

ABSTRAK

Rizti Indah Pratiwi Karia: Kepemimpinan Kolektif dalam Pengelolaan Pondok Pesantren (Studi Kasus di Pondok Pesantren Al-Basyariah 2 Cigondewah).

Perubahan sistem kepemimpinan di Pondok Pesantren Al-Basyariah 2 Cigondewah dari kepemimpinan yang berpusat pada satu figur menuju kepemimpinan kolektif setelah wafatnya pendiri pesantren menghadirkan dinamika baru dalam pengelolaan pesantren. Praktik kepemimpinan kolektif menuntut adanya koordinasi yang efektif, pembagian tugas yang jelas, pengambilan keputusan secara bersama, serta keterlibatan aktif para pimpinan dalam menjalankan fungsi pengelolaan pesantren. Oleh karena itu, diperlukan kajian mengenai bagaimana praktik kepemimpinan kolektif diterapkan dalam pengelolaan Pondok Pesantren Al-Basyariah 2 Cigondewah.

Penelitian ini bertujuan untuk menganalisis proses pengambilan keputusan, pola koordinasi, mekanisme penyelesaian masalah, mekanisme pembagian tugas dan pelimpahan mandat, serta kualitas hubungan dan tingkat keterlibatan para pimpinan dalam praktik kepemimpinan kolektif di Pondok Pesantren Al-Basyariah 2 Cigondewah dengan mengacu pada teori *Distributed Leadership* yang dikemukakan oleh James P. Spillane.

Metode penelitian yang digunakan yaitu studi kasus dengan pendekatan kualitatif serta paradigma konstruktivisme melalui teknik pengumpulan data berupa wawancara, observasi, dan dokumentasi. Analisis data dilakukan menggunakan model Miles, Huberman, dan Saldana melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Keabsahan data diuji menggunakan teknik triangulasi.

Hasil penelitian menunjukkan bahwa pertama, pengambilan keputusan dilaksanakan melalui musyawarah yang melibatkan pimpinan dan pihak terkait. Kedua, pola koordinasi berlangsung secara formal maupun informal dengan dukungan Sekretaris Pimpinan sebagai penghubung administratif. Ketiga, penyelesaian masalah dilakukan melalui komunikasi terbuka dan musyawarah untuk mencapai kesepakatan bersama. Keempat, pembagian tugas dan pelimpahan mandat dilaksanakan sesuai bidang kewenangan masing-masing pimpinan dengan tetap mengedepankan tanggung jawab kolektif. Kelima, kualitas hubungan antarpimpinan dibangun atas dasar kesamaan visi, saling percaya, dan komitmen bersama sehingga mendorong keterlibatan aktif dalam pengelolaan pesantren.

Berdasarkan hasil penelitian, dapat disimpulkan bahwa praktik kepemimpinan kolektif di Pondok Pesantren Al-Basyariah 2 Cigondewah telah berjalan sesuai dengan prinsip *Distributed Leadership*, yang ditunjukkan melalui pembagian kepemimpinan berdasarkan peran dan tanggung jawab, pengambilan keputusan secara kolektif, koordinasi yang berkesinambungan, serta hubungan kerja yang harmonis antar pimpinan sehingga mendukung keberlangsungan pengelolaan pesantren.

Kata Kunci: Kepemimpinan Kolektif, *Distributed Leadership*, Pengelolaan Pondok Pesantren.

ABSTRACT

Rizti Indah Pratiwi Karia: Collective Leadership in the Management of Islamic Boarding Schools (Pesantren): A Case Study at Pondok Pesantren Al Basyariah 2 Cigondewah.

Following the death of its founder, Pondok Pesantren Al Basyariah 2 Cigondewah experienced a shift in its leadership system, moving away from a structure centered on a single figure toward a more collective form of leadership. This transition has brought new dynamics into the management of the pesantren. Implementing collective leadership in practice calls for effective coordination among leaders, a clear division of responsibilities, decisions made jointly, and consistent participation from each leader in carrying out the pesantren's managerial functions. For this reason, it becomes important to examine how collective leadership is actually carried out in the day to day management of Pondok Pesantren Al Basyariah 2 Cigondewah.

This study seeks to examine several aspects of that practice, namely how decisions are made, how coordination among leaders takes place, how problems are resolved, how tasks are divided and authority delegated, and how the quality of relationships and the degree of involvement among leaders shape collective leadership at Pondok Pesantren Al Basyariah 2 Cigondewah. The analysis draws on the theory of Distributed Leadership put forward by James P. Spillane.

To answer these questions, the study employed a qualitative case study design grounded in a constructivist paradigm. Data were gathered through interviews, direct observation, and documentation, then analyzed following the approach developed by Miles, Huberman, and Saldaña, which involves reducing the data, presenting it, and drawing conclusions from it. Triangulation was used to check the validity of the data obtained.

The findings indicate several things. First, decisions within the pesantren are generally reached through *musyawarah*, a form of deliberation that brings together the leaders along with other relevant parties. Second, coordination takes place through both formal and informal channels, with the Secretary to the Leadership serving as an administrative link between the parties involved. Third, when problems arise, they tend to be resolved through open dialogue and deliberation aimed at reaching a shared agreement. Fourth, tasks are divided and mandates delegated according to each leader's particular area of authority, although collective responsibility remains the guiding principle throughout. Fifth, the relationships among the leaders appear to rest on a shared vision, mutual trust, and a common commitment, factors that in turn encourage their active participation in managing the pesantren.

Taken together, these findings suggest that the practice of collective leadership at Pondok Pesantren Al Basyariah 2 Cigondewah is consistent with the principles of Distributed Leadership. This is reflected in the way leadership is distributed according to roles and responsibilities, in the collective nature of decision making, in the ongoing coordination among leaders, and in the harmonious working relationships that sustain the pesantren's management over time.

Keywords: Collective Leadership, Distributed Leadership, Pesantren Management.