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Urgency Of Adaptive Leadership In Increasing The Quality Of Boarding Schools During The Covid 19 Pandemic

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Abstract

Adaptive leadership is the ability of a leader or leader to be able to adapt to various conditions so as to be able to accept new alternatives in fighting for the achievement of the vision in creative ways without ignoring the goals of the organization or educational institution . The influence of the Covid 19 pandemic was felt in Islamic boarding schools in the regions. Concern about this influence is also a complaint from teachers, ustadz and Tengku in various regions. In situations and conditions like these, adaptive leadership style is very suitable to be applied in Islamic boarding schools , because adaptive leadership means leadership that is capable and intelligent in dealing with various situations and conditions. Adaptive leadership is always able to organize his personality and improve mental quality, to be involved in the process of change, always increases certainty higher, and has a better enthusiasm for learning from every point of change towards the desired reality. So that with the condition of the Covid 19 pandemic, it does not weaken a pesantren or Islamic boarding school leader in running the existing education system. So, the efforts of a leader are highly expected to find solutions to various kinds of problems that arise.

Keywords: Adaptive leadership , Islamic boarding schools , Covid 19 pandemic

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INTRODUCTION

Effective leadership is leadership that is able to grow and develop cooperative efforts and maintain a conducive climate in organizational life. Good leadership is leadership that can integrate task orientation with human relations orientation(Marno,2008).

The importance of this leader and leadership needs to be understood and internalized by every Muslim in this country where the majority of its citizens are Muslims. Allah has spoken to humans about the importance of leadership in Islam, as written in the Al-Qur'an Surah Al-Baqarah verse 30, namely:

"Remember when your Lord said to the Angels: "Indeed, I want to make a caliph on earth." they said: "Why do you want to make (the caliph) on earth someone who will make damage to him and shed blood, even though we always exalt you by praising you and purify you?" God said: "Surely I know what you do not know." (QS. Al-Baqarah: 30).

This verse implies that the caliph (leader) is the holder of the mandate of Allah SWT to carry out the mandate and leadership of the heavens on earth. The word خَلِيفَةً originally meant to replace or come after who came before. On this basis, there are those who understand the word caliph here in the sense of replacing God in upholding His will, but not because God is incapable of or has made man in the position of God, but because God intends to test man and give him respect. There are others who argue to replace other creatures in inhabiting this earth.(Ibn Kasir,2000)

At this time, the world of education is being hit by the problem of the Covid 19 pandemic. In order to break the chain of transmission of Covid 19, the Indonesian government is promoting *Social Distancing* or *Physical Distancing* to stop and slow down the spread of pandemic infectious diseases. This is because the spread of *the SARS-CoV-2* virus that causes Covid-19 can move from human to human up to a distance of 1.5 meters. Therefore extending the distance with someone at least 1.5 meters can minimize the spread of Covid 19. (Krakatau ,2021). This greatly impacts all sectors of life, both from the economic sector, education, tourism, transportation to the fading of social interaction.

Leaders must have a vision and mission, as well as a management strategy as a whole and be quality oriented. During the Covid 19 pandemic, the use of technology is a new alternative that leaders can use as the right solution to properly run an organization during a pandemic and increase the productivity of their followers. The development of information technology during the Covid-19 pandemic increased rapidly. Digital leadership is the ability of a leader to utilize information and communication technology in navigating an educational organization he leads

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so that goals or targets can be achieved.(Inixindojogja,2021)

In situations and conditions like this, the leadership style needed according to the author's observation is adaptive leadership. Adaptive leadership to be implemented in Islamic Boarding Schools in the Indonesian Territory, means leadership that is capable and intelligent in dealing with situations in a variety of incidents. And, they don't stay still with a lot of thinking, but move quickly with various actions, to solve challenges with changes as needed. Adaptive leadership is always able to organize his personality and improve mental quality, to be involved in the process of change, always increases a higher level of certainty, and has a better enthusiasm for learning from every point of change towards the desired reality. This type of Adaptive Leadership is very suitable to be applied by Islamic Boarding School Leaders in dealing with various kinds of problems that have arisen from the Covid 19 pandemic, but by not eliminating the habits and cults of an Islamic Boarding School as an educational institution.

ADAPTIVE LEADERSHIP

Definition of Adaptive Leadership

Adaptive leadership is a pattern of approach to contemporary leadership issues that views an issue as not just a technical problem that must be sought for a technical solution. Adaptive leadership sees that a problem is an adaptive challenge, then handling it does not only rely on experts but teamwork. Leaders are not someone who knows and can do everything. In an era where no one can call themselves all-knowing, all-in-one and all-alone, adaptive leadership is very relevant in responding to the current situation.(Heifetz,2019)

According to Mohamad Guntoro, Adaptive Leadership is leadership that is capable and intelligent in dealing with various situations in various events. This means that Adaptive leadership is leadership that doesn't think much, but quickly moves with various actions, to find solutions to solve problems that occur according to needs. Adaptive leadership is always able to organize his personality and improve mental quality to be involved in change.(Guntoro,2020). According to Peter G. Northouse, *Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive.* Adaptive leadership is the practice of mobilizing people to overcome tough challenges and thrive.(Peter,2016)

Although people often think of adaptive leadership as leader centered, it is actually more follower centered. It focuses primarily on how leaders help others do the work they need to do, to adapt to the challenges they face. Generally, adaptive leadership is concerned with how people change and adapt to new circumstances. In this chapter, we emphasize the processes

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leaders use to encourage others to grapple with difficult problems. Although adaptive leadership is at an early stage of theoretical development, early writing on this approach provided the basis for formulating a model of the adaptive leadership process.(Peter,2016)

So, Adaptive leadership is the ability of a leader to change, adapt and accept new alternatives to fight for the achievement of the vision in creative ways without losing organizational values/norms.

Adaptive Leadership Goals

According to Peter G. Northouse: "The *goal of adaptive leadership is to encourage people to change and learn new ways of living so that they may do well and grow. In short, adaptive leadership is the behavior of leaders and the actions they take to encourage others to address and resolve changes that are central to their lives* .

The goal of adaptive leadership is to encourage people to change and learn new ways of living so they can do well and grow. In short, adaptive leadership is the behavior of leaders and the actions they take to encourage others to cope with and complete important changes in their lives.(Peter,2016)

Adaptive leadership also aims to mobilize people to handle tough challenges so that the organization remains successful. Adaptive leadership has a number of advantages. Every member of the organization is involved and learns to understand the causes of recurring problems. It also leads to better understanding between all hierarchical layers and allows everyone to be open to experimentation and create lasting change.(Heifetz ,2009)

Adaptive Leadership Style

person's trait *is* a neuropsychic structure that has the capacity to knit a variety of functionally equivalent stimuli and initiate and guide the appearance of adaptive and expressive forms of behavior (Allport,1961). The neuropsychic structure forms a person's tendency to respond in the same way to different stimuli. For example, leaders who have the order *trait* tend to always work in an orderly manner and demand that their followers are organized as well and do not like group situations without hierarchies.

An adaptive leadership style will be able to work more effectively in a continuously changing environment by understanding the challenges and growth faced by leaders and then responding appropriately to those challenges. Adaptive leaders will work with their followers to come up with creative solutions to complex problems and at the same time develop themselves

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to handle a wider range of leadership responsibilities.(Bennis ,2021) This adaptive leadership has a strong influence on organizational performance so that it is rational if the downturn in the organization is caused by one of the causes of leadership performance that cannot adapt to change and also does not make organizational strategies that are adaptive to change.

QUALITY OF EDUCATION IN BOARDING SCHOOLS

Pondok Pesantren is a religious institution that provides education and teaching as well as develops and disseminates the concept of *ulumuddin* (Islamic religious knowledge) (Pis,2000) Islamic Boarding School

also interpreted as an Islamic educational institution that is conventionally managed and implemented with a system based on a hostel with a Kyai/Tengku or Ustad as the main center and a mosque as the center of the institution.(Ridwan ,2005) Islamic boarding schools are also the mother of Islamic education, established because of the demands and needs of the times and this can be seen from the course of history. If we *flashback* (looking back) to several years ago, Islamic boarding schools were actually born out of awareness of the obligation to preach or convey Islam, namely spreading and developing Islamic teachings, as well as producing cadres of scholars and da'I (preachers).

Pondok Pesantren can also be interpreted as an educational and teaching institution based on Islamic teachings . In general, this education and teaching is provided in a non-formal manner, namely by means of bandongan and sorogan systems. Where teachers teach their students based on books written in Arabic by great scholars since the Middle Ages, while students usually live in huts or dormitories at the pesantren.(Imam, 1999)

Historically, it must be acknowledged that religious educational institutions have never stopped in the struggle and development of the nation. Since the founding of the kingdom in Pasai (1270), the clergy began to play an important role in the kingdom. In running the government. the kings as custom makers and regulators work together with Islamic Boarding School scholars who master religious laws, so that these religious customs and laws are guidelines in people's lives and everyday life. (Hasbi ,2003). There are also those who interpret pesantren as an Indonesian Islamic educational institution that is traditional in nature to study Islamic religious knowledge and practice it as a guide to daily life.

Pondok Pesantren is an Islamic educational institution that creates many scholars (Tengku-Tengku), preachers, educators, and leaders who have broad insight, so that they are able to solve various kinds of problems of the ummah and are able to deal with trials and obstacles in

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an effort to spread Islam throughout the world. corners of the homeland. Scholars and missionaries who have completed their studies at Islamic boarding schools return to establish new Islamic boarding schools or Islamic boarding schools in their area of origin. So that in the end many Islamic Boarding Schools have been established in various regions.

CONCLUSION

Adaptive leadership must get support from all *stakeholders* and cannot rely on just one person. It takes a team that is willing to support the leadership direction. With the characteristics of adaptive leaders who are also supported by agile teams, an organizational culture and organizational values will be created that are in line with the changing times today. Adaptive leadership is closely related to dexterity. Leadership look far ahead and from outside the organization, not just on the surface and within the organization.

The realization of adaptive leadership should be based on the anticipatory aspects of these things including three attitudes. *First* , be alert to opportunities in the era of adapting to new habits, leaders must be able to see carefully the opportunities that arise related to the goals of the Dauah they lead. *Second* , in making decisions leaders must choose those that are oriented to real action. *Third* , the leader must be an architect or designer of technology that develops both in terms of systems and tools. In an effort to optimize the activities of Islamic boarding schools during the emergency period of the spread of *Corona Virus* Disease 19 (COVID-19) as currently experienced, the leader of the Islamic boarding school

must be able to adapt to the reality of the situation that occurs. This is done by considering a number of things, namely, making new regulations, activating team functions, giving assignments, developing human resources or natural resources and motivating teachers and students.

So, adaptive leadership is very urgent to implement in Islamic Boarding Schools , because the strategy is carried out by setting goals, allocating scarce resources, focusing attention on the goals of Islamic Boarding Schools , coordinating changes that occur, fostering interpersonal contact with followers, and setting a clear direction. correctly or at best when failure occurs. The speed of change faced by Islamic boarding schools today has made many people call for more adaptive and flexible leadership. Adaptive leaders will be able to work with their followers to come up with creative solutions to complex problems and develop themselves to handle responsibility at the same time.

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