

## POWER AND ABILITY IN INCREASING COMPLIANCE; THE ORIGIN OF LEADERS' INFLUENCE IN PESANTREN

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### Abstract :

*This study aims to understand the strengths and abilities of leaders in increasing the obedience of their subordinates through the study of figures, namely KH. Moh. Zuhri Zaini is the caretaker of the Nurul Jadid Paiton Islamic Boarding School. This study uses a qualitative approach to character study. Data were obtained from a collection of biographies about KH. Moh. Zuhri Zaini and interviews with his subordinates who act as administrators at the Nurul Jadid Islamic Boarding School Paiton, Probolinggo, East Java. The results showed the strength of KH. Moh. Zuhri Zaini, in making his subordinates obedient, is charismatic, authoritative, inspiring, and humble. The goal is to understand the character of a person KH. Zuhri Zaini about his strength and ability to make his subordinates obedient by recognizing his subordinates. This research is also an additional insight and reference for leaders in influencing the compliance factor of their subordinates.*

### Abstrak :

*Penelitian ini bertujuan untuk memahami tentang kekuatan serta kemampuan pemimpin dalam meningkatkan kepatuhan bawahannya melalui studi tokoh yakni KH. Moh. Zuhri Zaini selaku pengasuh Pondok Pesantren Nurul Jadid Paiton, Probolinggo, Jawa Timur. Penelitian ini menggunakan pendekatan kualitatif jenis studi tokoh. Data diperoleh dari kumpulan biografi tentang KH. Moh. Zuhri Zaini dan interview dari bawahannya yang berperan sebagai pengurus di Pondok Pesantren Nurul Jadid Paiton. Hasil penelitian menunjukkan bahwa kekuatan KH. Moh. Zuhri Zaini dalam membuat bawahannya patuh ialah karismatik, wibawa, inspiring, dan rendah hati. Tujuannya untuk mencapai suatu pemahaman tentang ketokohan seseorang KH. Zuhri Zaini mengenai kekuatan serta kemampuannya dalam membuat bawahannya patuh melalui pengakuan bawahannya. Penelitian ini juga sebagai penambah wawasan dan referensi bagi pemimpin dalam mempengaruhi faktor kepatuhan bawahannya.*

## INTRODUCTION

Leaders in an organization are likened to the spearhead of organizational success; a leader must have leadership qualities. This leadership trait is found in the relationship between humans, namely the relationship of influence (from the leader) and the relationship of obedience to followers (subordinates) (Muljani, 2017). Compliance itself is understood as a change in behavior in response to orders from others; obedience techniques are used subtly to agree on a request and then direct someone to do it. Compliance is also understood as a form of a request for someone's authority even though he does not agree to the request. Milgram's obedience experiment (Myers, 2012) states that four factors determine compliance: emotional distance, closeness, legitimacy of authority (whether the authority belongs to or is not part of a respected institution), and the independent effect of participants' non-compliance in the experiment. Milgram further added that compliance is not based on individual personal desires but rather on social demands and responses to what is expected by the environment.

The existence of compliance arises because of the social strata system that applies in an institution or other authority (Mundiri & Manshur, 2020). The given command will have several kinds of responses. The response is formed into intentions that become predictors before a behavior appears (Feldman, 2009). The Theory of Planned Behavior (TPB) is a study to understand the underlying influence that does not come from the individual's control. The Theory of Planned Behavior predicts the intentions of individuals in behaving at certain times, situations, and places. The intention is assumed to be a factor that influences a behavior (Mundiri, 2011). Furthermore, this opinion also says that behavior is driven by the intention to behave, where behavioral intentions consist of three determining factors, namely behavioral beliefs, individuals think about positive or negative consequences for obedience to their superiors, norms beliefs, namely perceptions of instructions given by superiors, whether superiors will refuse or approve if Polri members are obedient or disobedient and perceived behavioral control, the perception of the instructions given by superiors whether it is difficult or easy which is then displayed in the form of obedient or disobedient behavior (Forsyth, 2010). Thus, the greater the individual performs the actual behavior, the stronger the intention underlying the behavior is carried out.

Not all leaders can make their subordinates obey what is ordered to them. However, it is different when a leader is a religious figure, a Kiai from one of the Islamic boarding schools, then the obedience of his subordinates to him is no longer taboo. Like KH. Moh. Zuhri Zaini, the caretaker of the Nurul Jadid Paiton Islamic Boarding School, to make the board of the Islamic Boarding School obedient, which is his subordinates, do not require a strenuous effort. KH Moh. Zuhri Zaini is a figure known for his humility; this can be seen on several occasions he uses effortless clothes in attending important events. With such simple things, his subordinates, in this case, the pesantren administrators, have extraordinary obedience to KH. Zuhri Zaini. Without any questions or objections, he immediately carried out what KH. Zuhri Zaini said.

What kind of strength and ability made his subordinates obey him? This then became its uniqueness which later became one of the reasons for doing this research.

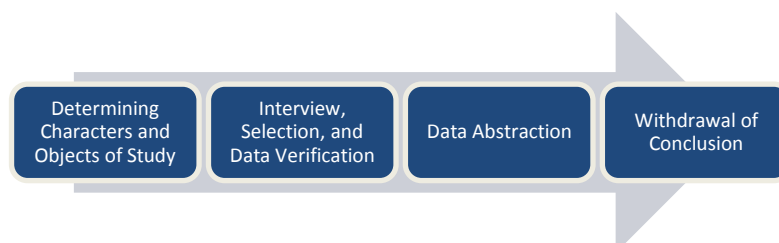
A similar study conducted by Frank Martela et al. regarding human compliance in the era of the covid-19 pandemic obtained research results that provide insight, or meaningful communication can affect individual compliance with policies in the era of the covid-19 pandemic (Martela et al., 2021). A similar study on adherence was also conducted by Riza Yulina Amry et al. regarding patient compliance in taking medication. This study then concludes that the Health Belief Theory can significantly affect patient compliance in taking medication (Amry et al., 2021). Research on compliance was also carried out by Lesi Hertati and its relation to the level of knowledge of taxation and the modernization of the tax administration system (Hertati, 2021). The results of this study indicate that the influence of the level of tax knowledge can affect taxpayer compliance. While Devi Pramitha researched Kiai leadership, this study found that Kiai leadership in modern Islamic boarding schools consists of organizational development, team building, and innovative behavior (Pramitha, 2020).

From several existing studies, the majority only focus on a leader's efforts in influencing the obedience of his subordinates. However, no research has discussed the influence of the charismatic leader label, which is one of the strengths and abilities in making subordinates obey. For this reason, the researcher considers it necessary to carry out this research. This research focuses on the forms of strength and ability of a charismatic leader, in this case, a religious figure, a caregiver from one of the Islamic boarding schools in East Java, namely KH. Zuhri Zaini.

## RESEARCH METHODS

The research method used in this research is a character study. The character study is a type of qualitative research. The researcher's purpose using this method is to study in-depth, systematically, and critically the history of the character, original ideas or ideas, and the socio-historical context surrounding the character being studied. The character in this research is KH. Moh. Zuhri Zaini. The method that will be used is the descriptive-analytical method, which is to try to describe the factors that become the strength of his leadership so that his subordinates can obey, then analyzed critically. The data obtained by the researcher while in the field has been written down systematically, then reduced or reduced according to the research focus so that researchers can quickly draw a research conclusion. To obtain valid and accountable data, the researcher conducted interviews with several informants using the purposive sampling technique, which consisted of four people, namely Mr. Rahmat Toyyib, the secretary of the Islamic boarding school bureau, Najibu Khoir, as the caretaker division manager, Mr. Taufiqul Hidayat as the board of the boarding school. Administration, and Mr. Hidayatullah as the administrator of regional planning. Initially doing research with the Secretariat of the Board of Directors of the Islamic Boarding School as a structure that is quite important

among other structures. From the board of the secretariat of the Islamic boarding school bureau, the researcher was given input to conduct interviews with the board of the guardianship section, the administration section, and the regional planning section because these administrators are one of the informants who have a greater possibility to interact directly with KH. Zuhri Zaini is the object of this research.



(Furchan & Maimun, 2005)

The steps of this research are as follows. First, the author determines the character being studied and the formal object that becomes the focus of the study, namely the character KH. Moh. Zuhri Zaini with the object of power to make his subordinates obey. Second, interview and take an inventory of the data and select it. Third, the data will be carefully studied and abstracted through descriptive methods. Fourth, the author will conclude carefully in response to the problem formulation to produce a holistic and systematic understanding of the formulation.

## RESULTS AND DISCUSSION

The leader plays a vital role because the leader is the person in charge of an institution or organization whose function is as a coordinator, motivator, directing, influencing, and establishing communication with his subordinates and moving subordinates to achieve organizational goals so that it can be achieved as expected (Fazira & Mirani, 2019). Subordinates' obedience to their leader then becomes one of the things that becomes an indicator of the success of a leader in an organization, either in Islamic boarding schools or non-Islamic boarding schools. With the obedience of subordinates to the leader, to be able to walk under the auspices of the same vision and mission is not too complicated. Leadership in non-Islamic boarding schools is legitimized by appointment or managerial leadership (Haris, 2017). The principal carries out managerial leadership because, in the school, there are several personnel who interact with the principal in carrying out school tasks (Haris, 2017). The principal's interpersonal relationship with all personnel in the school to influence them to carry out activities to achieve goals is the process of educational leadership in schools.

This is certainly different from leadership in Islamic boarding schools. A striking characteristic of leadership in Islamic boarding schools is the figure of a Kiai, who has unique strengths and abilities as a leader in it (Ansari, 2015). The existence of a kyai as a pesantren leader, in terms of his duties and functions, can be seen as a unique leadership phenomenon (Ifendi, 2020). he legitimacy of

the leadership of a kyai is directly obtained from the community, which judges not only in terms of the expertise of the religious sciences of a kyai. However, it is also judged on the authority (charisma) that comes from knowledge, supernatural powers, personal traits, and often heredity (Mulyadi, 2018).

KH Moh. Zuhri Zaini is one of the caregivers for an Islamic boarding school in East Java, namely Nurul Jadid. Talking about the obedience of his subordinates, which in this case are all administrators of the Nurul Jadid Islamic Boarding School, KH. Moh. Zuhri Zaini has its strengths and abilities, including;

### **Spirituality**

The first aspect is the strength of KH. Moh. Zuhri Zaini is the soul of spirituality in KH. Moh. Zuhri Zaini. According to Tom Jacobs, the most common understanding of spirituality is "spirituality," in line with the word (Latin) Spiritus, which means spirit (Tanamal & Siagian, 2020). But the word spirituality itself is not from Latin, but from French, spiritualite (Rupert et al., 2019). The term spirituality itself does not first mean spirit, but refers to a style or lifestyle, although it cannot be separated from the spiritual realm (Sari, 2020). When one follows the other's way of life consciously, knowingly, and willingly, that is called spirituality. Related to that, the word spiritual refers to a spiritual power, for example, the soul. We can find a similar expression in the Big Indonesian Dictionary, spirit is spirit, soul, soul, spirit.

From a psychological perspective, J.P. Chaplin also displays the same meaning related to spirituality, namely, spirit, spirit, soul, religious which is related to religion, faith, piety, involves transcendental values, is mental, as opposed to material, physical, or physical (Roger & Hatala, 2018). From a theological perspective, the meaning of spirituality seems to be in line with the reasoning above, namely spirit, spirit, aura, holiness, and religious tendencies, practices and systematic reflection on the dimensions of religious life marked by prayer, devotion, and discipline (Arfandi, 2019). The same thing with these definitions was conveyed by one of the administrators of the Nurul Jadid Islamic Boarding School as a subordinate of KH. Moh. Zuhri Zaini in his interview:

"There are many aspects, one of which is the spiritual aspect that is reflected from within him. The things that are transcendent that we see from within him are what make us obedient or unable to refuse what he has ordered. It's not forced, but we can't afford it, we can't make it disobedient."

From the presentation, it can be understood that the subordinates of KH. Moh. Zuhri Zaini is obedient to his leader because there is a spiritual impulse, namely the transcendent factors inherent in the leader. Wigglesworth's definition of spirituality has two components, namely vertical and horizontal (Astrachan et al., 2020). The vertical component, which is something sacred, is not limited by place and time, a high power, source, extraordinary awareness. Desire to connect with and be guided by this source (Mbeo & Kuanine, 2020). The vertical component of Wigglesworth is in line with the notion of spirituality from which he gives the notion of spirituality as a personal relationship to a transcendent figure. Spirituality includes the individual's inner life, idealism,



attitudes, thoughts, feelings and expectations of the Absolute (Amir & Lesmawati, 2016). Spirituality also includes how individuals express their relationship with the transcendent in everyday life. The horizontal component, which is serving humanity as a whole, the notion of spirituality from which says that spirituality can also be about feelings of purpose, meaning, and feelings of connection with others.

## Descendants

The next aspect that became the strength of KH. Moh. Zuhri Zaini is a hereditary factor. This was revealed by one of his subordinates, namely the administrator of the Nurul Jadid Paiton Islamic Boarding School in his interview as follows:

"In addition to the spiritual soul or the existence of transcendent values in KH. Moh. Zuhri Zaini, this is also influenced by genetics or heredity. As is known, he is the son of a scholar, namely KH. Zaini Mun'im. Kiai Zaini Mun'im is an unpretentious scholar. Although he comes from the descendants of kiai, nobles, and has an established economic status, he is very populist and populist. In his daily life, he does not include his family background and nobility title. Honesty, perseverance and sincerity have been embedded in him since he was young. Then his simple life, this is also what is taught and applied to his wife and sons and daughters. He honors and respects others, this can be seen when he was detained in the Netherlands. And there are still many of his qualities that are not a little visible in the figure of KH. Moh. Zuhri Zaini."

From this explanation, it can be understood that obedience also arises due to heredity, so if someone is from the lineage of a respected person and is supported by a qualified scientific capacity and has good morals, then it can be a cause for his subordinates to follow him (Suryana et al., 2021).

There are three factors that influence the formation of personality, namely innate factors (heredity) that are natural, environmental factors (environment), and time factors (time), namely when the sensitive period or maturity arrives (Kirana, 2019). Sources of charisma can come from things that are given, which means they are God-given/gifts, which include birth, descent, physical characteristics, temperament, or innate intelligence (genetic factors) (Rizkianto, 2020). Lineage or lineage is often used as a benchmark for becoming a leader. History records that kingdoms and dynasties implemented a hereditary system in government (Muttaqin, 2020). Heredity or heredity is an individual aspect that is innate and has the potential to develop (Amini & Naimah, 2020).

There are three models implemented in the regeneration of the leadership of the sample pesantren, namely heredity, organization, and caretaker. At first glance, the regeneration in the pesantren is exactly like the regeneration in the kingdom. A king has a crown prince who is then appointed king after the person concerned dies. Zamakshari Dhofier's opinion, which likens pesantren to a small kingdom and the kiai is the king, may be right. The basic values of regeneration and regeneration set by the leadership of the pesantren include morals, worship, knowledge, managerial and dedication. The last two values are only mentioned, respectively, two and one pesantren leader.

Most pesantren leaders pay great attention to aspects of morality, worship and science. This fact becomes the legitimacy of the opinion which states that pesantren are the guardians of Islamic religious values (Falah, 2019).

### **Charisma**

The next aspect that became the strength of KH. Moh. Zuhri Zaini in making his subordinates obedient is the charisma inherent in him. A Ajan said that charismatic is something that cannot be learned (Studi et al., 2018). The charisma of a kiai or pesantren caregiver also contributes to the “attractive energy” of the pesantren. The character of a kiai has the influence to boost the pesantren's self-esteem in the eyes of the community. Kiai who lead Islamic boarding schools certainly have strategies in developing organizational culture in Islamic boarding schools.

Charismatic is a Greek word meaning “divinely inspired gift” such as the ability to perform miracles or predict future events (Hariyadi, 2020). A charismatic leader has a deep impact, they feel the leader's beliefs are true, they accept the leader without question, they submit and obey him, they are emotionally involved in the mission of the group or organization, they can contribute to mission success and they have high performance goals (Zahrah et al., 2020). Charismatic leadership is leadership that has the privilege or excess of personality traits in influencing the thoughts, feelings, behavior of others so that in admiring a leader, we are willing to do something the leader wants (Masnun, 2019). The same thing was expressed by one of the administrators of the Nurul Jadid Paiton Islamic Boarding School as a subordinate of KH. Moh. Zuhri Zaini in his interview as follows:

“Yes, in my personal opinion, he has very high charisma, so what if he is like this, so we can easily follow him. If asked why, it's because of his charisma, his humbleness, his humble nature, making us automatically follow him” (Toyyib, 2021).

A charismatic leader is usually admired by many followers whose number is sometimes very large, although these followers cannot always explain in a concrete way why a particular person is admired (Ozgenel, 2020). Followers of this leader do not question the values, attitudes and behavior as well as the style used by the leader he follows. This leader will still be admired by his followers even though he uses a variety of leadership styles. Subordinates have a very high admiration for charismatic leaders because they think their leaders have extraordinary abilities. This was also conveyed by one of the administrators of the Nurul Jadid Paiton Islamic Boarding School in his interview as follows:

“For us he is a very influential figure, we obey whatever he commands us. One of the facts is that we admire him, for us he is an extraordinary lamp, a light for the pesantren” (Toyyib, 2021).

From the presentation, it can be understood that KH's subordinates. Moh. Zuhri Zaini was able to obey his orders because of admiration, and thought that he had extraordinary abilities.

## Authority

The next aspect is the authority that exists in KH. Moh. Zuhri Zaini is a factor that influences the obedience of his subordinates. Authority is the ability and personality traits, including those used as a means in order to convince those they lead so that they are willing and able to carry out the tasks assigned to them willingly, full of enthusiasm, there is inner joy, and feel not forced (Fithriah, 2018). This was conveyed by one of the Pondok Pesantren Nurul Jadid Paiton in his interview as follows:

“He is a leader in an Islamic boarding school which is already rare, because he still maintains his authority and is not tempted by the temptations of this era. We have met many kiai leaders who have lost their authority for temporary offers. The authority that he still maintains is what makes us always obedient to his dawuh and always feel compelled to carry it out, never thinking of rejecting it” (Hidayat, 2021).

From this explanation, it can be understood that the authority maintained by KH. Moh. Zuhri Zaini makes his subordinates always obey the orders or tasks entrusted to him. Authority means ideology which states that a leader must always hold on to truth, justice and honesty. Besides that, you must always be kind to each other. By being like that, a leader will become authoritative, in the sense of being liked and loved by his subordinates (Giri, 2021).

The authority of KH. Moh. Zuhri Zaini is seen especially in terms of speaking, acting, and dressing. This was conveyed by one of the administrators of the Nurul Jadid Islamic Boarding School Paiton Probolinggo in his interview as follows:

“Everything in my opinion, from his speech, the sentences that come out of him are always meaningful, when he acts, when he dresses, which is always simple but contains extraordinary authority” (Khoir, 2021).

From the explanation, it can be understood that the speech, behavior, and clothes of KH. Moh. Zuhri Zaini which reflects his authority. Robi Anwar et al stated that an authoritative leader is contained in the clothes he wears (Anwar et al., 2019).

## Inspiring

The next aspect that affects the compliance of KH's subordinates. Moh. Zuhri Zaini is the inspiration that comes from him. This inspiration can then transcend personal interests and be able to have a profound and extraordinary impact on his subordinates who are also still students. This was conveyed by one of KH's subordinates. Moh. Zuhri Zaini is the administrator of the Nurul Jadid Paiton Islamic Boarding School in his interview as follows:

“He is one of the most inspiring figures for us, especially the students. He is an extraordinary leader who inspires starting from his very simple appearance, his very touching sentences, his very commendable behavior, it becomes a dream for us to imitate and imitate his daily life. Starting from being inspired, then a sense of admiration arises, only then obeys everything he is ordered to do” (Khoir, 2021).



From the explanation, it can be understood that, KH. Moh. Zuhri Zaini became an inspiring figure so that his subordinates easily obeyed. A leader must have the ability to inspire and motivate his subordinates to achieve better results than planned. There are four basic principles that influence engagement, namely: 1) leaders who inspire confidence in the future, 2) management that values subordinates, 3) fun jobs, and 4) top management shows real responsibility to subordinates. Based on these four principles, the applied leadership style affects the formation of employee engagement (Angelia & Astiti, 2020).

It was also conveyed by one of the administrators of the Nurul Jadid Paiton Islamic Boarding School in his interview that:

“KH. Moh. Zuhri Zaini is one of the leaders who is very inspiring so it is easy for us as his subordinates to understand the direction of the vision and mission of the Pesantren. By understanding the vision and mission, a strong commitment will be formed within us, so obedience is a must without ever feeling forced, doing it with pleasure” (Hidayatullah, 2021).

In the current era, leadership is not just talking about the ability to influence members or subordinates to carry out a task but also the ability to inspire members so that members feel moved and proactively seek various actions to achieve success in the company or organization (Izzatunnisa et al., 2021). A charismatic individual who always inspires his subordinates so that they are able to develop their own potential and interests by upholding moral values and having the foresight to commit to a common vision (Sunardi et al., 2019). Leaders must inspire their subordinates to develop creativity, stimulate their minds, and show concern for individuals (Ariesta & Sartika, 2021). Some leaders, motivate their followers through inspiration, by creating a clear and inspirational vision for the future of their organization through their particular attitude towards people, and besides, they value followers and show an optimistic view of the future, exuding confidence in the achievement of their vision. , and enthusiasm for shared topics (Muslim et al., 2021).

## **Humble**

The next aspect became the strength of KH. Moh. Zuhri Zaini, in making his subordinates obedient, is his humble character. There is a tendency when someone is promoted to a leader; they will change their attitude to become arrogant, arrogant, feel powerful and underestimate other people under them. This was conveyed by one of the administrators of the Nurul Jadid Paiton Islamic Boarding School in his interview as follows:

"He is very humble; in his attitude and speech, he never depicts a leader who is 'pretentious' in power even though, in reality, he is the most powerful in this Islamic boarding school. The Kiai is very gentle when he prays; his attitude is so commendable that he never feels that he is the one who has the right to determine this and that. Yes, that is what makes us feel it is part of the strength that is in his leadership in making his subordinates obey" (Hidayat, 2021).

It is said that a good leader must have humility. Humility in the Indonesian dictionary means humility. Whereas in the Modern era, both philosophers and social scientists suggest that humility is essential for a leader in a company. For example, the French philosopher Comte-Sponville suggested that humility should be considered an independent science, and Comte-Sponville also argues that if people want to practice virtue, they must magnify humility as an approach to righteousness (Sinaga et al., 2021).

Authentic leadership is leadership based on humility. The life story and example of the Prophet Muhammad, who was full of trials in spreading Islam's religion, teach us a valuable lesson about humility and authentic leadership (Arifin & Haryanto, 2020). Having humility / tawadhu in looking at yourself, namely the attitude not to claim to be the best and most correct. The absence of humility/tawadhu due to the absence of awareness and limitations of oneself as a human being is what leads a person to fall into the valley of arrogant attitudes, arrogant faces, adigang-adigung adiguno, sapa sira, and sapa sira sapa ingun, namely attitudes who raised himself above humans in general like King Pharaoh (Sholikhah, 2021).

Humble leadership as a form of social, interpersonal characteristics has three aspects: willingness to see oneself accurately, appreciation of the strengths and contributions of others, and ability to teach (Hallberg & Santiago, 2020). In recent years, the humble leadership construct has received tremendous scholarly attention. The literature shows that humble leadership legitimizes subordinate growth, promotes subordinates learning orientation, job satisfaction, job engagement, and retention, develops loyalty and commitment, increases top management team integration, and empowers climate, reducing the negative impact of leader narcissism on subordinate behavior positively affects team performance through the social network, and increase the creativity of subordinates due to the strengthening of psychological capital (Ficarra et al., 2020).

## CONCLUSION

From this, it can be concluded that obedience from subordinates to superiors or leaders does not just happen. However, it is influenced by several things, including the strength and ability of the leader himself. As for in this study, the character who became the research object was KH. Moh. Zuhri Zaini, the caretaker of the Nurul Jadid Islamic Boarding School, is known for his simplicity and humility. So that the compliance of subordinates from KH. Moh. Zuhri Zaini is caused by several strengths and abilities, categorized into four things: spirituality, heredity, charisma, authority, inspiration, and humility. The implications of this research are additional insight and a reference for each leader in analyzing what factors become the strengths and abilities in influencing the compliance of their subordinates. This research is only limited to the forms of strength and ability of a charismatic leader in influencing the obedience of his subordinates. For this reason, further research is needed to determine the consistency of the findings of this study.

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