

**Abstrak**

**PERAN DAN PENGARUH PENERAPAN KARAKTER  
KEPEMIMPINAN KYAI DAN BUDAYA MULTIKULTURAL TERHADAP  
KEMANDIRIAN DAN KESEJAHTERAAN KELUARGA PONDOK PESANTREN  
JAWA TIMUR**

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Penelitian ini bermaksud ingin mengetahui peran dan pengaruh penerapan karakter kepemimpinan Kyai dan budaya multikultural terhadap kemandirian dan kesejahteraan pondok pesantren di Jawa Timur. Rumusan masalah dalam penelitian ini adalah, (1) Apakah penerapan karakter kepemimpinan Kyai berpengaruh terhadap kemandirian pondok pesantren? (2). Apakah budaya multikultural berpengaruh terhadap kemandirian pondok pesantren? (3). Apakah penerapan karakter kepemimpinan Kyai berpengaruh terhadap kesejahteraan pondok pesantren? (4). Apakah budaya multikultural berpengaruh terhadap kesejahteraan pondok pesantren? (5). Apakah kemandirian pondok pesantren berpengaruh terhadap kesejahteraannya. (6). Bagaimanakah penerapan norma Al-Qur'an dalam karakteristik kepemimpinan Kyai? (7). Bagaimanakah Implementasi norma Al-Qur'an dalam mencapai kemandirian pondok pesantren? dan (8). Bagaimanakah implementasi norma Al-Qur'an dalam mencapai kesejahteraan pesantren.

Penelitian ini menggunakan pendekatan kuantitatif (*mainstream*), yakni data variabel penelitian diukur secara kuantitatif melalui konversi data kualitatif menjadi skala angka, dimana hasil dari 360 tanggapan responden yang terkumpul diolah dengan menggunakan PLS (*partial least square Square*). Unit analisis penelitian ini santri, pengelola dan ustadz-ustadzah di 24 pondok pesantren di Jawa Timur yang tersebar di 4 tlatah budaya (Mataraman, Arek, Pandalungan, dan Madura). Metode yang digunakan adalah proporsional stratified random sampling. Data yang dihasilkan dipakai untuk menganalisis rumusan masalah 1 s/d 5, sedangkan rumusan 6 s/d 8 dianalisis dengan analisis *kualitatif kasyif*.

Data di lapangan menunjukkan bahwa penerapan karakter kepemimpinan Kyai dengan indikator (jujur, adil, bijaksan, kratif, dan mampu mengarahkan) berpengaruh positif signifikan terhadap kemandirian dan kesejahteraan pondok pesantren. Budaya multikultural dengan indikator; (budaya seni, profesional rasional, penampilan, jiwa ksatria) berpengaruh positif tidak signifikan terhadap kemandirian dengan indikator (kurikulum ilmu agama Islam, motivasi belajar santri, bantuan alumni, pengelolaan aset pesantren dan ketergantungan finansial) dan kesejahteraan dengan indikator (pengelola yang telah naik haji, layanan kesehatan santri, tingkat pendidikan pengelola, Cita-cita santri untuk menjadi Kyai, pendapatan pengelola) pondok pesantren. Kemandirian pondok pesantren berpengaruh positif signifikan terhadap kesejahteraan pondok pesantren di Jawa Timur.

Berdasarkan analisis *intuitif kasyif* ditemukan bahwa secara umum kepemimpinan Kyai di pondok pesantren di Jawa Timur mengalami penurunan dari sisi kualitasnya. Studi menemukan bahwa tinggi rendahnya kemandirian dan kesejahteraan pondok pesantren ditentukan oleh 5 (lima) karakter kepemimpinan Kyai sebagai pimpinan pondok pesantren, yakni: 1). Kharisma Kyai, 2). Perilaku Zuhud Kyai, 3). Jiwa Wirausaha Kyai, 4). Menejemen AsetLembaga, 5). Kaderisasi.

**Kata Kunci:** Karakter Kepemimpinan Kyai, Budaya Multikultural Jawa Timur, Kemandirian dan Kesejahteraan Pondok Pesantren.

**Abstract****ROLE AND EFFECT THE APPLICATION OF KYAI'S LEADERSHIP CHARACTER AND CULTURE OF INDEPENDENCE AND WELFARE ISLAMIC BOARDING SCHOOL IN EAST JAVA**

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The objective of this study was to know the view of Kyai' leadership, school manager, and wellbeing Islamic boarding school in East Java. The following issues that had been discussed were: (1) Did the application of Kyai's leadership character influence the independence of Islamic boarding school? (2) Did multicultural cultural affect the independence of East Java Islamic boarding school? (3) Did the application of Kyai's leadership character affect the welfare of the Islamic Boarding School? (4) Did multicultural culture influence on welfare of the Islamic boarding school? (5) Did the independence of Islamic boarding school affect its welfare? (6) How was the application of Qur'an norms of Islamic boarding school? (7) How was the implementation of Qur'an norms in achieving independence of Islamic boarding school? (8) How was the implementation of Qur'an norms in achieving prosperity of Islamic boarding school?

This study used a quantitative approach (mainstream), the data variables were measured in quantitative research through scale conversion of qualitative data into numbers, where the result of 360 respondents were collected and analyzed using PLS (Partial Least Square). The subjects of the study were students, administrators and preachers-cleric at 24 Islamic boarding school in East Java, who spread over 4 cultures movement (Mataram, arek pandalunagn, and Madura). This study used proporsional stratified random sampling method. The data was used to analyze the research problem number 1 up to 5, while the sixth up to eighth research problems were analyzed using kasyif qualitative analysis.

The results of this study showed in quantitati analysis that the application of leadership character clerics with indicators (to be honest, equitable-wisw, creative and capable of directing) have significant positive effect on self-reliance and prosperty. The culture of multicultural East Java with the indicators; (utilizing cultural arts, professional, rational, keep performance and soul knight) had positive effect insignificant on the autonomy with indicators; (the curriculum of Islam, students' motivation, alumnus' role, the processor of Islamic boarding school, and financial independence) and the welfare with indicators; (the processor who had made the pilgrimage to Mecca, the unit of students' health, the education degree of processor, the students' ides to a preacher, the processors' benefit of Islamic boarding school). The autonomy of islamic boarding school had positive significant effect on the welfare of Islamic boarding school in East Java.

Based on the evidence of quantitative, qualitative and integrative kasyif concluded that generally the leadership of the Islamic boarding school in East Java implemented the reduction of its quaification. This research was found that the effect of the autonomy and welfare of Islamic boarding school based on five characters of Kyai's leadership as the leader of Islamic boarding school, they were: 1) Preachers' charisma, 2) Preachers' attitude, 3) Preacers'spirit in interpreneurship, 4) The management of finance capital, 5) Forming cadres.

Key words: Kyai Leadership Character, Multicultural Culture in East Java, Independence and Welfare of Islamic boarding school.