**IMPLEMENTATION OF FEMALE CAREGIVERS’ TRANSFORMATIONAL LEADERSHIP IN ISLAMIC BOARDING SCHOOL (*PESANTREN*)**

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Abstract

This study aims to reveal: (1) the nature of female leaders at Nurul Ummah Putri Islamic Boarding School (PPNU-Pi), (2) the decision-making process carried out by female caregivers, and (3) whether the leadership of female caregivers in PPNU- Pi fits the transformational leadership style.

This research is qualitative research using the case study approach conducted at Nurul Ummah Putri Islamic Boarding School. The data sources are caregivers, administrators and students. The data were collected through interviews, observation, and documentation, and analysis using the interactive model of Miles Huberman consisting of data collection, data reduction, data display and conclusion drawing.

The results are as follows. (1) Female caregivers at PPNU-Pi have a firm, caring, intelligent, simple, communicative, and optimistic nature. (2) The decision-making process at PPNU-Pi begins with identifying the problem, followed by finding alternative solutions, selecting alternatives together with caregivers, implementing the solution, after applying the solution there is a trial period to see how effective the solution has been implemented. (3) The implementation of female caregiver leadership in PPNU-Pi applies important characteristics in transformational leadership which include ideal influence, inspirational motivation, intellectual stimulation, individual consideration. So the results of research that states women tend to be transformational are also evident in PPNU-Pi. But it would be better if the caregiver should be able to embrace the board more so that there would be no caretakers who are shy or afraid. The interview result shows there are still administrators who feel shy and scared. Fear and shyness can hinder communication, especially administrators are connecting hands of caregivers. Caregivers and caretakers should make policies that can truly discipline students through pesantren regulations and caregivers contribute directly to the implementation of policies in the form of these regulations, because there are still many students who lack discipline and violate the rules.

***Keywords:*** *leadership, transformational, women.*

Abstrak.

Penelitian ini bertujuan untuk mengungkapkan: (1) sifat pemimpin perempuan di Pondok Pesantren Nurul Ummah Putri (PPNU-Pi), (2) proses pengambilan keputusan yang dilakukan oleh pengasuh perempuan, dan (3) apakah kepemimpinan pengasuh perempuan di PPNU-Pi cocok dengan gaya kepemimpinan transformasional.

Penelitian ini merupakan penelitian kualitatif dengan menggunakan pendekatan studi kasus yang dilakukan di Pondok Pesantren Nurul Ummah Putri. Sumber data dalam penelitian ini adalah pengasuh, pengurus, dan santri. Data dikumpulkan melalui wawancara, observasi, dan dokumentasi, dan dianalisis menggunakan model interaktif dari Miles dan Huberman yang meliputi pengumpulan data, reduksi data, display data dan penarikan kesimpulan.

Hasil penelitian adalah sebagai berikut. (1) Pengasuh perempuan di PPNU-Pi memiliki sifat yang tegas, peduli, cerdas, sederhana, komunikatif, dan optimis. (2) Proses pengambilan keputusan di PPNU-Pi diawali dari mengidentifikasi masalah, dilanjutkan dengan pecarian alternatif solusi, pemilihan alternatif bersama dengan pengasuh, penerapan solusi, setelah penerapan solusi ada masa coba untuk melihat seberapa efektif solusi yang sudah diterapkan. (3) Pelaksanaan kepemimpinan pengasuh perempuan di PPNU-Pi menerapkan ciri penting dalam kepemimpinan transformasional yang meliputi pengaruh ideal, motivasi inspirasional, stimulasi intelektual, pertimbangan individual. Sehingga hasil penelitian yang menyatakan perempuan cenderung transformasional juga terbukti di PPNU-Pi. Namun alangkah lebih baiknya pengasuh sebaiknya bisa lebih merangkul pengurus agar tidak ada pengurus yang merasa sungkan ataupun takut. Karena dari hasil wawancara masih ada pengurus yang merasa sungkan dan takut. Rasa takut dan rasa sungkan bisa menghambat komunikasi terlebih pengurus adalah sambung tangan dari pengasuh. Sebaiknya pengasuh dan pengurus membuat kebijakan yang benar-benar bisa mendisiplinkan santri melalui peraturan-peraturan pesantren dan pengasuh turut andil mengawasi secara langsung pelaksanaan kebijakan yang berupa peraturan-peraturan tersebut, karena masih banyak santri yang kurang disiplin dan melanggar tata tertib.

*Kata kunci:* kepemimpinan, perempuan, transformasional.

Introduction

1. Background

Leadership is a very important thing in an organization, both formal and informal organizations. In fact an organization can run or fail depending on leadership. This is because the leader has the main responsibility for the failure or success in carrying out a job, so the position of the leader in an organization is at the most important position. Suharsaputra (2016: 19) revealed leadership is the ability to influence someone to do something to achieve the goals set. Suharsaputra emphasizes leadership on the ability to influence others, while Hermino (2014: 126) states that leadership in a general sense shows the process of activities in leading, providing guidance, controlling behavior, feelings and behavior towards others under his supervision. C. Turney (1992) in Martinis Yamin and Maisah (2010: 74) have also expressed their opinions regarding the notion of leadership, namely as a group process carried out by someone in managing and inspiring a number of jobs to achieve organizational goals through the application of management techniques. Judging from these opinions it can indeed be known, that the existence of leadership is important and has influence to achieve goals in an organization involving members of the organization.

Today, in society, pros and cons are created if a woman becomes a leader in a public organization. Some communities agree if a woman is a leader and some others disagree. Bass (1990) and Klenke (1996) in Nahiyah paper (2013: 4) argue that women who will appear to be leaders are likened to the effect of a glass roof that seems to have no barriers because it is invisible or invisibility, but actually obstructs and inhibits the women to occupy leadership seats.

Everyone can be a leader at any level, both as leaders of government, institutions, and society. Likewise with female leaders, women also have the right to be leaders at every level. In fact, it can also be a war leader, regardless of male or female gender. As revealed by Mubin (2008: 65-66) which states, that women can be leaders at any level, even can also become war leaders, regardless of gender. Based on this opinion means that women are also considered to have the same ability as men to be able to become a good and competent leader. Previously, in a long period of time, women were seen as people who were unable to run various masculine fields, including being a leader. Based on a data presented from the Human Development Report, different data can be presented as shown in the diagram. 1 below.

Diagram 1. Comparison of Women and Men Ratios in ASEAN Countries in 2012 Source of Human Development Report



The data shows, that in ASEAN countries especially Indonesia, Laos and Cambodia still experience gender inequality. That is, the role of women in an organization or parliament is still not comparable with men. In addition to the existence of gender inequality in society, the data above shows that men are better suited to be leaders while women are not. Because in terms of their nature women are considered more suitable to work at home as housewives. In this regard Amelia Fauzia (2004: 21) argues:

“Conceptually based gender inequality is a reflection due to the definition and standardization of different gender roles in men and women towards something based on the division of labor according to gender categories and ideological assumptions. With the strength of patriarchal gender ideology, men and women do not have the freedom to determine the choice of social, cultural and legal roles.”

The paradigm of the division of labor between men and women eventually lead to irregularities if it finds the phenomenon of women carrying out work that is usually more appropriate for men to do. For example, such as being an *ojeg* driver, a tire repairman, a pedicab driver and as a community leader, consider men to be more suitable than women. The gender equality agenda that was intensified in Indonesia has paid off. Nowadays, there are many phenomena in society that show the existence and progress of a woman. The form of existence and gait of women can be seen from several important positions in Indonesia that have been or are currently occupied by women. For example, the position of president was held by Megawati Soekarno Putri, the minister of maritime was once occupied by Mrs. Susi Pudjiastuti, the minister of finance was occupied by Sri Mulyani, the minister of health was occupied by Ms. Nila F. Moeloek and several other women ministers.

Then the question arises what about leadership in *pesantren*? The existence of leadership in a boarding school is not much different from the leadership in other formal institutions. It's just that leadership in *pesantren* is leadership in special religious institutions. Generally, when discussing leadership in *pesantren*, which always appears as a leader figure is a *Kiai* (male caregiver), therefore the leadership of a woman in a *pesantren* is often invisible. When in fact, women in the *Kiai*'s family such as wife and children have a big role in managing the *pesantren*. Furthermore, Srimulyani has made observations on the lives of women in the *pesantren*, their representation and leadership. In particular, her position as an important female figure in a *pesantren*. The existence of women's leadership in the *pesantren* is a result of negotiations. The form of negotiation is to continue to play a role in the *pesantren*, although structurally, it is often not counted as a leader of the *pesantren*. Following is Srimulyani's statement (2012: 136).

*“Pesantren women's lives, their agency, and leadership, specifically as playing female figures of pesantren. An observation on their lives and agency has presented something beyond the "gender bias" limitations as more complexities of gender roles can be understood. Admittedly, although pesantrens are attached to religious patriarchal values ​​which emphasize the dichotomy of public and private domains, the life of some has indeed illustrated how these dichotomized domains could be "negotiated".*

The thought of leadership in *pesantren* led by the *Kiai* gave rise to a *mindset,* that *pesantren* is an institution that adopt a patriarchal system. In fact, there is a *pesantren* whose leadership main is held by a religious figure, namely *Pondok* *Pesantren* *Nurul Ummah Putri* (Nurul Ummah Putri Islamic Boarding School). One of the boarding school administrators explained that although there is a figure of the *Kiai* the management and leadership of the *pesantren* are dominated by the *pesantren* figure. Every activity, regulation, and matters related to Islamic boarding school are more often discussed and decided by *Nyai* (*Kiai’s* wife).

The emergence of *Nyai* who leads the *pesantren* finally raises questions about how leadership in the *pesantren* works and what leadership style is used by the *pesantren* in leading the *pesantren*. A theory from Bass, Avolio, and Atwater (1996) in paper the women's leadership made by Nahiyah (2013: 4) has found that men generally display leadership more transactional than women. Conversely, women in a leadership are more likely to display transformational than men.

Kenneth Nowack in Wirawan (2013: 505) also conducted research on the differences between men and women when they became leaders. There are two conclusions from the results of the study, they are:

1. Women use more participatory and leadership transformational when compared to men.
2. The hormone *Oxytorin* causes differences in women's leadership to be more transformational while men are more transactional.

The existence of these research results, the authors feel the need to conduct research to determine its suitability in the field. The leadership that run in Nurul Ummah Putri Islamic Boarding School led by women also transformational. In other words, this research is to prove the results of research which state that women are more inclined to transformational leadership. The author will find information on whether the leadership that run in accordance with the characteristics of leadership transformational or not. In addition, the author will look for information about the character of the leader and how the decision making process is carried out by caregivers.

1. Findings and Problem
2. **Character of Female Caregiver at Nurul Ummah Putri Islamic Boarding School Kotagede (PPNU-Pi)**

Someone's leadership style is more influenced by one's character. According to Bohlin, Farmer, and Ryan (in Sudaryono, 2014: 25) character is interpreted as a special sign or pattern of behavior from someone. Based on the results of the study, the characters in caregivers PPNU-Pi Kotagede are as follows:

1. **Decisive**

Decisive is one of the characters that exist in the caregiver. Both the board and the santri admitted that caregivers do have firmness in carrying out leadership. Caregivers also realize that. When interviewed, the caregiver revealed that he was a strict figure, especially in terms of applying religious law and regulations in pesantren. She revealed, that firmness in the caregiver was indeed needed, especially in terms of the application of religious and regulation laws in boarding schools, there was no tolerance when carrying out religious law, because it was the law of Allah, the regulations made in boarding schools also refers to the laws of Allah.

The same thing was conveyed by NM regarding the firmness of caregivers. NM said that caregivers have a strict character that can be seen from the way the caregiver speaks, applies laws and regulations in the pesantren, and teachings and religious law. NM said, caregivers do not discriminate when giving punishment, for students or administrators if there are violators there is still a punishment that is certainly appropriate and educating.

The same statement was also delivered by one of the ARA students who stated that the caregiver's tone of speech was quite loud and firm, so that students who did not understand would think the caregiver was angry. Even though the character of the caregiver's tone is firm and loud. Assertiveness of caregivers in leading pesantren is recognized by the caregivers themselves, administrators, and students. This assertiveness is which then slowly helps the santri to be continue consistent in upholding religious law and pesantren regulations and continue to carry out all activities in the pesantren.

When researchers conducted observations at the pesantren on March 5, 2018 there were some students who were serving the sentence reading the Koran in a standing position. They are students whose number of sorogan does not meet minimum standards of attendance, so they receive punishment. This is one proof of the caregiver's firmness, which is to provide punishment for students who are less disciplined.

1. **Caring**

The caregiver's figure in addition to having a firm character also has a high enough concern for students and with others. NM when interviewed conveyed, besides being strict the caregiver also had the character to care for the students and the people around him. The caregiver is also a smart person and his daily life is lived up to the simplicity of both the clothes and the food consumed. Caregivers always maintain communication by always deliberating when deciding cases. Optimistic also becomes the character of caregivers in carrying out leadership.

The supervisor of the equipment division also said that the caregiver is a figure who really cares even with the garbage collector. NK conveyed that caregivers every month besides providing salaries to cleaners who cleaned the garbage, the caregivers also provided additional groceries such as oil and rice in addition. Not infrequently caregivers also spend their personal money to give to garbage cleaners as additional money for their children's snacks.

The caregiver's form of care was also seen when the writer made observations. Students who are junior and senior high school students want to take the national exam. Caregivers hold joint prayers aimed at students who want to take the national exam so they get ease, fluency, and graduation.

Based on the results of interviews and observations it can be seen, that caregivers are people who have concern, both for students and other people who are not students.

1. **Smart**

Caregiver is not a graduate from a-tertiary well known institution, but a caregiver is a smart person. Caregiver has memorized 30 juz Al-Quran at a young age, besides the caregiver also served as chairman of Jogja City Muslimat Organization for up to 3 periods. According to NK, one of the PPNU-Pi administrators, the caregiver held the head of the Muslimat for 3 periods not because the caregiver nominated himself, but the Muslimat members agreed to elect her for up to 3 periods. This is also proof that she has intelligence in leading an organization.

One of the students who also interviewed her to fill the boarding school magazine also acknowledged her intelligence, the student with the initials NI said the caregiver always included an argument or basis legal when answering questions. The language used by caregivers also reflects people who are intelligent and have many insights.

During a visit to the caregiver's house, there is indeed a huge collection of yellow books and books that show that caregivers really like to study and read. Santri who had the initials ARA also said that the caregiver was able to study books for the upper-class Madrasa Diniyah whose books had entered a difficult stage and needed a deep understanding.

1. **Simple**

The caregiver's simplicity is reflected in the way she dresses. When visiting the caregiver's house, the clothes she wore were dressed in negligee of mothers in general and rectangular headscarves that only put needles on the neck. The caregiver herself admitted that she rarely bought new clothes because the old clothes were still good and decent. In addition, many alumni when they come to bring clothes, gloves, or sandals.

Simplicity of caregiver not only in terms of clothing, the food consumed is not fancy food as presented in luxury restaurants. A manager with the initials NK said that the rice and vegetables eaten by the caregivers were also the same as the rice and vegetables that were allotted for students. Her Santri with the initials ARA also acknowledged the simplicity of the caregiver. ARA said the simplicity of the caregiver was very visible from the clothes worn, even though only by ordinary clothes the caregiver still looked elegant and beautiful because of his morals. Say ARA.

1. **Communicative**

The position of a leader certainly requires good communication, instead communication is the most important thing that must be controlled by a leader. The existence of communication becomes the main media to provide direction, provide influence, and give tasks to subordinates. Good communication will produce good responses from subordinates. One of the management, NK said that between the management and the caregiver the communication relations were smooth and good. Every important thing that requires a caregiver's decision is always communicated with the caregiver. Vice versa with caregivers, she also always conveys important cases and always invites deliberations of the management when it concerns the interests of the people, especially the students. The caregiver will usually also call the management regarding the issue to be discussed. Like the problem of building a pesantren facility that is going to build a new building for the classroom, the caregiver will call the management of the equipment division for discussion. The caregivers also remember one by one the names of the management, making it easier to coordinate.

The figure of the caregiver also has a straightforward communication without much strings attached and firm. Tempo or the speed of talking of caregivers is also fast. When visiting the caregiver and expressing the intention to interview, she firmly replied that she was busy, willing to be interviewed but in a written way. From there the authors know that caregivers are not the type of caregivers who like to make small talk, and he when speaking also tends to be fast, so that requires good concentration of listening.

Based on information from the NK sister besides having good communication, it turns out that the caregivers also have a strong memory by knowing the names of the coordinators of each boarding school division. This makes it easier to communicate, because caregivers can communicate the problems that occur with the person in charge of each division.

1. **Optimistic**

All hopes, intentions are important for the benefit of students, and well-intentioned desires certainly require sacrifice and strong conviction to be achieved. Nyai Barokah herself conveyed that if a hope is good and noble must be faced with optimistic so that all can be passed and reached. Of course all efforts must be accompanied by optimism, prayer and real effort, said the caregiver.

The Chairperson of PPNU-Pi said that for the benefit of the santri, the caregiver struggled very hard, sacrificing a lot of things both material, energy, thought, time, and the caregiver continued to struggle. It is also a form of caregiver's optimism, that as long as there is effort and struggle, there will definitely be a way and finally can find success.

One of the administrators of the equipment division also said the thing same, sister NK said that when the caregiver had the intention of land acquisition to the west of the pesantren, the caregiver would unceasingly invite all students and administrators to continue to pray specifically regularly for the ease of land acquisition. The caregiver feels optimistic and believes that by continuing to pray coupled with effort, what becomes acan be immediately wish granted.

Based on the results of the interview above, it can be concluded that PPNU-Pi caregivers do indeed have a strong belief when having a purpose, especially the intentions or expectations related to the benefit of many students.

1. Decision Making Process of Nurul Ummah Putri Islamic Boarding School Female Caregivers

Taking decisions is one of the important tasks of the leader. How the leader analyzes and observes the problems that are happening also reflects the intelligence of the leader. The existence of a problem that occurs is a manifestation of a mismatch between expectations and reality, so it requires a way out or a solution to deal with the problems that occur. The following are the results from the field regarding the decision making process of women caregivers at PPNU-Pi.

Sister NM explained that decision making from caregivers was inseparable from the role of the boarding school administrators. The problems in the pesantren will first be discussed by the board through a monthly plenary meeting. Plenary meeting is a large meeting of the management of all the divisions. The divisions in PPNU-Pi security division, hygiene and health division, education division, secretary, treasurer, equipment division, cooperative division, public relations division, and 3 representatives from the management of each complex in the, and also the management of pesantren madrasa diniyah . Each division will explain and explain the progress and problems experienced in turn. After exposure to the problem, all the administrators together analyzed the cause and tried to find a solution. After finding a solution, the relevant management will convey to the caregiver to be discussed with the caregiver and decide which solution will be taken.

The results of the interviews show that the problems that occur will be first discussed and some solutions are sought by the new management and then will be submitted to the caregiver to determine which solution will be used. Then from the author the question arises what if the problem is urgent and needs a solution immediately. It turned out that the management also used to hold internal meetings with their own foreign exchange. This is to anticipate problems that really need a solution immediately. A related steward will hold a meeting as soon as possible and immediately found a solution. The interview also showed that not all problems were addressed to caregivers. The board will try and deliberate to find a solution first. It is intended that the management can really help caregivers and can ease the burden on caregivers. In addition, caregivers are busy people and often travel out of town, so that the caretaker must be able to represent the caregiver and ensure all activities in the pesantren run as they should even though the caregiver is not in place.

The solution that is produced during the plenary meeting and has been favored by the caregiver will then be run. After running, there will be a monitoring period. The monitoring period means the time to observe the solutions that have been implemented, whether successful or not or still need new solutions. Usually problems that require monitoring are problems that can be solved by requiring a long period of time. For example, security issues related to night patrols for female students to maintain the security of pesantren.patrols are Nightcarried out alternately each room. It turned out that the santri putri were enthusiastic about holding a night watch because they were given permission while watching a film accompanied by snacks and coffee. The enthusiasm of female students to circulate patrolling shows that there is a security solution that works well.

The caregiver also turns out to be the person who upholds deliberation in setting decisions. Caregivers will first consult with the board before setting. Mrs. CH said that every case relating to the benefit of the caregiver always decides by deliberation, even the caregiver always asks whether the problem being faced has been discussed beforehand with other administrators. This shows that caregivers are democratic figures who uphold the value of deliberation. The good thing is that a caregiver is someone who knows the caretaker well. When the caregiver wants to talk about problems regarding pesantren security, the caregiver will call the name of the pesantren security coordination, if he wants to talk about development issues then he calls the board manager. Said the NM sister.

Based on some explanations and the results of the interview above, it can be concluded, that the decision making of female caregivers in PPNU-Pi is assisted by all levels of the management, this aims to provide convenience for caregivers and as a form of business of the administrators to reduce the workload and burden thought of caregiver. It is also known that decision making begins with problems that occur which are then brought to the plenary meeting forum once a month. The plenary meeting with the entire management board resulted in several alternative solutions which were then reported, discussed, and decided with the caregiver. The solution that has been chosen is then applied and after it is implemented there will be a trial period of several months. This trial period is useful to find out how effective the solution has been implemented. If it is still not effective, another solution will be found.

1. Implementation of Transformation Leadership for Women Caregivers at Nurul Ummah Putri Islamic Boarding School

Description of the results of this study were obtained from the field and elaborated in accordance with the sub aspects that were made previously. The following are descriptions of the results of research that have been carried out:

1. Ideal influence

On the sub-aspect of the ideal influence has been divided into two indicators, while the indicators are:

1. Indicted/respected

Leadership in Islamic Boarding School Nurul Ummah Putri (PPNU-Pi) held by KH Munir Syafaat and Nyai H. Barokah Nawawi, but for the main leadership is held by Nyai Barokah Nawawi, both from the management and boarding school management. This is in accordance with the statement of the chairperson of PPNU-Pi, NM. The reason for caring is more dominantly held by Nyai Barokah is because from the beginning the establishment of the pesantren putri all of its management was handed over by Nyai Barokah. The female pesantren was first established by Nyai Barokah together with Kiai Asyhari Marzuqi, who then managed the female santri entirely to be handed over to Nyai Barokah, while Kiai Asyhari himself managed the first male santri. Then after changing care, the Islamic boarding school for management and management remained held by Nyai Barokah.

Her position as a caregiver, Nyai Barokah was administered by the management and students. Whatever is the command of the caregiver is always carried out by the students and administrators. The administrators also try to carry out what is mandate for them with as much as they can. This is consistent with the results of interviews with administrators and students. Sister ARA and sister NM are always trying to revere and carry out what the caregiver offered, for them the caregiver is the figure of the second parent after the biological parent. As long as they study at pesantren, their caregivers are their parents. So as much as possible they are always reverent and running caregiver row.

Nyai Barokah herself when asked about the injustice of the students and administrators, he answered, that in general the students and administrators were quite respectful of her. She also said that however they are busy at school, each student and administrator could carry out the duties of pesantren, studying the Islamic sciences, worship, associate, carry out the rules and regulations of the pesantren well.

The results of observations found in the field also support the results of interviews with informants. It is found in the field that students who want to study the Koran never go to the caregiver’s table while standing, but in a walking condition with their knees, as well as when completing the study, the students leave the caregiver's table not standing and facing away from the caregiver, but in a walking condition with both knees and walking back off. When they met caregivers on the street, students did not dare go ahead of him, they preferred to stop first. This is part of the students' respect for caregivers.

The results in the field were also found, that not all students have strict adherence to caregivers, because there are still students who violate the dawuh / caregiver's advice. This is proven in the field, there are still some santri undergo punishment for violating the rules of the Islamic boarding school both punishment related to security division or punishment with educational division.

1. Requested approval for each decision or activity

The activities in the Nurul Ummah Putri Islamic Boarding School are very diverse, ranging from routine activities to incidental activities both organized by the educational division and from the committee. The management and the committee are responsible for running the event or activity. The implementation of the activity or event is not merely held and run smoothly, but the management and the committee had previously requested approval from the caregiver.

Nyai Barokah herself stated that almost all activities in the pesantren were with her approval. This is consistent with the results of interviews with students of ARA who acted as the organizers of the haul event, ARA said that in the event the committee will not move unless it has been approved by a caregiver, although usually caregivers give freedom the committee to run the committee, but the committee remains seek the approval and opinion of a caregiver.

The manager who acts as the chairperson also states the same thing when asked with a similar question, that when the board has ideas about new activities, or solutions to problems that occur, the board never relinquishes caregivers. In a sense, the caretaker always conveys to the caregiver and discuss with the caregiver. The former PPNU-Pi CH chairperson also stated that he always requests the caregiver's approval when asked about the caregiver's approval in every decision and activity.

The results of observations in the field also support the results of interviews conducted with several informants. In the field, it was found during the preparation of the 14th KH Asyhari Marzuqi’s Haul Ceremony, the committee and the board managers meet the caregivers to ask for opinions or approval regarding the date of the event determination, the various series of events, logistics needs, the need for equipment, and several other needs. It was also found that the committee security concerned about students who often committed violations serious enough to then be given appropriate actions or policies based on the deliberations of the management and caregivers, as well as discussing the work program of the security management regarding the construction of fences in the parking area of the lodge for security.

1. Inspiring motivation

In the sub-aspects of inspirational motivation in it are divided into two indicators, as for the indicators, namely:

1. Providing challenges in work

Providing challenges in carrying out tasks or commands to subordinates will provide their own learning. The challenges will make them learn and try seriously in carrying out the duties and commands of the leadership. Not much different from the duties and orders given by a caregiver to the boarding school administrators. The challenge will make the administrators learn more about many things and will be able to complete the tasks and commands of the caregivers well.

Nyai Barokah herself said that she did indeed provide a challenge for the management when they carried out the duties and orders from the caregivers which of course the challenge was adapted to the capabilities and conditions that exist. This indicates that the caregiver understands and considers the capabilities of the management, because she has adjusted to the existing conditions and conditions. Nyai Barokah also stated that she gave challenges to the management through many things, especially through communication, direction, discussion and evaluation.

For the managers themselves, the taste of the challenges that they receive perceived different each individual. This is because the burden of each management division is different. For the Chairperson of PPNU-Pi, the challenge perceived is when the caregiver's time is collided with a schedule of lectures or important activities outside the dormitory, so that she demands that she can manage his time as effectively and effectively as possible.

Another challenge that is often faced by administrators is when what is offered by the caregiver is reversed with what is expected by the students, so the administrators must be able to convey what the caregiver offered to the students in a language that is acceptable to the students. The caretakers also sometimes have difficulty to unite the caregiver dawuh with the wishes of students. This was not only felt by Ms. NM, but the general chairperson of the previous period, Mrs. CH also experienced the same thing.

The challenges that they both experienced were obstacles to communicating and uniting the caregiver's dawuh with the desire of the santri. Both administrators experienced problems or experienced the same challenge of aligning caregiver desires with the wishes of students.

1. Communicating important goals to be achieved

Communication is a very important thing in an organization, because with the communication then everything can run smoothly and problems can be resolved. Nyai Barokah's caregivers are accustomed to sharing or communicating what are important objectives in pesantren, problems encountered in the management of pesantren and santri, and all matters relating to pesantren. Vice versa when the board also has an idea, or a new work program will meet the caregiver to ask her agreement. Communication that is established between caregivers and managers is well established and intense.

The caregiver also understands with whom and with which division she must communicate important matters and goals. This it even makes easier to achieve a goal or intent, because she directly communicates with the relevant division. Interview results show, caregivers have a high awareness of the importance of communication for the continuity and interests of pesantren, as well as for achieving the benefit and goals to be achieved.

The results of interviews with several informants above are also supported by the results of observations by researchers in the field. In the field it has been found, that caregivers do establish good communication with the administrators, especially regarding matters relating to boarding schools, found caregivers calling administrators to discuss something related to the interests of boarding schools. Usually, the caregiver will also summon the administrator for the problem to be discussed. Like when before the Haul Ceremony was held, caregivers often called Haul committee to discuss matters relating to the performance of Haul Ceremony.

1. Intellectual stimulation

In the sub-aspects of intellectual stimulation in it are divided into two indicators, while the indicators are:

1. Practicing Innovation or New Ideas at Work

One of the transformational leader characters is a leader who practices innovation or new ideas in doing work. Innovation or new ideas indeed be important, because with the innovation organization will be developed in accordance with the demands of the times and adapt to the needs of the moment. Ms. CH conveyed, Nyai Barokah as a leader in PPNU-Pi was innovative and applied new ideas in carrying out her leadership. She tried to find out how and how to solution if he find a found a problem or found a new policy that would still have problems. The results of interviews with Ms. NM also stated the same thing about the innovation of Nyai Barokah Nawawi. Innovative and trying to find new ideas in running the leadership then made Nyai Barokah a caregiver who thought about the benefit and progress of students, administrators, and boarding schools.

The observations in the field also show that caregivers do have an innovative attitude in carrying out their leadership. She tried to find ways how problems that exist in boarding schools can be resolved or activities in boarding schools can run well. For example, in PPNU-Pi on Friday night, all studies were closed, but the caregiver thought about how to make the santri holiday even though a day can be useful and enjoyable, so the caregiver together with the management made a policy, that Thursday night when holidays are filled with events that support students. The usual programs on Thursday night are the 4 language speeches, muqoddaman, al- barzanji, and simtutdhuror. The programs are carried out in such a manner every Thursday night.

1. Exploring new ideas and creative solutions of the students

Caregivers in addition to providing a solution on the board, he also explored the creativity of the board and his students. This is done as a form of deliberation so that the decisions and regulations that are made provide the common good. The board is a connection between the caregiver in carrying out boarding school management, and therefore the board will also take part in making policies or regulations at the boarding school even though later to decide the policy remains with the caregiver. The contribution given to the administrators is one of the forms in the form of excavating ideas and ideas carried out by caregivers. The caretaker himself said that exploring the ideas and creativity of the students was important to obtain mutual benefit, because humans were indeed created, they should be sharpening, caring, and caring.

The results of interviews with the Chairperson of PPNU-Pi stated that caregivers are figures who provide opportunities for their students to learn and understand. Not only learning about the yellow book, but the caregivers also want students and administrators to learn how to organize and coordinate through courtesy at events in pesantren, learn to find solutions to problems being faced during the implementation of activities, and most importantly learn to socialize and socialize even within the scope of small. From there it will emerge new thoughts and ideas because they are constantly honed by obstacles so they can find solutions.

Based on the results of interviews, exploring ideas and creativity from administrators and students is usually done by Nyai Barokah. Because it is considered capable of bringing benefit and goodness to be together. Interviews with several informants also in line with the results of field observations. Researcher found that when the madrasah’s semester exams were finished, the pesantren held a haflah event to commemorate the pesantren's birthday. The committee of events is formed by the board and authorized by the caregiver. The entire committee worked hard in making the event a success, after the committee had been formed, the caretakers gave up all the events including activities to be held in the event. The committee also created ideas and creativity to create a series of activities that were interesting and as exciting as possible. After the plan is activity formed, it is recommended to the caregiver, after obtaining an ACC, a series of activity plans are carried out.

The results of these observations indicate that caregivers do provide opportunities for their students to explore their potential and creative ideas, provide space and facilities for students to express their thoughts and creativity.

1. Adapted considerations

In the sub-aspects of individual considerations in it are divided into two indicators, while the indicators are:

1. Give awards to students who excel

Giving awards to students, employees, teachers, or employees who excel will provide their own motivation. Because what they have worked for and those they strive for feels more valued. Giving awards is also a form of appreciation and can also be a motivation for other parties who have not yet received an award. The award also varies both material and non-material, because the award is not merely in the form of gifts, rewards, money, or in the form of other objects.

Caregiver Nyai Barokah convey, that she could not give an award to the students and administrators who excel in material form. She also said that the form of appreciation that he gave to students or administrators who excel in the form of appreciation and spirit, awards in the form of prayers and feelings that can only be felt by certain individuals concerned.

The board also gave the same statement when interviewed. The caretaker said that Nyai did indeed give an award to the students who excelled even though the form of the award given was not in the form of material. The Chairperson of PPNU-Pi in the period previous, Mrs. CH, also said that caregivers would be more direct when there were students who were diligent or achievers and caregivers would pay attention. Although giving more attention to students who are diligent and achievers, it does not mean that caregivers are discriminating towards their students. Usually the caregiver will be more direct so that the achievements of the students can be more useful. For example, students who are close to or memorizing have completed memorizing the Koran will usually often get advice to continue to add enthusiasm and increase the frequency of memorizing rote, and caregivers will often monitor and test the memorization students'. This is a form of attention and form of caregiver appreciation for students who have certain achievements.

Based on interviews with several sources can be known, that as a caregiver, Mrs. Nyai Barokah is a person who appreciates the achievements of her santri, and did not hesitate to give appreciation to students who excel.

Field observations also show that caregivers do not reward their students with forms material, but caregivers give appreciation and expressions of pride towards their students. Seen during the peak night of Haflah, Graduation Madrasah, and the distribution of care report cards congratulated the students on the graduation and expressed their pride to all graduates because this year was the most graduated from previous years. Provision of shahadah as proof of exemplary santri was also carried out. For students who have never been absent from the Qur'anic sorogan, worshipers and who never play truant from the pesantren will be given the title of exemplary santri. During the evening distribution of raport and graduation, the santri exemplary will be summoned and given shahadah directly by the caregiver. Caregivers will give hugs and congratulations and students can take pictures together with caregivers. When this happens many students cry out and want the same thing to happen to them.

1. Providing learning opportunities for every student

*Santri* with the initials ARA states that when teaching or mastering the Quran, caregivers do not discriminate against their opportunities, only students who still cannot read fluently will be given extra hours to provide by the certain *ustadzah* that has been appointed. The aim is to catch up and accelerate the smoothness of the Koran. In the observation it was also known, that all students whether administrators or not waiting in line to deposit memorization to caregivers, all in accordance with the order of the queue and all given the same service and treatment when reciting. All students who recite when wrong are rebuked and guided on the wrong reading. There is no difference in treatment between one *santri* and another *santri*.

1. Method

The type of research used in this study is qualitative research, because the data generated in the form of descriptive data. Nana Syaodih (2013: 60) argues that qualitative research is research aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of individuals individually or in groups. Qualitative research uses data collection various methods such as interviews, observations, and documentation.

The approach used in this research is a case study. The reason for using the case study method is due to the condition of pesantren which have male and female caregivers but who more dominant is female. This is a rare event considering that so far the culture in pesantren is still thick with patriarchal culture. The case study described by Stake in Cresswell (2010: 20) is a research strategy in which researchers carefully investigate a program, event, activity, process, or group of individuals. Cases are limited by time and activity, and researchers gather complete information using various data collection procedures based on a predetermined time.

The data source of this research is the caregiver of the Islamic Boarding School Nurul Ummah Putri along with administrators and students, because caregivers and administrators are the actors who plan and create pesantren management, plus students as targets for policies made by caregivers and administrators. There are three data collection techniques that will be used by researchers in conducting this research, namely interviews, observation and documentation.

The data validity checking technique used in this study is data triangulation. Information or data obtained is verified by comparing the results of several data collection techniques. This study uses an interactive model analysis technique of Miles and Huberman namely the stages of data collection (Data Collection), Data Reduction (Data Reduction), Data Display then Withdrawing Conclusions and Verification (Conclusion, Drawing/verifying) Sugiyono (2013: 246-253).

Discussion

1. **Character of Female Caregiver in PPNU-Pi**

Character is a basic value that builds a person's personality, is formed both due to the influence of heredity and environmental influences, which distinguishes it from others, and manifests in his attitudes and behavior in life daily (Samani and Hariyanto, 2013: 237). In terms of character, caregivers PPNU-Pi have a number of characters that are felt by students and administrators who become caregiver styles in leading pesantren. The character of a caregiver who is strict in enforcing pesantren regulations is also religious rules indiscriminately. The way he spoke also showed that he had firmness and intelligence.

When viewed from the character of caregivers, he has a masculine side that is reflected in the firmness and form of communication that is straightforward. However, as a caregiver caring attitude women cannot be covered up. Having care for other people is the character of PPNU-Pi caregivers. Want to give help to others who are in need. The caregiver's care is not only aimed at his students, but also to others, even though he only works as a garbage cleaner at the pesantren. Caregivers in accordance with that described Narwanti (2012: 64) social care is an attitude and action that always wants to provide assistance to others and communities in need.

Other characters besides caring from caregivers are smart. The caregiver's intelligence was also seen, both because he was indeed a teacher at the madrasa diniyah and capable of writing books for the upper class and he was a leader. Her leadership had also been up to 3 periods in the Muslimat organization. Sudaryono (2014: 35) explains intelligence is the capacity to understand the world, think rationally and use resources effectively when facing challenges.

Simple is also one of the characters of caregivers. Simple in terms of clothing and in terms of food has become a habit of caregivers. The simple character of a caregiver is in accordance with what was delivered by Wijaya (2014: 117) that a simple attitude is a person's habit to behave according to his needs and abilities. Simple can also mean not excessive or does not contain luxury.

A good leader is a reliable communicator. Most of the time used by a leader is to communicate, both internal and external. Leaders' activities are carried out through two-way communication, both verbal and nonverbal communication (Sudaryono, 2014: 34). The steps of the caregiver and the caretaker have been right, both from the caregiver and the caretaker both maintain good communication with each other. Even though the management has a feeling of being reluctant and afraid that they will make mistakes, the communication continues to run well.

An optimistic attitude is also one of the characteristics of caregivers. Optimistic also means having a strong belief in a hope or desire. An attitude optimistic usually will give birth to a serious effort to achieve what the hopes and desires. The sense of optimism in caring in the pesantren is in line with the opinion expressed by Seligman (1991) in (Ghufron, 2011: 96) conveying optimism is an overall, view seeing good things, positive thinking, and easy to give meaning to individuals who are optimistic able to produce something better than the past, trying to keep up trying again if it fails. Caregivers also have a great effort, sacrifice both in material and non-material terms to realize expectations.

All the characters or personalities in a leader figure are also explained by Hadari Nawawi (1998: 84-90) which states that there are certain requirements personality or character that must be possessed by a leader in order to truly become a role model and be able to carry out leadership well, these characters include:

a. Have good intelligence and intelligence

b. Self-confidence and membership

c. Proficient, communicative and suave

d. Creative, full of initiative and have the will to progress and develop for the better

e. An influential and authoritative organization

f. Having expertise or skills in the field

g. Like to help, like to give directions and can punish firmly, consistently, and wisely

h. Having emotional stability and patience

i. Have a spirit of dedication and high loyalty

j. Dare to take decisions and be responsible

k. Honest, humble, simple, and trustworthy

l. Wise and just

m. Discipline

n. Knowledgeable and broad-minded

1. **Decision Making Process of Women Caregivers**

Stages or decision-making processes at PPNU-Pi are not entirely carried out by caregivers, but are also carried out by administrators as a connection between caregivers. The decision-making process at PPNU-Pi is still carried out in several stages. The first stage is to identify the problem. Problems that occur in the pesantren will be identified and shared in plenary meetings. Problem identification is done to find out the cause of the problem, where the problem occurs, and what kind of problem is happening. Rivai et al (2014: 652) convey that themaking decision-process begins when the social system or organization faces a problem. And the problem is the imbalance between what should be and what is.

The process after identifying the problem is alternative identification. Alternative identification is carried out jointly with all levels of the board through a plenary meeting that is scheduled once a month. Each administrator can provide a solution or a way out of a problem that is happening. Rivai (2014: 406) explains that alternative identification is the ability to obtain as many relevant alternatives as possible. After getting a number of solutions from the plenary results, some management will convey to the caregivers about the problems that occur and several alternative solutions that have been made at the plenary meeting. Here there is a discussion between the management and caregivers to determine which alternatives are more suitable to be applied Rivai (2014: 406) determine the priority is to choose among many alternatives and this is the essence of decision making.

Implementation or implementation is the next step after the determination of alternative solutions made between caregivers and administrators. Implementing a solution usually has a trial period over a period of time. This trial period to see whether the solution is applied successfully or not. If there is a discrepancy, or the problem is still not resolved, the caretaker together with the caregiver will return to look for other alternatives. The trial period also provides benefits for evaluating the results of implementing the solution. Rivai (2014: 655) explains, that the evaluation of results is to assess the process and results of the implementation of the decision whether it is as expected and make corrections in implementation if necessary.

1. **Women's Caregiver Leadership Transformation**
	1. Ideal Influence

Based on the results of research in the field, it has been found that PPNU-Pi caregivers are caregivers who have charisma so that the caregiver is condemned, respected, and obeyed by his students. In addition, caregivers also become role models of moral goodness. The situation in the field is in accordance with the opinion expressed by Peter G Northouse (2013: 151) explaining the ideal influence can also be said as charisma or influence ideal. The ideal influence is the emotional component of leadership. The influence idealdescribes leaders who act as strong role models for followers.

Another opinion was also conveyed by Robbins and Judge (2008: 91) they stated, that the ideal influence in transformational leadership is the behavior of leaders who provide vision and mission, generate a sense of pride, and gain respect and trust from subordinates. They also stated that the ideal influence is also called charismatic, where followers have deep faith in their leaders, feel proud to work with their leaders, and trust the capacity of their leaders in overcoming every problem.

* 1. Inspiring Motivation

In this inspirational motivational aspect, leaders are able to provide positive motivations, are able to express important goals to subordinates and create efforts that are able to encourage subordinates to achieve organizational goals. The results of the field study found that PPNU-Pi caregivers were figures of caregivers who could motivate their students to carry out the management mandate and communicate the important objectives of the Islamic boarding school to be achieved.

The situation in the field is in line with the opinion expressed by Wirawan (2014: 141) in which he argues, that inspirational motivation in transformational leadership is that leaders are able to create a clear picture of the future state (goals) that can optimally be achieved and can increase the expectations of the followers for that purpose. Another opinion was also conveyed by Robbins and Judge (2008: 91) which stated that inspirational motivation is the behavior of leaders who are able to communicate high expectations, convey common goals by attracting and inspiring subordinates to achieve goals that produce progress for the organization.

Bass and Riggio (2006: 6-7) state that inspirational motivation is to behave by motivating and inspiring those around them by giving meaning and challenges to work, team spirit is stimulated, enthusiasm and optimism will be displayed, so that leaders will get followers who are actively involved with communication patterns intense and show commitment to shared goals.

* 1. Intellectual stimulation

In this aspect of intellectual stimulation the leader will try to look for new ideas and new ways of doing things. Leaders also provide stimulus and encouragement to followers to be able to be creative and innovate in carrying out their duties. The results of research in the field show that in carrying out its leadership, caregivers of PPNU-Pi are always looking for new ideas, new ideas, or alternative ways, especially in making policies and finding solutions in dealing with problems that occur in pesantren. Caregivers also involve their administrators and students to contribute new ideas and creative solutions.

The results of the study are in accordance with the theory stated by Wirawan (2014: 141) which states that intellectual stimulation is a leader providing stimulation to his followers to be creative and innovative. The leader encourages his followers to use their imagination and to challenge how to do something that is acceptable to the social system. A similar opinion was also conveyed by Robbins and Judge (2008: 91) which stated that intellectual stimulation is the behavior of leaders who are able to increase the intelligence of subordinates to increase their creativity and innovation, increase rationality, and careful problem solving.

Opinions from others namely from Bass and Riggio (2006: 6-7) they state intellectual stimulation on transformational leaders is to encourage the efforts of their followers to be innovative and creative by questioning assumptions, reframing problems, and approaching situations in new ways. Creativity is encouraged, there is no public criticism of the individual mistakes of its members, new ideas and creative problem solutions are collected from followers, including in the process of overcoming problems and finding solutions.

* 1. Individual Considerations

The figure of the caregiver is someone who has the attention and affection for his students. Caregivers try to provide good quality education and be useful for their students. Caregivers have been very supportive of positive activities that benefit students and events that are able to build the spirit of students. This matter is in line with the opinions of several experts, based on the opinion of Garry Yukl (2015: 317) individual considerations include providing support, encouragement, and training for followers. The leader will try to understand the status, position, and expectations of members well. The leader gives personal attention to the members he leads.

Robbins and Judge (2008: 91) also argue that individual consideration is the behavior of leaders who give personal attention, treat subordinates individually as individuals with different needs, abilities, and aspirations, train and give advice, and treat each follower as individuals and accompany them, monitor and grow opportunities.

Opinions from Bass and Riggio (2006: 6-7) transformational leaders pay special attention to the needs of each individual follower for achievement and growth by acting as a coach or mentor. The leader listens more to his followers. Delegation of tasks as a means to develop delegated tasks by monitoring whether followers need direction or support and to assess progress.

Based on the opinions of the experts above it can be concluded, that leaders who have individual considerations are leaders who can provide encouragement, direction, advice or input, and provide training as a form of learning opportunities for followers. It was found in the field, that PPNU-Pi caregivers had the criteria stated by some of the experts above. Caregivers always provide encouragement or motivation for their students to continue to strive to achieve what is expected, so that students can remain disciplined in learning and memorizing the Koran, as well as giving awards to students who excel. Caregivers also provide guidance to their students to be more targeted and not break the rules.

Conclusion

Based on the results of research conducted in the field, it can be concluded as follows:

1. Female caregivers at PPNU-Pi have a firm, caring, intelligent, simple, communicative and optimistic nature.
2. The decision-making process at PPNU-Pi begins with identifying the problem, followed by finding alternative solutions, then selecting alternatives together with caregivers, followed by applying the solution. After applying the solution there is a trial period to find out how effective the solution has been implemented.
3. The implementation of female caregiver leadership in PPNU-Pi applies important characteristics in transformational leadership which include ideal influence, inspirational motivation, intellectual stimulation, individual consideration. So the results of research that states women tend to be transformational are also evident in PPNU-Pi.

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