

## EMPOWERING FEMALE LEADERSHIP: ORGANIZATIONAL MANAGEMENT STRATEGIES AT DAYAH TERPADU ULUMUDDIN FOR DEVELOPING STUDENT LEADERS

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**Abstract :**

*This study offer approach new in development leadership female students through management organization students at integrated pesantren, with focus on integration religious values and skills leadership practical. This aim For analyze effectiveness management organization student in form personality and leadership female students at pesantren. The method used in this research is a qualitative approach with data collection techniques through in-depth interviews, observation and documentation analysis. The research subjects consisted of student organization administrators, teachers and female students. The results of the research show that student organization planning at pesantren includes the formation of a clear organizational structure, understanding the schedule of student activities, as well as implementing standard operational procedures and sanctions. The consistent implementation of these programs has succeeded in forming female students' personalities who are disciplined and organized. Apart from that, the trustworthy and democratic leadership style applied by integrated santri leadership organization, with support from the care team, is effective in forming student leadership with character and responsibility. This research is expected to provide scientific references to continue to develop and update leadership programs and strengthen cooperation with other institutions that share the same vision. In addition, there needs to be periodic evaluation to ensure the effectiveness of the program and adjust it to the evolving needs of female students.*

**Abstrak:**

*Penelitian ini menawarkan pendekatan baru dalam pengembangan kepemimpinan santri putri melalui manajemen organisasi santri di pesantren terpadu, dengan fokus pada integrasi nilai-nilai agama dan keterampilan kepemimpinan praktis. Tujuannya adalah untuk menganalisis efektivitas manajemen organisasi santri dalam membentuk kepribadian dan kepemimpinan santri putri di pesantren terpadu. Metode yang digunakan dalam penelitian ini adalah pendekatan*

*kualitatif dengan teknik pengumpulan data melalui wawancara mendalam, observasi dan analisis dokumentasi. Subjek penelitian terdiri dari pengurus organisasi santri, guru dan santri putri. Hasil penelitian menunjukkan bahwa perencanaan organisasi santri di pesantren meliputi pembentukan struktur organisasi yang jelas, pemahaman jadwal kegiatan santri, serta penerapan prosedur operasional standar dan sanksi. Pelaksanaan program-program tersebut secara konsisten telah berhasil membentuk kepribadian santri putri yang disiplin dan terorganisasi. Selain itu, gaya kepemimpinan amanah dan demokratis yang diterapkan oleh organisasi kepemimpinan santri terpadu, dengan dukungan dari tim asuhan, efektif dalam membentuk kepemimpinan santri yang berkarakter dan bertanggung jawab. Penelitian ini diharapkan dapat memberikan referensi ilmiah untuk terus mengembangkan dan memperbarui program-program kepemimpinan serta memperkuat kerjasama dengan lembaga lain yang memiliki visi yang sama. Disisi lain, perlu ada evaluasi berkala untuk memastikan efektivitas program dan menyesuaikannya dengan kebutuhan siswa perempuan yang terus berkembang.*

## INTRODUCTION

The presence of Integrated Dayah Ulumuddin in Uteunkot Cunda, Lhokseumawe, Aceh, Indonesia is institution Islamic education that adheres to it boarding system or lodge, combined with system education from the Ministry of Religion and the Ministry of National Education. Dayah plays an important role in developing the quality of Muslim human resources so that they are able to play an active role and survive in the era of globalization. In contrast to schools which only provide education for about eight hours a day, Dayah Terpadu Ulumuddin provides education throughout the day, where students are required to live and carry out activities in the dormitory. To manage various student activities 24 hours a day, a structured student organization or organization is needed, namely the Ulumuddin Dayah Integrated Student Organization (OPDTU). OPDTU provides opportunities for students to develop and express themselves, train organizational skills, and manage madrasa and dormitory activities. The coaching carried out through OPDTU aims to guide, direct, improve the thinking power, mental attitude, behavior, as well as interests and skills of students, which ultimately not only shape the students' personalities but also their leadership.

Student organizations are very important because apart from fostering leadership attitudes, they also provide various significant benefits, especially for Islamic boarding school students (Ihsan et al., 2021; Prasetyo et al., 2021; Aziz et al., 2021 Sanjani, 2024). Organizations such as OPDTU (Ulumuddin Dayah Integrated Student Organization) offer a place for students to develop social and communication skills, through active participation that teaches cooperation, collaboration and understanding group dynamics. Additionally, the organization helps students develop time management and decision-making skills, as they have to balance academic duties and organizational responsibilities, which increases discipline and order. Student organizations also enable students to apply theories learned in class in practical contexts, enriching

their learning experience and understanding of lesson material (Marwiji et al., 2024; Maulidia, 2023).

Islamic boarding school organizations can also provide a safe and controlled environment to develop character and moral values, strengthen faith and piety through the practice of Islamic values in daily life (Faisal et al., 2023; Arifin et al., 2024; Nasser et al., 2022). Finally, student organizations help build self-confidence and independence, as active students gain experience facing challenges, solving problems, and taking initiative, all of which contribute to the formation of strong and independent personalities (Kusmiyati, 2023; Islamiah & Maulidiah, 2024; Saraswati et al., 2023). Therefore, student organizations are not only important for developing leadership but also for developing various other important aspects within students.

Students' attitudes and personalities can be determined by three main factors that have shaped them since they were young, namely education, experience and practice (Sahuri, 2022). Education is a basic need in a person's life, both as a necessity for life and a need for the soul to survive various challenges in the future (Rusydi & Himmawan, 2023; Yasin, 2021). Through education, humans not only gain knowledge but are also directed to optimize all their human potential (Husni & Muhammad, (2021). Education helps individuals realize their reality, shape character, and build critical and creative thinking abilities. In the twenty-first century, we are in a very competitive situation, where every individual is required to have excellence and high adaptability (Kahar et al., 2021). Rahayu et al., 2023). Apart from education, experience and practice also play an important role in forming attitudes and personality, because through them, students can learn to face real situations, develop skills, and gain a deeper understanding of themselves and themselves. the world around them (Lumuan et al., 2023).

Previous research on Islamic boarding school leadership organizations has highlighted various important aspects in developing leadership and management capacity in Islamic boarding school environments. Research by Yani et al., (2023) emphasizes the importance of training for Islamic boarding school administrators to improve their leadership and managerial skills, which has a positive impact on the overall performance of the organization. A study conducted by Yaqin et al., (2022) presents a case study regarding leadership and management training for administrators of Islamic boarding school students at the Badridduja Islamic Boarding School, showing the effectiveness of various training methods in increasing the competency of administrators. Zuhri et al., (2023) also contributed by highlighting specific training needs for administrators of santri organizations at the Al-Amien Bugih Pamekasan Islamic Boarding School, as well as offering recommendations for more effective training programs. In addition, Kilag et al., (2023) explored best practices in leadership education for leadership educators, by examining various methods and strategies that are effective in teaching leadership, aiming to provide guidance for educators in developing a quality leadership curriculum. Research by Fatimah & Syahrani, (2022) discusses leadership strategies in overcoming educational problems, highlighting the importance of adaptive and innovative leadership

strategies in facing educational challenges, as well as providing practical examples of the application of these strategies in the Indonesian educational context. Jamilah, (2021) examines moderate Islamic education to increase nationalism among Islamic student organizations in Indonesia in the Society 5.0 era, highlighting how moderate Islamic education can contribute to the development of nationalist values and national identity, as well as the important role of student organizations in this process. Overall this research shows that appropriate and targeted training is crucial in strengthening the organizational structure and performance of santri leadership in Islamic boarding schools, as well as improving the quality of management of these organizations, in addition to the importance of innovative and moderate educational approaches to building effective leadership and strong nationalism.

This research introduces a multidisciplinary approach to student organization management, integrating concepts from management, psychology, and education to create a comprehensive and adaptive model. By utilizing digital technology, it enhances communication, coordination, and performance evaluation with real-time, data-based tools. This approach aims to improve management efficiency and effectiveness while developing members' soft skills and active involvement. Conducted at Dayah Terpadu Ulumuddin in Uteunkot Cunda, Lhokseumawe City, an Islamic boarding educational institution, the research aspires to provide a practical guide for student organization managers to foster academic achievement and personal development among members.

The purpose of writing this article is to develop a student organization management model by identifying and developing a model that combines concepts from management, psychology, and education, thereby creating a more comprehensive and adaptive approach. This research was conducted at Dayah Terpadu Ulumuddin located in Uteunkot Cunda, Lhokseumawe City, an Islamic educational institution that adheres to a boarding system combined with the education system of the Ministry of Religion and the Ministry of National Education. Examine effective methods in developing soft skills and increasing the active involvement of student organization members, with the aim of creating an environment that supports academic achievement and personal development. It is hoped that it can contribute new knowledge in the field of student organization management which can be adopted by similar educational institutions in Indonesia, in order to improve the quality of management and management of student organizations in general.

## RESEARCH METHODS

The approach used in this study is a qualitative approach. The type of research used is a case study, namely an intensive description of efforts to form good personality and leadership through the student organization at Dayah Terpadu Ulumuddin. Qualitative research is aimed at describing and analyzing events, phenomena, beliefs, attitudes, perceptions or thoughts individually or in groups (Waruwu, 2023; Purwanto et al., 2023). In addition, this research is called qualitative research because it describes the phenomenon being studied without special treatment of the data source. Data were analyzed inductively. This

research was conducted at Dayah Terpadu Ulumuddin located in Uteunkot Cunda, Lhokseumawe City, an Islamic educational institution that adheres to a boarding system combined with the education system of the Ministry of Religion and the Ministry of National Education. This research location was chosen based on the researcher's interest in Dayah Terpadu Ulumuddin. In fact, the student organization at Dayah has made it a force to strengthen policies for students from the time they enter Dayah until they become the best graduates with Muslim character and good leadership skills and academic aspects.

The data sources consist of primary data, which was collected directly from the deputy head of the care sector, the head of the female dormitory, the foster carer, 7 female OPDTU administrators, and 2 female students, as well as secondary data from the Dayah administrative archives. Data collection techniques include observation, interviews and documentation, with the researcher as the key instrument. The data was analyzed descriptively qualitatively using the Miles and Huberman model, which includes data reduction, data presentation, and drawing conclusions to describe the planning and implementation of OPDTU in forming the personality and leadership of female students at Dayah Terpadu Ulumuddin, Uteunkot Cunda, Lhokseumawe City.

## **FINDINGS AND DISCUSSION**

The Dayah Integrated Ulumuddin Student Organization (OPDTU) is a student organization under the deputy leader in the field of care, established at the aliyah level (MA and SMK) for students at Dayah Integrated Ulumuddin. OPDTU aims to foster responsibility, enhance abilities, and encourage creativity among students, promoting focused and positive activities. Before detailing OPDTU's efforts in shaping the personality and leadership of female students, the researcher will outline key aspects of the research, including a brief history of Dayah Integrated Ulumuddin, foundational references, profiles of teaching staff, students, and graduates, facilities and infrastructure, organizational structure, student activity schedules, OPDTU's standard operational procedures, rules and regulations, management roles and responsibilities, and the system of violations and sanctions for female students.

### **Student Organization Management**

The management of the Ulumuddin Dayah Integrated Student Organization (OPDTU) plays an important role in forming the personality and leadership of female students. Through various structured programs and activities, OPDTU develops the character of female students into individuals who are disciplined, responsible and have a strong leadership spirit. OPDTU organizes leadership training, discussions and social activities aimed at improving the interpersonal skills and critical thinking abilities of female students. Apart from that, OPDTU also instills high religious and moral values, so that female students can become leaders with integrity and ethics. With this holistic approach, OPDTU not only prepares female students to be academically successful, but also as leaders who are able to face future challenges wisely and confidently.

An existing field phenomenon, the planning process for the Ulumuddin Dayah Integrated Student Organization (OPDTU) in an effort to form the personality and leadership of female students starts from several stages, including; Planning for the formation of a student organization is carried out by understanding the female students' activity schedule, establishing standard operational procedures for OPDTU in their duties, as well as knowing the forms of violations and sanctions that have been determined by the Dayah Integrated Ulumuddin student organization. On the other hand, it was explained that the initial effort made to shape the personality and leadership of female students at Dayah Terpadu Ulumuddin from year to year was to mobilize a student organization called OPDTU.

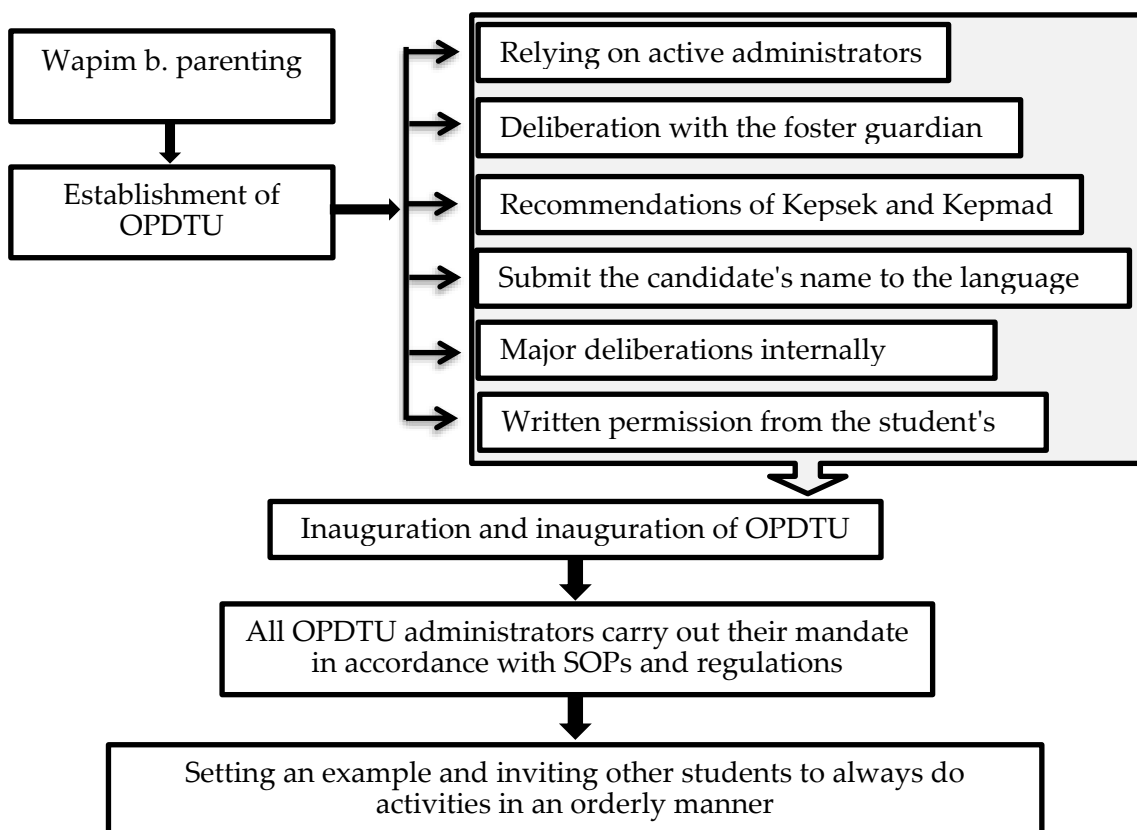
In the case of selecting female students as candidates for OPDTU administrators for the 2023 term of office, the deputy head of the care sector carries out the following six processes: relying on the OPDTU administrators for the 2022 term of office, holding discussions with foster carers, obtaining recommendations from the school principal and madrasa head, submitting the names of prospective administrators to the department. language institutions , hold large internal deliberations, and obtain written permission from the students' guardians. This structured process aims to ensure that prospective OPDTU administrators have the right qualifications and can carry out their duties well in shaping the personality and leadership of female students.

In the first stage, relying on OPDTU administrators for the 2022 term of office is considered effective because they as active administrators already know other female students more closely. The selection steps taken are that the chairman of OPDTU creates an association of all field administrators. The administrators of each field have the opportunity to write down the names of potential successors and temporary positions according to their abilities and hand them over to the deputy head of the care sector. Next stage, the deputy head of the care sector held a deliberation with the foster carers of the girls' dormitory. At this stage, the names of the female students who have been selected by OPDTU 2022 are discussed one by one with their guardians. This is considered effective because the foster carers have a big role in efforts to shape the personality and leadership of the female students, besides that the foster carers also often work with the female students in the dormitory, so in other words the foster parents really know their female students.

In the third stage, the deputy leader for care asked for recommendations from the school principal and madrasa head regarding the names of female students in grades 5 and 4 who were worthy of becoming members of the organization. This is useful for knowing the personality and leadership of the student at school or at the madrasah. Once everything is collected, the next step is to submit the name to the language institute. This is considered important and should not be wasted because considering that the profile of Dayah Integrated Ulumuddin female students is one of being able to communicate with the wider world, it is very important to choose female students who can understand and always use English and Arabic in the dormitory environment.

Once everything is considered complete, the next step is to hold a large internal deliberation, inviting elements of the madrasah, education, language, and mosque imams to discuss and finalize the plan. After finalization, the selected female students are called and given a permission letter to be signed by their guardians, emphasizing the importance of guardian permission. This ensures that the student not only follows the rules at school and in the dormitory but also sets a positive example for their younger siblings. After forming the Organization Integrated Dayah Students Ulumuddin, the deputy leader in parenting, along with the field coordinator, directs and guides administrators to their respective tasks to avoid overlaps. The student organization comprises six areas: language, personality, security, cleanliness, information, and interests and sports talents.

Management of all areas of this organization must comply with all Dayah Integrated Ulumuddin regulations and carry out their duties in accordance with the operational procedure structure and invite all female students to carry out and organize activities in accordance with the predetermined activity schedule. Preparation of standard operational procedure planning or so-called SOPs as well as activity schedules that have been formed by the Dayah and then OPDTU is tasked with assisting ustad and nurturing ustazah in forming good habits for all female students to carry out activities in an orderly manner and forming leadership for fellow administrators.



**Figure 1. OPDTU Planning Flowchart in Efforts to Shape the Personality and Leadership of Santriwati**

The implementation by Figure 1, aspect of the Ulumuddin Integrated Dayah Student Organization (OPDTU) in an effort to form a good personality for all female students is carried out through carrying out the main tasks in each field in accordance with the applicable activity schedule and operational standards as well as following all the regulations written on the student's permit card. Apart from that, female students who violate the Dayah regulations will be given sanctions according to the level of error. These sanctions are given by the organization's administrators. If an organization administrator violates the Dayah regulations, sanctions will be given by the coordinator. The risk of sanctions can be in the form of summoning the parents, and if the violation is deemed fatal, the administrator can be demoted from his position and even expelled from Dayah Terpadu Ulumuddin.

In an effort to build the personality of female students at Dayah Terpadu Ulumuddin, the ustad and nurturing ustazah form and mobilize OPDTU as older siblings who can set a good example to their younger classmates. This is in line with the theory put forward by Badrus Abd Qadir that personality can be formed by two factors, namely factors inherited from birth from the genes of the parents and from the process of long life experiences. In this research, the personality of Dayah Terpadu Ulumuddin santriwati formed by OPDTU is through the process of internalizing the experience of good habits within oneself. This process is guided by six areas that have been determined by the Dayah, namely: language, worship, security, cleanliness, information, as well as interests and sports talents.

The language division is tasked with assisting ustaz and ustazah language administrators in monitoring the implementation of language disciplinary rules in the Dayah environment. This is useful for monitoring female students so that they always use the vocabulary and sentences that have been taught. The language administrator is also tasked with assisting the ustazah in carrying out language activities such as the distribution of mufradat, muhadasah, muhadarah, court, as well as other language activities such as holding language competitions and extracurricular activities.

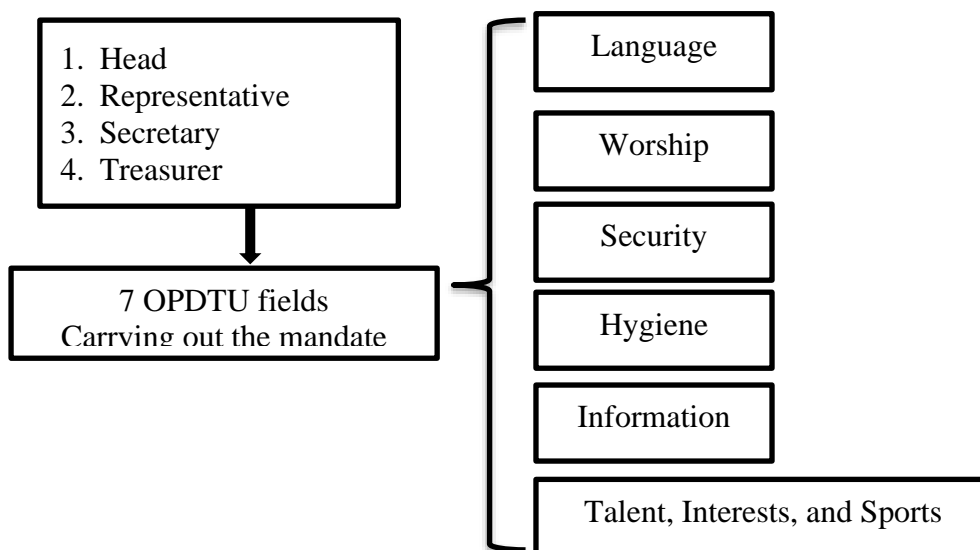
The field of worship is tasked with assisting ustaz and ustazah in monitoring the implementation of the disciplinary rules for female students' worship in the Dayah environment. Management in the field of worship is advised to maintain fardhu prayer times in congregation and continue to collaborate with all the room mudabbirah in order to form orderly worship habits for all female students. There are many efforts made by OPDTU in the field of worship regarding the personality of female students, including: inviting and reminding female students to always maintain manners with everyone, including shaking hands with ustazah and guardians of female students; calling on female students to continue to pray fardhu prayers in congregation, accompanied by sunnah prayers, dhikr, and pray according to guidance and not rush; and enforce attendance to train good habits and form an Islamic personality. In this case, female students are required to have 75% attendance. If it is insufficient, sanctions will be given in the form of summoning the student's guardian and signing a letter of agreement that has been provided by the guardian.



After that, the personal affairs sector also has the task of reminding female students to fill in the empty rows and place prayer mats on the red line. This is done so that the rows are tight and straight, then urge the female students to wear prayer towels as chin covers, remind the female students to bring their own Al-Qur'an and prayer mats, provide ablution guidance, improve prayer readings, get used to daily prayer, not make noise and not disturb friends who are praying, give an example not to put down the Koran at will, get students used to asking permission from the personal affairs administrator when they want to leave the mosque and hold court.

Form a disciplined personality through the security sector are as follows, always giving instructions morning, afternoon and evening. The morning signal is to get ready to gather in the field and say the pledge together before entering class. Noon signal for mandatory nap. The night command is divided into 2, namely to control female students entering the yellow book and tahfiz study class, while the second command is to control all female students for their night's rest. Security administrators also have the task of controlling small uniforms, small headscarves, shoes worn at school, conducting raids on long nails, unsuitable clothing, cosmetic raids, electronic device raids and holding court. Efforts to shape the personality given by the cleanliness sector to Dayah Terpadu Ulumuddin female students include, giving an example of not throwing rubbish carelessly, not throwing away rice and always maintaining the beauty of the dormitory and madrasa areas, dividing tasks to carry out mutual cooperation on Friday mornings, and holding court .

Furthermore, the field of information and talent and sports is tasked with announcing all information to female students in the dormitory area, calling on female students during visiting hours, helping carry out artistic activities such as tidying up and beautifying the garden, decorating wall panels, inviting female students to enjoy greening, forming volleyball groups, held an ulumuddin league once a year, and held a court.

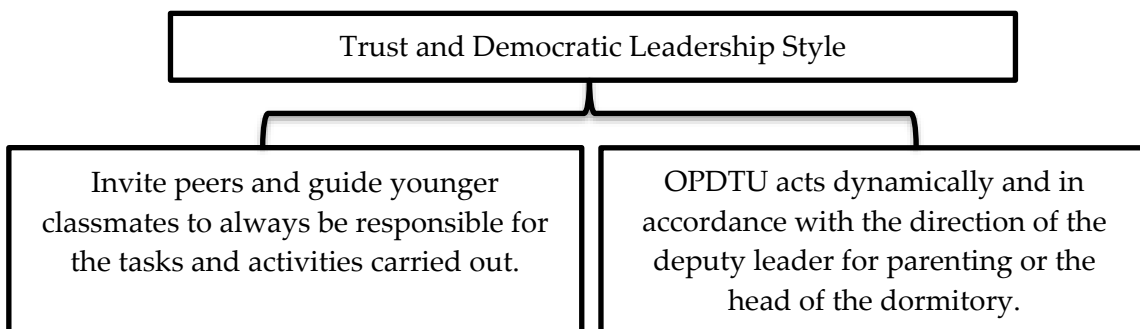


**Figure 2. Flowchart of the Implementation of OPDTU in an Effort to Shape the Personality of Santriwati**

The implementation of OPDTU in an effort to form female student leadership by Figure 2, can be seen in how the organization's management invites and directs female students to be more focused. Student leadership is a person's special ability or skill in the process of providing guidance or example to achieve predetermined goals. Apart from that, leadership is also the ability to move, influence, motivate, advise, order, prohibit, and even punish so that individuals are willing to work to achieve goals.

Student leadership exists in every female student at Dayah Integrated Ulumuddin, not just within the OPDTU administration. This inherent leadership allows each individual to guide herself in a better direction. Specifically, OPDTU administrators exemplify this leadership by setting daily examples and encouraging others to participate in activities. They are responsible for maintaining decorum, urging adherence to daily prayers, both obligatory and sunnah, and ensuring students recite dhikr and pray properly. They emphasize filling empty rows before prayers and maintaining silence in prayer areas. Additionally, OPDTU administrators ensure prayer times are respected by coordinating gathering points and initiating prayers with a loud count. The democratic leadership style employed by the OPDTU fosters a collaborative environment where students can collectively manage their interests and responsibilities.

The OPDTU management also holds fundraising, such as fundraising to help Muslim brothers in Palestine who are handed over to humanitarian agencies. The initial step taken is to announce the activity to all students, give a collection deadline of one or two days, and collect the results of the collection. After the funds are collected, the management records them and submits them to the humanitarian agency team. Apart from that, the OPDTU management has also carried out activities to share takjil breaking the fast with local residents. This activity is carried out by planning in advance regarding the target, location, time, type of food and drink that will be distributed, and the amount that will be distributed. Once everything is ready, the management distributes the task of preparing and distributing the takjil.



**Figure 3. of OPDTU Implementation in an Effort to Form Student Leadership**

Analysis article about implementation Organization Integrated Dayah Students Ulumuddin (OPDTU) pointed out that OPDTU plays vital role in

formation leadership and personality female students . Leadership santriwati developed by OPDTU is not only limited to the chairman organization , but involve all over female students For direct self they to more direction Good . Through various programs and activities, OPDTU administrators set an example in maintaining manners, discipline in worship, and participation in social activities such as fundraising and sharing takjil. The leadership applied is democratic and trustworthy, with strict supervision and coordination from the caretakers ( Fuady, 2023; Anggraini et al., 2023; Zuhdi et al., 2024) . This strategy is effective in motivating and directing female students to behave in a disciplined and responsible manner, creating an environment conducive to their personal and spiritual development ( Subroto & Kristanti, 2022; Faiz et al., 2023) .

### **Developing Leadership Values**

Developing leadership values at Dayah Terpadu Ulumuddin is a fundamental aspect that receives serious attention in the educational curriculum. Leadership values such as honesty, responsibility, justice and integrity are instilled systematically through various educational programs and extracurricular activities ( Amelya et al., 2023; Yusuf et al., 2023) . Santriwati are trained to apply these values in everyday life, both inside and outside the Dayah environment. Through student organization activities, they get the opportunity to practice ethical and responsible leadership. This learning is supported by exemplary examples from teachers and mentors who always emphasize the importance of values-based leadership. In addition, programs such as group discussions, leadership training, and social projects are also designed to strengthen the understanding and application of leadership values. With this comprehensive approach, Dayah Terpadu Ulumuddin has succeeded in creating a generation of female students who are not only intellectually intelligent, but also have strong leadership character and integrity.

One form of result that stands out is increasing the ability of female students to lead student organizations effectively and with integrity. Santriwati shows skills in managing a team, making fair decisions, and resolving conflicts wisely. Apart from that, they have also become more proactive in initiating various social and religious activities, which shows their responsibility towards the community.

Female students who have received leadership training also tend to have good communication skills, able to articulate their ideas clearly and motivate their peers to achieve common goals. The honesty and fairness instilled as part of the leadership values are also visible in the way they interact with each other, creating a learning environment that is mutually respectful and supportive.

Another concrete form is the success of female students in social projects that have a positive impact on the surrounding community. For example, they are involved in community service programs such as teaching in remote villages, health campaigns, and charity activities that demonstrate their commitment to social welfare. Overall, the results of developing leadership values at Dayah Terpadu Ulumuddin can be seen from the birth of female students who not only excel in academic achievement, but also have strong leadership character, are

able to contribute positively in various fields, and are ready to become responsible leaders in the future.

## CONCLUSION

Planning for the Ulumuddin Integrated Dayah Student Organization (OPDTU) in an effort to form the personality and leadership of female students starts from planning the formation of a student organization, understanding the schedule of female students' activities, as well as establishing standard operating procedures and sanctions developed by the student organization. The implementation of OPDTU in forming female students' personalities is carried out through carrying out the main tasks in each field in accordance with the applicable activity schedule and operational standards, as well as following the regulations written on the female students' permit cards. This activity is carried out repeatedly to form good habits, so that all female students can carry out activities more easily and orderly. In forming leadership, OPDTU applies a trustworthy and democratic leadership style, with coordination from the care team. OPDTU's approach of inviting and motivating female students is very effective even though it seems forced, because this succeeds in increasing discipline.

Integrative programs between religious and general education, along with various extracurricular activities, play a significant role in forming female students with intellectual intelligence and strong leadership character. This success is evidenced by their effective organizational leadership, wise decision-making, and positive contributions to social projects. Overall, the organizational leadership management at Islamic boarding schools effectively produces leaders with character and integrity, ready to face future challenges. This holistic educational approach, integrating moral values and practical skills, is essential for sustainable leadership development.

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