

The Concept of Total Leadership of Islamic Boarding Schools in KH Abdullah Syukri Zarkasyi's Perspective (Case Study in Modern Islamic Boarding School Darussalam Gontor 1985-2020)

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ABSTRACT

The existence of Kiai as a leader of Islamic boarding schools are very urgent and vital, because the success of Islamic boarding schools is largely from leadership factor of Kiai, so that he is the main pillar of leadership in realizing the progress of Islamic boarding schools, then KH Abdullah Syukri Zarkasyi saw that, leadership is the source of the benefit and problems of mankind. Even the problems of the people until now are about leadership. The aim of this study is to find out the Total Leadership Concept of Islamic Boarding Schools in KH Abdullah Syukri Zarkasyi's Perspective who has had extraordinary experience in developing Darussalam Gontor Modern Islamic Boarding School from 1985-2020. In this study, researchers used qualitative research with a phenomenological approach, with field exploration and a theoretical orientation or theoretical perspective with a phenomenological approach. From the results of this study, it indicates that the concept of total leadership of Islamic Boarding School in KH Abdullah Syukri Zarkasyi's perspective is Priority, Focus and above personal interests, a leader must be willing and able to devote his time and thoughts to the interests of the Islamic boarding school above personal and family interests. Total leadership must be able to identify and solve all problems and solve them, either independently or delegated to the institution, he is a visionary leader, initiator, anticipatory inspirational, and has an analytical mind on every problem

INTRODUCTION

KH. Abdullah Syukri Zarkasyi in leading Gontor for more than 35 years, he sees that leadership is the source of the benefit and problems of mankind. Even the problems of people until now are about leadership. So, the vision and mission of Gontor's education is to create and form strong and sturdy leaders, leaders who have a noble soul and philosophy of life, true teachings and are seen in the totality of life in boarding school with high discipline, namely discipline that is always applied within 24 hours .

The leadership of KH. Abdullah Syukri Zarkasyi in leading Darussalam Gontor Modern Boarding School (1985-2020) went through two reigns, the New Order and the Reformation. It is undeniable that the pattern of leadership at Darussalam Gontor Islamic Modern boarding school is no longer based solely on individual charisma but on institutional charisma which is reflected by strong and authoritative *collective leadership*.

Collective leadership presupposes that policy initiatives taken by leaders must be communicated to all parties. The aim is to build a common perception at all levels, that the policy is useful for Islamic boarding school education. Institutional policies must get support from waqf institution. the leader cannot make decisions on his own because boarding school does not belong to .

However, in the development of Darussalam Gontor Modern Boarding School, it cannot be separated from the role and thoughts of KH. Abdullah Syukri Zarkasyi, he has interesting ideas on leadership, management, regeneration and strengthening boarding school economy, his thoughts are not just discourses on paper, but have been implemented in the educational institution he currently leads, Darussalam Gontor Modern Boarding School (PMDG). This writing is limited to the thoughts of K.H. Abdullah Syukri Zarkasyi between 1985 and 2011. 1985 was the first year of KH. Abdullah Syukri Zarkasyi leads the PMDG, and 2011 was the year he became ill so he couldn't carry out his activities properly .

Leaders are innovators, with bold and creative ideas, and appropriate actions, providing selling points for organizations that can build public trust. The leader is the educator, with the leader being the educator because the process of being an educator is to humanize humans which must be done in humane ways not in inhumane ways. Thus, producing reliable and trustworthy subordinates . Allah said in QS. Shad verse 26, as follows

يَصِلُونَ الَّذِينَ ۗ إِنَّ إِلَهًا سَبِيلٍ عَنِ فَيْضِكَ الْهَوَى تَتَّبِعِ وَلَا بِالْحَقِّ النَّاسِ بَيْنَ فَاخُكُمْ الْأَرْضِ فِي خَلِيفَةً جَعَلْنَاكَ إِنَّا يُدَاوُدُ
ءِ الْجَسَابِ يَوْمَ نَسُوا ۗ بِمَا شَدِيدٌ ابْعَدُ لَهُمُ اللَّهُ سَبِيلٍ عَنِ

Meaning: O David, indeed We have made you a successor upon the earth, so judge between the people in truth and do not follow [your own] desire, as it will lead you astray from the way of Allah." Indeed, those who go astray from the way of Allah will have a severe punishment for having forgotten the Day of Reckoning. (QS. Shad: 26)

Based on the verse above, it is explained that leaders on this earth must have a fair attitude and not follow their desires because it will lead astray from the way of Allah and those who go astray will get a severe punishment. So, a leader (Khalifah) must have a fair character towards his subordinates.

The dynamics of Islamic boarding schools are not the same as other institutions. The growth and development and success of boarding school cannot be separated from the leadership of Kiai in it. the leadership of Kiai as one of the dominant elements in the life of boarding school. Leadership can be interpreted as a person's ability to influence other people, through direct or indirect communication with the intention of moving these people so that they are willing to follow the leader's wishes with understanding, awareness and pleasure .

Therefore, the existence of the Kiai (leader) and Islamic boarding schools are one unit, because the position of Kiai is very dominant in determining the development of Islamic boarding schools. Among Islamic boarding schools, Kiai is the main actor, because he decides the policy for the development of Islamic boarding schools, both physical and non-physical. Kiai who started boarding school, nurtured it, determined the learning mechanism and curriculum, and colored the life of Islamic boarding school in its daily life.

Therefore, Kiai plays a multifunctional role, apart from being a manager, teacher, preacher, amar ma'ruf nahi munkar, First, Kiai is also being as a cultural agent. he plays the role of a cultural filter that penetrates society. Second, kiai as a mediator, namely as a liaison between the interests of various segments of society, especially elite groups, and other elements of society .

Thus, he is the main pillar of leadership, it is believed to be the main pillar in realizing the progress of Islamic boarding schools. Therefore, in Islamic educational institutions, leaders must really be prepared and selected selectively, bearing in mind the role played by leaders can affect the overall condition of the organization. The progress of educational institutions is more determined by the leader factor than other factors. It is true that there are other factors involved in contributing to the progress of an institution or the setback of an institution, but the position of the leader is still the most powerful and most decisive factor for the future of an Islamic educational institution . So, it is not surprising that KH Abdullah Syukri Zakrkasyi always said ;

“The main task of a boarding school leader is to organize, develop, and live the total life of the Islamic boarding school, for this reason the Islamic boarding school leader must be someone who is diligent, hardworking, masters the problem totally, both concerning values, systems, as well as educational materials and programs, Leaders in Gontor, are educators, who at any time direct, assign assignments, train, oversee, set an example and pray for.”

One of the Islamic leaders who can be an example in leadership in the organization is KH. Abdullah Syukri Zarkasyi. He has succeeded in developing and becoming a leader at Darussalam Gontor Islamic Boarding School in 1985-2020. The success of his leadership is proven by the extraordinary developments, both in the field of education carried out, regeneration, boarding school economy and activeness in various activities in these institutions which are still in great demand by the wider community.

Therefore, KH Abdullah Syukri Zarkasyi's leadership is very interesting to study and to have research with reference to leadership theory as learning material in emulating good leader figures in accordance with Islamic religious teachings, so that they can solve problems in leadership in today's society.

LITERATURE REVIEW

Previous studies taken by the author are, the first is research by Saifuddin Alif Nurdianto "The Totality of Islamic Boarding School Life: A Historical Review of KH. Abdullah Syukri Zarkasyi on the Ideal Concept of Education in Indonesia (1985-2011).

In this research, KH. Abdullah Syukri Zarkasyi considers that education is everything that we see, hear, and feel. Good education teaches the totality of life which is carried out by controlling students in total through extracurricular, intra-curricular and co-curricular activities in order to educate students' intelligence patterns, both intellectually-emotionally, socially, and spiritually. The idea of KH. Abdullah Syukri Zarkasyi regarding education narrows down to one theme, namely an educational institution with a boarding system that does not only provide pedagogical life lessons, but also provides live pedagogical lessons.

During the leadership of KH. Abdullah Syukri Zarkasyi, PMDG has developed into 20 branches spread throughout Indonesia, the number of students has increased 5% per year.

From external perspective, there is recognition from various parties about the education system at PMDG. This recognition, among others, came from the government of the Republic of Indonesia by equalizing the status of PMDG with Senior High School in 2000, an award from the President of Egypt in 2006, recognition from the international community regarding the university system belonging to PMDG by holding the International Conference of the Islamic University League in 2007, and recognition from the Egyptian Ministry of Education and Teaching by providing fifty scholarships annually to PMDG alumni to pursue higher education at Al-Azhar University. The next external influence is the number of community leaders who were inspired by the development of PMDG during KH's leadership. Abdullah Shukri.

Second, Research by Mardiyah "Leadership in Maintaining Organizational Culture at Gontor Islamic Modern Boarding School, Lirboyo Kediri, and Tebuireng Jombang Islamic Boarding School." can be presented as: a. long history; b. Values as the basis of Islamic boarding school behavior; c. The scientific tradition that appears in three Islamic boarding schools have several characteristics: a) The scientific competence of these three Islamic boarding schools is different, b) There are differences in education system at three Islamic boarding schools, c) Conducive learning facilities, d) A conducive learning and work environment, e) Good learning services, f. Islamic boarding school education programs are rational and relevant; d. The institutional management tradition seen in these three Islamic boarding schools have several characteristics: a) Motivation quality and enthusiasm for work, b) Involvement of kiai's assistants and teachers, c) High expectations and support from the community.

The effectiveness of kiai's leadership. Leadership of kiai in maintaining Islamic boarding school's culture; Some of the efforts made by him in maintaining Islamic boarding school are as follows: a. There is a different selection process; b. There is a socialization process; and c. There is top management action.

Third, Angga Pramono's research "The Values of Leadership Education According to K.H Abdullah Syukri Zarkasyi in the Provisions Book for Leaders" Based on the results of the above research, it can be concluded that the values of leadership education according to K.H Abdullah Syukri Zarkasyi in the Provisions for Leaders book include;

First, the value of Sincerity that is manifested by certain methods, namely direction, training, assignment, habituation, escort and approach, Second, the value of Honesty with various trainings, being diligent and able to complete tasks, achieving well, being able to keep the mandate and always being and telling the truth.

Third, the value of sacrifice, which is sacrificing with thoughts, energy, possessions and also feelings, is self-readiness which is determined by the nature of idealism, aspirations and goals in this life, which has an impact on the maturity of mindset, wisdom and leadership.

Fourth, the value of Ukhuwah Islamiyah, which is marked by a good relationship with Allah and humans or the ummah.

Fifth, the value of exemplary. Education in Gontor Islamic Boarding School is exemplary education shown by its leaders. Exemplary leaders must be accompanied by creativity, high fighting spirit, adapting to circumstances, struggling.

Sixth, the value of Optimism, which leaders must have high courage and not be afraid of risks, which is taught through their education, namely: leaders must understand problems as a form of responsibility, must have a strong will, then it will become a character and character that moves, fight and live. So, from here, the researcher wants to thoroughly examine the total leadership of the KH Abdullah Syukri Zarkasyi Islamic boarding school based on experience in leading Darussalam Gontor Modern Islamic Boarding School 1985 - 2020.

METHODOLOGY

The methodology approach of this research is qualitative research with a phenomenological approach, that is, the researcher understands and internalizes the behavior of KH. Abdullah Syukri Zarkasyi in leading modern islamic boarding school Darussalam Gontor from 1985-2020.

This research is a combination of library research and field research because in this study it uses a combination of the understanding of reference analysis of books and opinions obtained from interviews in the field, so it is called two types combination research. This research is a study that uses a qualitative approach, which produces descriptive data in words and not numbers.

Analysis in this study, the authors describe what is related to the total concept of leadership KH. Abdullah Syukri Zarkasyi which was applied while leading Modern Islamic boarding school Darussalam Gontor 1985-2020, using inductive analysis, organizing data from partial data to general and comprehensive data, so that it is easy to synthesize, find data and look for the right pattern in study and decide what can be expressed in writing this dissertation so that it is easily understood by others.

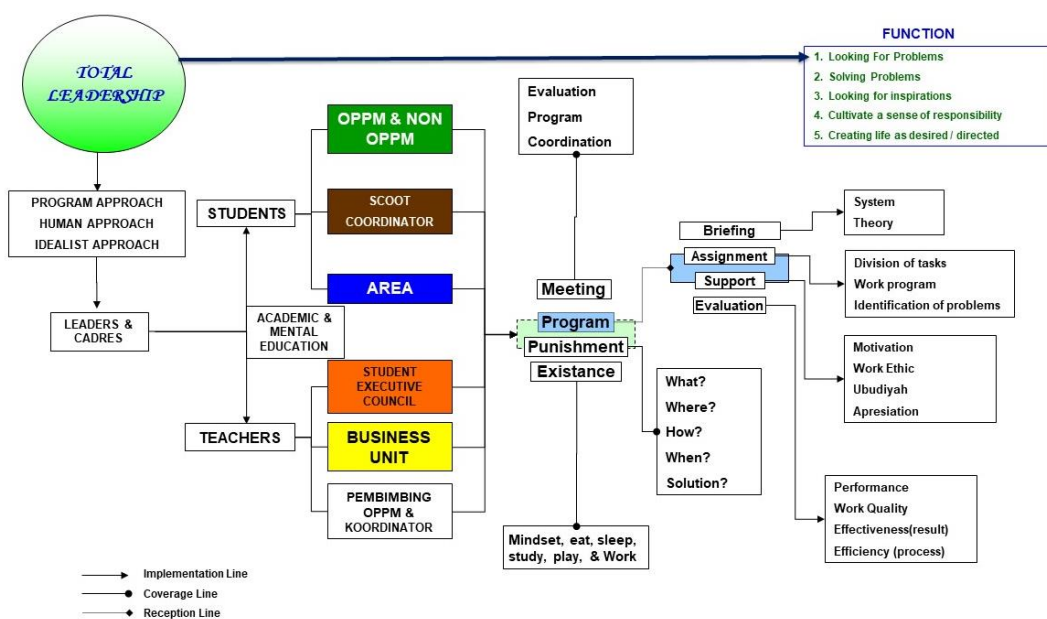
RESULT

KH Abdullah Syukri Zarkasyi as the Leader of this boarding school really understands which authority must be delegated to his subordinates and which cannot be delegated; which ones can be delegated, and when should be handled one-on-one and master the art and skills of delegating some of the important tasks to the staff and educational establishments within boarding school. For example, for the welfare of teachers and their families, he will work directly and not represent anyone. However, in matters of caring for students for 24 hours, he delegates it to the staff and institutions under his delegation.

Kyai Syukri believes "whoever tries really hard, that person will get the result of his sincerity. (Man jahada fainnama yujahidu linafsihi) al-ankabut 6. "in ahsantum ahsantum lianfusikum, wa in asa'tum falaha" Qs. Isra' 7. So that in the totality of KH Abdullah Syukri Zarkasyi's leadership, 9 main elements of Islamic Boarding School cannot be separated from his attention, including: Kyai, Teachers, Santri, Teaching materials, Systems, Facilities and infrastructure, Funds, Activities, Management.

From some of the things above, it can be concluded that KH Abdullah Syukri Zarkasyi's leadership style is a Totality Leadership, where a leader must be willing and able to devote his time and thoughts to the public interest above personal and family interests. Leaders must also be able to identify and solve all problems and solve them, either alone or delegated to the institutions under them. The totality that is applied is how to create an educational environment so that what is heard, seen, felt, experienced and done every day must contain an educational element. It is always emphasized that the activities and movements of boarding school are directed at fostering the intelligence of santri in all its dimensions, both spiritual, intellectual and emotional intelligence. The success of boarding school education is not only determined by parties within this place, but also by parties or community arrangements around the working area of boarding school, so that everything is framed in 4B: think hard, work hard, be patient, pray hard to produce sincere work, complete work and total work.

Table 1. KH Abdullah Syukri Zarkasyi's Totality Leadership Pattern Scheme



DISCUSSION

Educators and leaders are two identities attached to KH Abdullah Syukri Zarkasyi, Leader of Darussalam Gontor Modern Islamic Boarding School. Talking about modern Islamic education will never be separated from qualified leadership skills. He shows this consistently through the Islamic Boarding School Education Institution which he leads as the education center for cadres of community leaders, namely Gontor. Without the strong idealism of the founders and leaders, it would be impossible if at this time Gontor could become a leading Islamic boarding school and a Center of Excellence both at the national and global levels.

Kiai not only manages, teach, lead partially/specially but totally "educate life as a whole", involve themselves with the strongest lillah consequences. Concern for the development of fostered management is absolutely carried out consciously and actively, although sometimes it has to be directly involved, intervene as an exemplary example with all the risks of sacrifice, most of which are not written down. Islamic boarding schools do not consider much profit and loss, but right and wrong, benefits-madlorot on the basis of halal-haram. Being a top priority is managing talent, interest in well-being physically and spiritually with awareness of the spirit of togetherness.

The leadership of Kyai or boarding school caretaker is a very essential element for boarding school. The average boarding school that develops is that Kyai are very influential, charismatic, and authoritative, so that they are highly respected by the community in boarding school environment. In addition, Kyai of Islamic boarding schools are usually also the initiators and founders. Therefore, it is very natural that in its growth, boarding school is very dependent on the role of Kyai.

KH. Abdullah Syukri Zarkasyi always teaches the totality of life. This concept emphasizes education that is truly comprehensive, there is not a single activity that is not regulated, everything is regulated with total quality control. The totality of life is carried out by totally controlling students in order to educate students' intelligence patterns, both intellectually-emotionally, socially, and spiritually .;

"Kyai Syukri is Totality without limits, always separates which are personal rights and which are the rights of boarding school, the scale of priority is boarding school, his breath and thoughts are always what boarding school thinks about, he is a visionary leader. Seeing life far ahead. Read and analyze various kinds of issues with full consideration. And then face challenges with steel will and determination. Oriented to achievement, not just routine or responsibility. It's a loss for people who live somewhere more than five years and they don't excel. A leader must have the soul of an educator, education in Gontor is habituation. Educating is teaching, giving assignments, and getting used to training. educating is electrifying. In educating must be accompanied by a soul of sincere leadership. He always emphasizes his position by speaking with the heart, not with the mouth. He always shows exemplary anywhere and anytime regardless of space and time"

"Kiai Syukri personally has measurable visions and dreams, it's proven that these visions and dreams were realized before he died, he really cares about the alumni boarding schools, I am his cadre, who absorbs the values, struggles and leadership character of Kyai Syukri, he not only uses logic in coaching but there are things that are made a little spiritually vague"

In the essence of totality leadership carried out by Kyai Syukri as the Leader of Darussalam Gontor Modern Islamic Boarding Schools, not totality leadership which means taking all responsibilities and decisions that will perpetuate the authority of Kyai as if they are innocent and tend to be dictatorial. However, leadership that controls all problems and is able to provide solutions to problems that occur. Because those who are led are educational institutions that have a vision and mission to produce Muslim leaders, the leaders then share their power with people who have high credibility and capability. Henceforth, exemplary transfer is carried out and maximizing one's potential in each responsibility so that together we can achieve the goals that have been set .

Totality means that all administrators must know and be able to master the problems that exist in their respective sections, and must coordinate with other sections in every move and step carried out. This is what is known in Gontor Islamic boarding school with the term "non-sectoral". In a broader sense, in this Place all ustadz, administrators, and students must be ready to lead and be led. This motto is implemented in everyday life so it is not surprising and has become a common sight when seeing ustadz who is also a driver serving students for meals and so on.

Strengthened by an explanation from KH Muhammad Badrun Syahir MA, caretaker of Darussalam Gontor Modern Islamic Boarding School Campus 3 Putri, said .;

“Leadership at this boarding school is not always instructional but down-to-up and followed by a control system (guided, escorted, given evaluation assignments with several approaches including: Humane Approach, Idealism Approach, Task Approach.

The leadership in this place is not a bureaucrat, not an administrative official, but educators and uswah. So that you have to understand the role and function of leaders both as leaders, managers, administrators, supervisors, motivators, innovators and evaluators. The leader is Kyai who manages, controls, moves and activates the totality of the life of this Boarding School, both inside and outside.

So, it's not wrong to say, the leader is also a manager or administrator, that is, one who manages the totality of the life in boarding school, but specifically, the pattern of leadership in Gontor is not only managerial or administrative leadership, which only organizes, organizes, and divides routine tasks and then waits for reports and ends up giving decisions that can be made in just a few hours. In Gontor's dictionary, this leadership model is the same as a manager. Judging from its function, the leader or leaders have different functions. In management science. Manager functions to overcome the complexity of pragmatic routines, and only carry out organizational elements, namely POACE (Planning, Organizing, Actuating, Controlling, and Evaluating). Meanwhile, the leader functions to overcome changes and fully understand these changes in the future. At Gontor, leaders are educators, who have far-reaching visions and missions, at all times organizing, directing, assigning assignments, training, escorting, praying and setting examples. Besides that, the leader also functions as a motivator, supervisor, evaluator, even directly involved and intervenes in the whole order of life in the boarding school .

KH Abdullah Syukri Zarkasyi is a leader who is able to predict and take anticipatory steps. Plunging directly and mastering the problem will familiarize the leader with analytical thinking on every problem. So it's not surprising, if he always has anticipatory steps from various things that are faced or that are happening.

A leader must be able to predict the problems that will be faced in total, such as predicting the number of students who will enter and leave, the number of facilities and infrastructure, financial circulation, and the ability of human resources, both students and teachers. Ability in this case will facilitate the delegation of tasks and their implementation. With the ability to predict, a leader can issue decisions quickly and accurately, as well as take anticipatory action on existing problems. This predictive ability requires neat, tight and organized thoughts and experiences .

Senior Teacher and caretaker of Darussalam Gontor Islamic Boarding School Campus 4 Banyuwangi also strengthened the leadership totality of KH Abdullah Syukri Zarkasyi who said:

“The control system that he carried out was extraordinary, leading to total Quality Control, he was very thorough, he was very tight. The control system that is applied is basically a tight fit throughout the life of boarding school, from waking up until going to bed again which leads to the five terms of boarding school namely education and teaching,

regeneration/human resources, building, khizanatullah and the welfare of boarding school family. So that the control is very thorough, both from all activities of the lodge, programs, daily activities, all are tightly controlled so that there are no blemishes.

So based on the above, it can be concluded that Totality is the result of integrity to this place. Why does it have to be total, kaffah for Islamic Boarding School, Totality means thinking thoroughly, not sectoral, not just being comfortable, just looking for safety or a ride on honor. Totality also means working totally and hard, bringing out the peak of ability, because actually the potential that we have and use is still very little, not even commensurate with what we get from Boarding School. Totality also means total soul, whole heart, not ambiguous, also means total patience and prayer.

So, from KH Abdullah Syukri Zarkasyi, said that Islamic Boarding School leader must have a calling and must have several things, including;

1. Organize Intention

All deeds are dependent on intention. Good intentions will lead us to blessings, while bad intentions will lead us to destruction. That's what many people say about intention, because intention is in the heart and cannot be seen physically, so it is difficult to know whether someone is doing something with the right intention or wrong.

In fighting, the first thing we have to do is set intentions. Setting intentions in the heart is not only sticking firmly to that intention and carrying out what must be done, but should intend to reach the end, namely to seek God's blessing. What is the meaning of us doing the work if the intention is wrong. So we should do the work with the right intention and worth of worship.

2. Directly Involved in Boarding School Dynamics

There are many sides that can be entered to understand this boarding school. Involvement in the dynamics of this place is the most effective means to understand, to live up to the essence of its vision and mission, soul and philosophy. In a short time, indeed a santri or teacher cannot be touched and opened to himself with the right understanding, but at the same time, he will be able to understand it, if not in this place, later when he has struggled in society, he will realize, how the life he lived was so valuable and meaningful .

3. Making Santri and Teachers Dynamic and Energetic

To make students and teachers dynamic and energetic, several things need to be done, such as increasing activities in boarding school, if students and teachers do a lot of activities, unconsciously they will be trained to use their mindset in dealing with various things, dividing time and energy to complete all responsibilities. Another thing that can make the students dynamic and energetic is to increase their understanding that the activities carried out are not only to train the souls and mentality of the students, but also to foster enthusiasm so that they love, defend and fight for their boarding school. Next is to take lots of initiative and high discipline.

4. Serving

A leader must have a spirit of serving, not only being served, everything is done for the promotion and development of Islamic Boarding School. Servant leadership is a type or model of leadership that developed to overcome a leadership crisis experienced by a society or nation.

Servant leaders tend to prioritize the needs, interests and aspirations of the people they lead above themselves. The orientation is to serve, the perspective is holistic and operates with spiritual moral standards.

5. Social Learning

In boarding school system, which is a dormitory, students are required to live with many people with different characters. Islamic boarding school can be said as a miniature of society. In education, knowledge indeed occupies an important position, but it is even more important if we learn early in society, develop independence, carry out responsibilities, and become individuals who are ready to be placed in any atmosphere.

6. Organization, Cadre Formation Forum

It has been explained above that cadres are efforts that must be made in order to continue the struggle of an organization. The organization is the right container or place for training, coaching, brewing the souls of cadres of leaders who will later be involved in the community. Through responsibility, participation in various activities and training his mind so that he can solve problems appropriately.

7. Creating Blue Blood

It is widely known in society that people with blue blood are people who are of royal descent. However, a question arises here, whether all people who are called blue-blooded are definitely descendants of the nobility or descendants of Kyai.

KH. Abdullah Syukri Zarkasyi, argues that blue blood is how strong we cultivate ourselves, cleanse the soul with wirids, prayers, our fatihah, our tahajjud, our reading of the Qur'an, our hard work, cleanliness our heart. That's what will process our blood into blue blood. Blue is a symbol of peace, tranquility, prosperity and glory .

With the above efforts, we hope that we can create our own descendants of blue blood, namely descendants who are pious, and people who have blue blood. Let's not do prayers just because we hope for material things, more than that, our hope is to get strength of faith and peace of mind.

What is instilled by Kyai Syukri is a form of encouragement from a leader to his subordinates to rethink and seek, or innovate to create new ways of working in completing their tasks. This totality leadership style is packaged into a format called the art of leading. The art of leading is the art of moving others to achieve predetermined goals. This skill is carried out by the Leader in leading Islamic Boarding Schools.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this research about the concept of total leadership of Islamic boarding school in KH Abdullah Syukri Zarkasyi's perspective (1985-2020), it is concluded where a leader must be willing and able to devote his time and thoughts to the interests of the Islamic boarding school above his personal and family interests. Leader must be able to distinguish Islamic boarding school's money from personal money, not mix up its affairs with personal affairs, leaders who are able to identify and resolve all problems and solve them, either individually or delegated to the institutions, always emphasize that the activities and movements of Islamic boarding school are directed to fostering the intelligence of students with all its dimensions, both spiritual, intellectual and emotional intelligence. the success of Islamic boarding school education is not only determined by parties within it, but also parties or the community order around the working area of that Islamic boarding school, so that everything is framed in 4B, such as think hard, work hard, be patient, pray hard to produce Sincere Work, Smart Work, Complete Work, Quality Work and totality work.

There are several recommendations which author want to convey to related parties;

1. To the leader of Gontor Islamic Boarding School

The leader plays the important role of determining whether an institution that is entrusted will have a progress or not, therefore, a leader must be able to manage the existing potential, and the concept of total leadership of Islamic boarding school in KH Abdullah Syukri Zarkasyi's perspective is a model that can be applied and practiced in managed institutions, resulting in what is aspired by the institution in accordance with the vision and mission.

2. To the foundation or Owner of The Institution

As the owner of the institution must be able to provide leadership training, so that the leadership that is applied can be productive and on target, so that what is formulated by the vision and mission can be achieved, then the leadership model based on KH Abdullah Syukri Zarkasyi's experience can be a role model that becomes reference for leaders in Islamic boarding schools.

3. To the Government and the Ministry of Religion of the Republic of Indonesia

A leader must have characteristics that support his leadership, values that are in accordance with Islamic teachings, or the values of goodness as a human being. In this case, leaders must always protect all their citizens or group members in a wise and prosperous way for their people, so that the realization of a just and civilized social life in accordance with the foundation of the Pancasila State. So that this Dissertation can be a reference or a new formula in formulating Ideal Leadership in Islamic educational institutions and Islamic boarding schools.

ADVANCED RESEARCH

This research can only reflect a small description of the research themes which is discussed. In other words, this research is inseparable from errors, deficiencies and there is still a lot of material that has not been fully discussed. So that this research is still open to further comprehensive and in-depth research. Based on the context discussed, The Leadership Concept of the Islamic Boarding School of KH Abdullah Syukri Zarkasyi's Perspective (1985-2020), 6 Leadership Values that must exist in a leader, in an effort to achieve goals, vision and mission. For this reason, it is hoped that future researchers can examine it from various different perspectives. This means that the concept of Total Islamic Boarding School leadership must be redeveloped, not only according to one figure but also through many figures who study it, so that more leadership education values can be created and can be beneficial for educational institutions to produce good future leaders. This is also a view that can be used as the object of research by other researchers in the future.

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