional performance of akhlak of ululalbab. If any of these elements increases, it will increase the performance of ululalbab leadership, and vice versa; if one or more of these elements are weakened or inadequate, then ululalbab leadership performance will be affected negatively.

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