

Spiritual Leadership Efforts In Improving Quality Culture SMK Nu Hasyim Asyari Tarub Vocational School

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Abstract. Leadership is a core element in the movement of an organization, an organization without a leader means violating organizational rules, the leader becomes a central figure who is very flexible in advancing the organization he leads, because within the organization there are many elements that become pillars for achieving the vision programmed by the leader, expertise in Leading is an absolute requirement for being a leader so that his leadership goes well, a leader who does not have vision, expertise, and a good leadership style will produce blunt leadership so that the organization and the people they lead do not produce progress in the programs they make. For this reason, leadership must have the conditions and competencies to give trust to those they lead. in the context of the religious leaders of the school principal Leadership style is the basic ability that must be considered in determining the leader or principal of the school. because the era of change has really moved quickly to destroy all lines of life, especially education.

Keywords: Leadership, Quality Culture, Religious

1. Introductions

Spirituality has multidimensional dimensions of existence and religion. The existential dimension focuses on the purpose and meaning of life, while the religious dimension focuses on a person's relationship with God. [1] Spiritual as a two-dimensional concept, namely the vertical dimension and the horizontal dimension. The Vertical dimension plays a role in one's relationship with God, which guides people's life, while the horizontal dimension plays a role in one's own relationship with others. There are three dimensions of spirituality, namely responsibility, forgiveness, and compassion. The spiritual dimension is the inner strength for the emergence of a sense of peace and happiness in a person.[2]

Spirituality means having more ties to things that are spiritual and psychological compared to those that are physical or material, and is also self-awakening or enlightenment in achieving goals and meaning in life, so that it becomes an essential part of health and well-being. Spirituality helps to build character in self so that it can affect the pattern of leadership that is carried out. In the context of spiritual-based leaders, they try to integrate spiritual aspects of their lives. Spiritual leadership is not about intelligence and leadership skills in leading. But it also uphold the values of truth, honesty, integrity, credibility, wisdom, compassion, which shape the character and morals of oneself and others.[3]

Spiritual leadership must have several elements and values that can be transformed and then applied to their subordinates, according to Putu Gede [4] in his book *Spiritual Leadership*, the leadership must have values, including motivational values (Motivation) Spiritual leaders must have motivational characters. (intrinsic) to his subordinates so that a subordinate works with enthusiasm and dedication to his profession and organization so that the work he does is not only looking for material things but can be applied as a form of worship to God, or have a sense of spiritual well-being.[5,6]

Second, a spiritual leader must have an organizational vision, which is then given and absorbed by his subordinates in an upright manner, vision is needed to direct the ultimate goals of an organization and stakeholders in the organization, so that leaders and members really feel called in carrying out their daily tasks. does not feel forced and has a passion that arises from a sense of togetherness.

Third, a spiritual leader is a leader who has high social values and is an example to his members, the interests of members or the interests of others must be prioritized in a spiritual leadership model. so that a sense of empathy will appear, feeling of being cared by a leader. This kind of leadership attitude can have a positive effect on subordinates in an organization.

The fourth value in spiritual leadership is the value of service and serving this value gives the concept of leadership that servants must be able to provide and delegate services to their subordinates, spiritual leaders must be able to provide information, time and attention, materials and resources needed by their subordinates .

The fifth value that must be owned by a spiritual leader is a leader who has the competence to perform the tasks of teaching competence,theaching ,inspiring , and mastering knowledge about work in managing an organization.

Spirituality is a challenge in modern society, totality in work and professionalism competition, competition between individuals and groups is a necessity, these various things make it increasingly difficult for humans to balance worldly needs and spiritual needs. This is a challenge for leadership in the future, the fact that becomes a major need is increasingly visible and needed so that an imbalance does not occur. spiritual values such as exemplary, service, love, empathy, respect when it's implemented in a spiritual leadership model can give positive effects, one of which is to awaken, move and influence the individuals and organizations that they lead. In the context of education management, the spiritual leadership of the school principal is considered to have a significant influence on the progress of the school, the organization will move in a good direction depending on strategic decisions. Principal leadership can greatly influence the work ethic of employees, teachers and students. The leadership style that will be applied by a school principal must be appropriate and have an impact on stakeholders in the school environment.

The principal's leadership style greatly influences the behavior of his subordinates, but if the behavior of subordinates have not necessarily affect the behavior of his superiors. So the

principal's leadership style is a pattern of consistent behavior shown by the leader and known to other parties when the leader tries to influence the activities of other people. Leaders who do not want to make adjustments to global conditions and situations in the management of education in Indonesia will have the consequence of being abandoned by the community so that they lose confidence in managing education in their area.

In Tegal district, in general, there has been a tendency to decrease in the quantity of students, especially in private high school level schools under the auspices of foundations, especially in Tarub District, this decline will of course be followed by a decrease in the quality of students. The latest data shows a decrease in the quantity of students in private schools, especially focusing on high school schools, which is very significant, data on high school level student enrollment has decreased by one class per year with study groups under 36 students based on data from the Central Java Regional Office XII Year 2021.

In Tarub District area itself, there are several schools whose number of students has decreased, including Tarub Muhammadiyah High School, which currently has only 57 students in the 2021/2022 Academic Year, Hasyim Asy'ari Tarub High School, the total number of students in the 2021/2022 academic year is only 273. a decrease from the previous year, Wahid Hasyim High School Total Students 55 students in the 2021/2022 Academic Year and Penawaja High School Total Students 44 children in the 2021/2022 Academic Year

This decline in data was allegedly due to the government issuing a Presidential Decree policy on the revitalization of Vocational High Schools, Presidential Instruction No. 9 of 2016 concerning Revitalization of Vocational High Schools with the aim of increasing the quality of Vocational High Schools. The impact of this policy is that the government has succeeded in encouraging people to choose Vocational Schools as the main education choice so that interest in SMA tends to decrease because junior high school graduates tend to choose vocational education, this policy is not accompanied by a policy of Revitalizing High Schools, resulting in imbalances and problems. new.

Second, the decline in the quantity and quality of students is thought to be caused by the inability of a leader, in this case the school principal to manage educational institutions, starting from management and leadership styles that have not been able to have an impact on managing schools in this modern era. The ability of a leader to adapt and transform, be creative in anticipating changes in this modern education era. For this reason, a school principal must have a leadership style that is able to read situations and adapt quickly to improve and maintain the educational institution they lead.

The unpreparedness of a leader in responding to changes in the world of education will have a major impact on the quality and quantity of schools, so a strong principal is needed and is able to respond to any changes to achieve the goals and aspirations of the organization. Some observers argue that this problem arises because the position of education is in a vicious circle, from leadership and management problems, inadequate funding, inadequate facilities, education as

it is, decreased enthusiasm, low innovation, and lack of enthusiasts, thus turning like a vicious circle. former education minister Malik Fajar said that the problem of education is very broad, covering almost the entire education system such as the quality of heads school, including the quality of school leadership and work ethics, supervisors and teachers, curriculum and infrastructure.

The core reason for this background is that there is a phenomenon of a decrease in the quantity of students in private high school level schools due to several factors allegedly due to problems of alignments and government policies related to the SMK school revitalization program. Secondly, it is strongly suspected that there are leadership problems in private schools in their leadership model, weak leadership by school principals who do not have good managerial and management skills. for that we need a leader who has a leadership style that is able to move all elements to advance the school at least maintain its existence, in order to maintain the quality of education. especially education managed by the private sector in order to be able to compete with other education in the midst of competition between educational institutions. For this reason, quality improvement is homework and is a priority to return to increasing public trust in private educational institutions by increasing the quality of schools so that they are able to create quality and quality schools.

2. Method

Based on the type of approach , the background of the problem and the type of data used, this research is included in qualitative research so that it will produce descriptive data in the form of words. The data analyzed in it is descriptive and not in the form of numbers as in quantitative research. This research is used by researchers to get more detailed results. This research approach uses the Library Study methodology approach with the aim that researchers can quickly find results in this study, this Literature Study will combine data collection methods such as Observation and. [7]

3. Result & Discussion

3.1 Definition of Leadership

Leadership is an influence activity with the ability to convince others to direct the process of achieving predetermined organizational goals. In other words, leadership is defined as a series of structuring activities in the form of the ability to influence the behavior of others , in certain situations so that they are willing to work together to achieve the goals that have been set .

Leadership is an interaction between leaders and followers, and in this interaction it is the followers who analyze and perceive whether to accept or reject their leadership " . The behavioral approach produces two orientations, namely the behavior of leaders who are task-oriented or who prioritize the completion of tasks and the behavior of leaders who are oriented towards people or who prioritize the creation of human relations. Task-oriented leader behavior displays an autocratic leadership style, while human relations-oriented leadership behavior displays a democratic or participatory style.

A successful leader must have a certain set of talents. talents that must be possessed by leaders include leadership character and style, physical strength and a healthy nervous system, appreciation and direction of organizational goals, independent, skilled, creative, adaptive, optimistic, courageous, communicative, extensive knowledge, and the most important is having the characteristics religious, in every decision and steps.

According to [4]the three tasks of spiritual leadership are:

- a. Setting a vision Is a form of feeling and making promises. One of the main tasks of a leader, is to create meaning and purpose. Employees feel connected to the organization's mission through a sense of personal connection, at a deep level.
- b. Service (serving leadership). Leaders lead, because they choose to serve others. A leader cannot do all the work in an organization. Therefore they have to delegate work to others. Leaders become servants to followers, providing information, time, attention, materials, and other resources needed for success, as well as higher utilization in the company, which gives meaning to work.
- c. Task competence. Competence in four kinds of tasks, namely: teaching , trusting , inspiring and acquiring knowledge about actual work. Team or group assignments are vital in leadership. The leader is a teacher with conviction and trust. Spiritual leadership process technologies (spiritual leadership process technologies) include: build a community with a group and a sense of personal spirituality as a whole in leaders and those who are led, live by higher moral standards, ask others to share these standards, and carry out services to all stakeholders (stakeholders).

Each component of the spiritual leadership technological process can be explained as follows: Building community : leadership based on spirituality creates harmony from a diversity, sometimes opposing, systems, organizations, and human factions. Humans strive for the freedom they have for community. Spiritual leadership recognizes the need for simultaneous, independent action and belonging to a group. Wholeness : the spiritual leader focuses on the whole person. People come to the workplace intact in their mind, emotional, mental, physical, and spiritual dimensions, not just the specific skills required for their job. The primary goal of spiritual leadership is to develop a culture that supports continuous progress, and improvement in customer service, through fulfilling cultural shifts. Leaders seek to unleash the best in people and the best relationships for the higher self and seek inner peace for self and others. Leaders can influence followers' efforts to succeed by increasing the leader's expectations of followers.

3.2 Quality Culture

The formation of a quality culture cannot be separated from two factors, namely internal and external. Internal factors are values that have been ingrained in human beings which are reflected

in all movements and habits, procedures, ideas, and values that are learned and passed down as well as the behavior they generate or artifacts.

While the external factor is the existence of other factors such as the influence of leadership, the environment, so that the values embedded in it change because there is encouragement from external or agents of change. The benefits of a quality culture are as follows: (1) a quality culture creates a clear distinction between one school's quality culture and another school's quality culture, (2) a quality culture brings a sense of identity for school members, (3) a quality culture facilitates the emergence of commitment on something broader than individual interests, (4) quality culture increases the stability of the social system.

Edgar H. Schein stated that there are three levels of quality culture, namely: first; artifacts, is something that is modified by humans for a specific purpose, artifacts can be seen from the structure of an organization and the processes carried out within it Espoused Values, are the values that are supported, consisting of the strategy, goals, and philosophy of the organization. This level has an important meaning in leadership, these values must be instilled in each member of the organization.

Developing a school quality culture through transformational leadership. The results of this study say that the development of a quality culture is carried out by the principal using a management approach, namely the planning stage, the organizing stage, the leadership stage and the evaluation stage. Concerning Optimizing school quality to increase teacher commitment. This study uses an associative quantitative research type with a correlational method. The results of the study say that the efforts to optimize school quality are as follows: adequate infrastructure, focus on internal and external customer satisfaction, professional development of teaching staff, forming committee teams, collaborations built with outsiders, school evaluation activities and setting rewards and rewards.

Furthermore, regarding the strategy of school principals in building the quality of education at MTsN Model Pare, Kediri. This research uses Qualitative. The results of this study suggest that 1) the behavior of school principals in developing the quality of education (communication, motivation, and participation), 2) the principles of strategy in carrying out education quality development (cooperation, building families and facilitating teaching staff in developing their competencies, carrying out division of labor, building cooperation with other institutions, cooperation with the mass media in accordance with clear targets).

On strategies to become a professional school principal. This research employs the Library Research method, namely library research. The results of this study say that the principal has demands to always be a figure who can be a policy maker, problem solver and mediator. Some strategies that can be taken in becoming a professional school principal are 1) rules, 2) giving time, 3) caring and always responsive, 4) utilizing IT, 5) providing academic assistance, 6) innovating.

Based on the initial observations, the researchers found several findings on the criteria and indicators of the functioning of spiritual-based leadership in improving the quality of schools at SMK NU Hasyim Asy'ari Tarub. the first, the principal has created a disciplinary ecosystem, including, the principal makes the vision and mission of the school which aims to provide direction and goals for the school program, the second, the principal makes new breakthroughs towards supporting policies in this case the deputy principal is added to five representatives, namely deputy head of HR Human Resources this deputy is in charge

in one of them by carrying out activities for teachers and employees every morning at 06.45 starting with reading Asmaulhusna and continuing with coaching by the deputy principals to strengthen the school's vision and mission

As for students, students get scheduled coaching activities by starting scheduled morning apple activities from grades ten, eleven and twelfth before entering the room, this habituation aims to provide discipline for departure. Head of SMK NU Hasyim Asy'ari Also conducts Khotmil Quran activities online for teachers and employees, this aims to shape the religious character of teachers and employees.

Pagarnusa , Volleyball, Swimming, Dance, Choir, English Club, IPNU IPPNU, Poster Design, Fulsal, activities This aims to make students more disciplined, obedient and obedient to instructions so that they can be applied in everyday life.

As for other programs, the school principal creates a discipline ecosystem in the school, starting from students or students entering the school gate, there is a reception from the Counseling Guidance teacher, and the deputy headmaster , as well as students who are in charge of welcoming, shaking hands with students as well as controlling the neatness, discipline of students so that they ready to go to class. it doesn't stop there, the students will be disciplined again by the teacher. The first hour students before entering will be lined up in front of the class and enter one by one while being controlled for personal equipment, starting from carrying bags or not wearing socks or not wearing accessories that are prohibited by the school or not. it aims to improve discipline in schools.

It didn't stop there that the school principal also collaborated with IAS (Integrated Assessment Service), which is an independent institution that controls and assesses whether the management carried out by the school is up to standard or not. This aims to improve the quality of schools so that they are increasingly trusted by the community.

The key to the progress and implementation of a quality culture at NU Hasyim Asy'ari Vocational School is the first improvement in terms of management, especially in improving the commitment between teachers and schools so that the quality culture that has been planned by the head can be realized properly. Second, teacher welfare must also be considered so that performance they are getting the maximum and can meet school quality standards and the third is

that the teacher must give examples to students at all times both in behavior and words so that students can follow them properly.

4. Conclusion

Guided by the description above, it can be concluded that: Leadership is an inherent characteristic of a leader, namely the ability to direct, motivate, provide comfort, service, loyalty, respect, guide, direct, ability to communicate, interact, build relationships, father figure and knowledgeable, in Islam the nature of siddiq, amanah, tabligh, fathanah which can influence and has the ability to influence a group towards achieving certain goals

The principal is a teacher who is given additional duties as the principal of a school or madrasa to lead and manage a school or madrasa in an effort to improve the quality of education. Quality culture is a system of shared meaning held by members that distinguishes an organization from other organizations. This system of shared meaning is a set of key characteristics that are held in high esteem by the organization or school.

The school's quality culture is a combination of values, beliefs, assumptions, understandings, and expectations that are believed by school members and used as a guide for behavior and solving internal and external problems they face. That the success of a quality culture lies in the ability of leaders or principals to relate and utilize hard system tools such as strategies, structures, systems with good management accompanied by organizational commitment and well-being.

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