

## **IMPROVEMENT LEADERSHIP SKILLS AS AN EFFORT TO BUILD A PROFESSIONAL ORGANIZATIONAL CULTURE AT THE TARBIYATUL HUDA ISLAMIC BOARDING SCHOOL BOGOR**

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### **Abstract**

This article is the result of community service activities that discuss efforts to improve leadership skills as a step towards building a professional organizational culture at the Tarbiyatul Huda Islamic Boarding School Bogor. Tarbiyatul Huda is an institution that tends to utilize its alumni to work and assist in managing the institution. In terms of work experience, the human resources owned by Islamic boarding schools still lack experience, because most are dominated by human resources who have just completed formal education (fresh graduates). From the condition of existing human resources, it is important for Islamic boarding schools to carry out developments that aim to improve the quality of human resources they have. One form of development carried out is training that is oriented towards improving leadership skills for each human resource they have. The methods used in this activity include needs analysis, submitting proposals, creating modules and materials, preparing community service activities, implementing community service activities and preparation of the reports. This activity has had a positive impact on the understanding and knowledge of the importance of increasing the leadership skills of each participant and is in accordance with the needs analysis that has been carried out.

*Keywords: Leadership, Organizational Culture, Human Resource, Boarding School.*

### **Abstrak**

Artikel ini merupakan hasil kegiatan pengabdian kepada masyarakat yang membahas tentang upaya untuk meningkatkan keterampilan kepemimpinan sebagai langkah untuk membangun budaya organisasi yang profesional di Pondok Pesantren Tarbiyatul Huda Bogor. Pondok Pesantren Tarbiyatul Huda Bogor adalah suatu lembaga yang cenderung memanfaatkan alumninya untuk bekerja dan membantu dalam mengelola lembaga. Dari segi pengalaman kerja, SDM yang dimiliki oleh pondok pesantren masih minim pengalaman, karena kebanyakan di dominasi oleh SDM yang baru menyelesaikan pendidikan formal (fresh graduate). Dari kondisi SDM yang ada maka penting bagi pondok pesantren untuk melakukan pengembangan yang bertujuan untuk meningkatkan kualitas SDM yang dimilikinya. Salah satu bentuk pengembangan yang dilakukan adalah dengan pelatihan yang berorientasi meningkatkan keterampilan kepemimpinan bagi setiap SDM yang dimilikinya. Metode yang digunakan dalam kegiatan ini meliputi analisis kebutuhan, pengajuan proposal, membuat modul dan materi, persiapan kegiatan pengabdian masyarakat, pelaksanaan kegiatan pengabdian masyarakat dan penyusunan laporan kegiatan. Kegiatan ini memberikan dampak yang positif terhadap pemahaman dan pengetahuan akan pentingnya peningkatan keterampilan kepemimpinan dari setiap peserta dan sudah sesuai dengan analisis kebutuhan yang sudah dilakukan.

*Kata kunci: Kepemimpinan, Budaya Organisasi, Sumber Daya Manusia, Pesantren.*

## INTRODUCTION

Professional and quality management of Islamic education is not easy thing for a person or educational institution in this country (Arif et al., 2023). In addition, global changes are so fast that all aspects of life change, so that the changes we experience are not only in communication, technology, information, trade, health, security, agriculture, transportation and politics, but also in relation to human behavior which is triggering the emergence of a new megatrend (Ulfah et al., 2022). So that these global changes become an important stake for educational institutions both in terms of society and the ability to shape and follow developments globally (Mukhlisin, 2019).

Currently, there are various movements, policies and regulations that lead to quality assurance activities. Schools in general have started to implementing a quality assurance system. Good school quality should not be part of government/regional government political activities, regional rankings based on education, or school performance, but must be a necessity for schools to continue to develop in the future (Sarmono et al., 2020).

Schools as educational units that function in organizing education in its activities are not just running, but must be able to meet the expectations of customers or stakeholders, be it students, parents, graduate users or the government, in other words the quality aspect should be the main concern of schools. Moreover, schools today are given a strategic role as an institution that function to prepare quality human resources, namely those with character, intelligence, independent, and competitiveness (Herawan, 2016). In an

effort to improve the quality of education, it is important that this is brought to the attention of institutional leaders to improve leadership skills and human resources in the institutions they lead.

The principal as the top manager has the task of carrying out administrative tasks and coordinating the resources in the school. Administrative tasks that must be carried out by senior managers, such as starting from planning, organizing, implementing, and evaluating. When examined and observed, the roles and obligations of school principals are very diverse, which is what causes school principals to have the challenge of being able to carry out planned and systematic education in order to improve the quality of the school they are leading (Rizkita & Supriyanto, 2020). Day and Lord stated that the success of an organization, or any group in an organization, is highly dependent on the quality of leadership. Successful leaders are those who are able to anticipate changes and make the most of opportunities, motivating their members to achieve high levels of productivity (Sahabuddin et al., 2022). So it is important that a leader must have capable managerial competence, in which the leader has the ability to manage human resources and organize the tasks of his subordinates properly (Kurniawan, 2023).

Basically the current national education system, concentration on quality is not only the responsibility of institutions and government, but is a synergy between various components including society (Rabi'ah, 2019). The quality of education is often indicated by good conditions, fulfilling the requirements, and all the components that must be contained in education, these components are input, process,

output, educational staff, facilities and infrastructure and costs (Manora, 2019).

Improving the quality of an institution is of course the main orientation, because quality is an illustration that the institution is well established and of high quality. However, quality improvement will be difficult to achieve if it is not accompanied by building a capable organizational culture. Organizational culture refers to a set of values, norms, beliefs, attitudes, behaviors, and practices that are the dominant characteristics of an organization. Organizational culture reflects how people interact, communicate, and work together in the work environment. Organizational culture can affect the level of performance, motivation, job satisfaction, and overall organizational success.

Organizations with a strong culture will influence the behavior and effectiveness of employee performance. Employee performance will go according to the culture adopted in the organization. In addition, the application of culture in an institution will also shape the character of its employees by itself in carrying out their duties and achieving the goals of the institution (Kusuma et al., 2016). A good organizational culture can be the main competitive advantage instrument if the organizational culture is able to support the organization's strategy and is able to answer or overcome environmental challenges quickly and precisely. Organizational culture can function as an adhesive system and a reference for behavior to achieve organizational goals. Conversely, a bad organizational culture will hinder the running of the organization (Hendra, 2020).

Tarbiyatul Huda Islamic Boarding School is an institution that

utilises human resources (HR) through its alumni to work or serve. Many of these alumni are employed by the leadership to help manage the pesantren. Some are positioned as teachers, administrators, cleaning staff and security personnel. In terms of work experience, the human resources owned by the institutiton still lack experience, because most of them are dominated by human resources who have just completed formal education (fresh graduates). Thus, from the existing human resource conditions, it is important for boarding schools to carry out development aimed at improving the quality of their human resource. One form of development carried out is training oriented towards improving leadership skills for each worker. Because when the leadership spirit of each worker increases, they will have a sense of responsibility, good work ethic, self-confidence and others, from which a professional organisational culture will be formed.

An organisation is usually formed to achieve a goal through the performance of all human resources in the organisation. However, the performance of human resources is largely determined by the internal and external environmental conditions of the organisation, including organisational culture (Muis et al., 2018). Given the enormous burden and responsibility that the organisation imposes on employees in carrying out the duties and functions of the organisation, the role of employees as the driving force of the organisation is required to have diverse minds, traits and actions is very important because it contributes greatly to the progress of the organization (Ratnasari & Sutjahjo, 2021).

Organisations are formed to be a place for its members to coordinate with

each other, exchange experiences, thoughts and work together to achieve common goals (Purbaningrum et al., 2023). In utility, it is important for every human resource working in an institution to have a leadership spirit, because with leadership employees will have an attitude of responsibility, confidence and good work ethic. From that attitude, it will become a tradition and form a professional organisational culture. So that when the organisational culture has been formed, it will have an impact on improving the quality of performance of each employee. Based on this, this article will discuss in depth about how to improve leadership skills as an effort to build a professional organisational culture at the Tarbiyatul Huda Islamic Boarding School Bogor.

## METHOD

Community service activity was carried out at Tarbiyatul Huda Islamic Boarding School Bogor on Saturday, 24 June 2023. The method of implementing community service consists of the following stages:

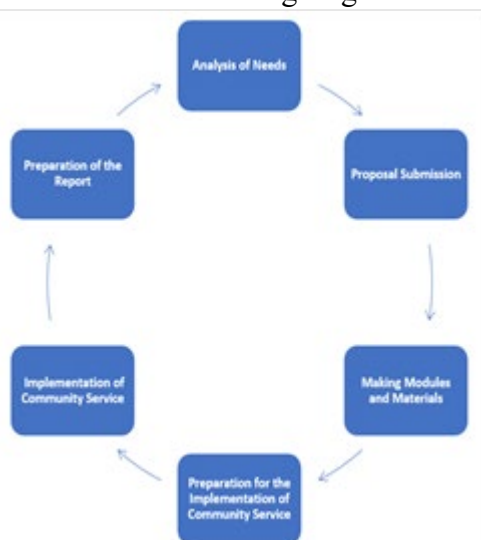


Image 1: Stages of Implementation

In image 1, it explains the six stages that will be carried out including:

### Analysis of Needs

Analysis of needs is an activity of analysing things that must exist and are needed in community service activities (Sujarwo & Kusumawardani, 2020). To find out what is needed in community service activities, the team first identified by conducting observations and interviews with the head of the Tarbiyatul Huda Islamic boarding school Bogor. As for the results of the interview, what is needed by the institution is to provide training to employees in terms of leadership in order to improve a good organisational culture.

### Proposal Submission

After conducting a analysis of needs, the community service team submits a proposal for community service activities to the research and community service institution. The proposal contains preparation for activities, implementation mechanisms, the required budget and information about the team carrying out community service activities.

### Making Moduls and Materials

Making modules and materials is important in preparing for community service activities, because modules and materials will be delivered to participants during the activity. The material contains to improving leadership skills as an effort to build a professional organisational culture.

### Preparation for the Implementation Community Service

In this stage, it includes coordination of the community service team with partners, namely Tarbiyatul Huda Islamic Boarding School Bogor as well as asking permission from the leadership to conduct workshop activities. At this stage the team also

prepares the tools needed, the materials made, participant certificates and other supports that are still related to this activity.

### **Implementation of Community Service**

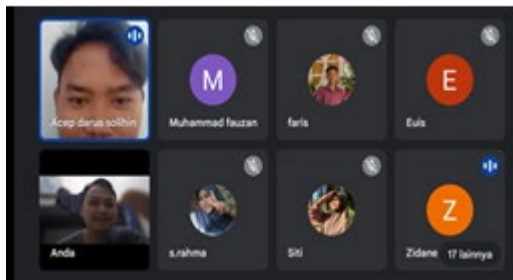
Providing workshop to Tarbiyatul Huda Islamic Boarding School Bogor employees on improving leadership skills as an effort to build a professional organisational culture. The workshop was conducted online using *google meet* and was attended by 23 participants consisting of teachers and administrators.

### **Preparation of the Report**

The preparation of the report contains a report description of the Community Service activities that have taken place and attaches documentary evidence and publications of these activities.

## **RESULTS AND DISCUSSION**

This workshop activity themed on improving leadership skills as an effort to build a professional organisational culture at Tarbiyatul Huda Islamic Boarding School Bogor was held on Saturday, 24 June 2023. The workshop was conducted online using *google meet* and was attended by 23 participants consisting of teachers, and administrators.



**Image 2: Implementation of Community Service**

### **Analysis of Needs**

In the analysis of needs, the problem was found that many of the human resources owned by the boarding school Tarbiyatul Huda Bogor did not have work experience. This could happen because the employees were alumni of the boarding school who had just completed formal education. Having minimal experience in managing the organisation will certainly make it difficult for each employee because they have not been equipped with holistic knowledge. In addition, this also affects work performance. Therefore, workshop activities on "improving leadership skills as an effort to build a professional organisational culture" are very important because participants can learn how to foster leadership in themselves because leadership is an asset that must be owned in building a good organisational culture.

### **Proposal Submission**

Submitting a proposal is mandatory in this community service activity, because this proposal is submitted to the research and community service institution as a notification that the team will carry out community service activities at the Tarbiyatul Huda Islamic Boarding School Bogor. While this proposal contains planning for community service activities starting from information on the form of activities to be carried out, budget costs and names of members who will carry out this activity. This proposal is submitted to the Institute for Research and Community Service a month before the implementation of community service.

### **Making Moduls and Materials**

In this stage, the team created modules and materials in accordance with the needs analysis that had been

carried out previously, which modules and materials will also be presented at the workshop activities by the presenters. the workshop material includes a basic understanding of the importance of fostering leadership in an employee. These materials were chosen to fulfil the needs and challenges faced by Tarbiyatul Huda Islamic Boarding School Bogor.



Image 3: Moduls Kepemimpinan

In making the material, the team made it with powerpoint, while in making the module using the canva application, the reason the team made the module using the canva application to be more effective, besides that in the application there are many interesting features. The team also prepared pretest and posttest questions for the workshop. The use of pretests and posttests in this activity so that the team can measure the abilities and knowledge of the participants before and after participating in this activity.

#### **Preparation for the Implementation Community Service**

In this stage, it includes coordination of the community service team with partners, namely Tarbiyatul Huda Islamic Boarding School Bogor as well as asking permission from the leadership to conduct workshop activities.

Then, the team made preparations by preparing the hardware and software needed for workshop activities such as smartphones, laptops, microphones, headphones and internet access.

#### **Implementation of Community Service**

Community service activities at Tarbiyatul Huda Islamic Boarding School Bogor were carried out in the form of workshops through Google Meet. This activity was carried out on Saturday 24 June 2023, at 09.00 - 12.00 WIB. Before the activity began, the participants first worked on pretest questions that had been provided by the team. The pretest questions totalled 10 questions which were done through google form.

After the participants did the pretest questions, the next activity was the delivery of material on leadership by Muchamad Arif Kurniawan, S.Hum., M.Pd. In the delivery of the material that the spirit of leadership is not only owned by a leader, but every member who works or serves in a particular institution is very necessary to have a leadership spirit. In addition, the importance of leadership is owned by every employee so that employees have responsibility, confidence and good work ethic. If all these attitudes are fulfilled, it will create a productive, harmonious work environment, and be able to achieve the desired goals.

Before concluding the presentation, the speaker said that building a strong and positive organisational culture is an ongoing task, and employees working in the agency should actively practice and encourage the implementation of the values advocated in all aspects of the organisation. With time and dedication, the desired culture will become a reality

and have a positive impact on the long-term success of the organisation.

After closing the presentation, the speaker gave two participants the opportunity to ask questions about the material that had been delivered. The first question from one of the teachers named Rosmiyanti, she asked about "whether a good organisational culture will also affect employee work motivation? then what if the work environment is supportive but as employees sometimes still lack motivation and do not have strong determination?", and the second question came from one of the administrative staff, Zulfajar. "He asked about "does leadership also need to be owned by a staff in an institution? then what is the role of the leader if his employees must also have leadership?"

The speaker's answer to Rosmiyanti's question was that organisational culture has a significant influence on employee motivation. Organisational culture includes values, norms, behaviours and practices that influence how people interact and work within an organisation. In addition, in essence, organisational culture creates a positive, inclusive and collaborative work environment that can increase employee morale and motivation. A strong sense of belonging and engagement in such an environment will increase job satisfaction and attachment to the organisation.

The speaker's answer to Zulfajar's question was that leadership must be possessed by every employee, be it teachers, staff and so on. The spirit of leadership is not only owned by a leader. In essence, we study leadership to take the values contained in it, because leadership contains the value of responsibility, confidence, commitment and a good work ethic that is useful for shaping organisational culture.

After all the questions were answered by the speaker, the next activity was the closing, where the series of workshop events "improving leadership skills as an effort to build a good organisational culture" was well completed. After the event was officially closed, the speaker asked the participants to do the posttest questions through the google form provided by the team. The posttest questions have the same questions as the pretest, in addition to the same number of questions, namely 10 items.

The results of this activity showed that all participants were very enthusiastic about participating in this workshop. This enthusiasm is a sign that they are happy and want to continue learning to improve leadership skills in their work. In addition, the participants also understood the material conveyed by the speaker. they also acquire new knowledge about the importance of leadership and organizational culture in managing institutions.

### **Preparation of the Report**

Reports on community service activities have an important function to communicate and describe the results and impacts of community service activities. The main function of community service activity reports is to provide accountability to stakeholders, including funders, funding agencies, the community, or other parties involved in these activities. This report includes details on how the funds were used and what was achieved through the community service activities.

Reports also contain documentation. Documentation consists of photos, videos, and activity reports. Documentation activities also have benefits as material for evaluating community service activities that have



been carried out, so it is hoped that there will be improvements when they are carried out again in the future (Dwiningsih et al., 2023).

## CONCLUSIONS

The workshop "improving leadership skills as an effort to build a good organizational culture at the Tarbiyatul Huda Islamic Boarding School Bogor" went well and smoothly. Even though there are a few obstacles in the process, such as sometimes the internet network is interrupted, it does not hinder ongoing activities. In addition, the participants showed high enthusiasm, this was evidenced by the participants' understanding and knowledge of the material presented by the presenters. In addition, there was a significant difference in the results of the pretest and posttest done by the participants.

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