Contextual Pesantren Leadership Dynamics: A Comparative Study on the Adaptation of Innovative Psychological Profiles

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ABSTRACT

This study provides an in-depth analysis of leadership profiles characterized by dynamic enthusiasm, a strong drive for change, and broad social orientation. However, this profile also shows impulsive tendencies, a lack of systematicity, a lack of attention to detail, and a high degree of autonomy from the applicable rules. The analysis is situated in the context of pesantren management in Indonesia. Using comparative case studies of the Darun Najah Pesantren in Jakarta and Ar Raudlatul Hasanah Pesantren in Medan, this study examines how these characteristics emerge and interact in a traditional institutional environment. The findings show that this leadership profile has the potential to encourage modernization and innovation in Islamic boarding schools through charisma, a strong task orientation, and the ability to build strong relationships. However, its overall effectiveness is highly dependent on the institution's capacity to overcome the inherent weaknesses of the leader. Mitigation is carried out through a competent support team with a focus on detailed planning, procedural management, and leadership development. Comparatively, Islamic boarding schools in urban environments such as Darun Najah are more adaptive in accommodating leaders' weaknesses, while more traditional environments such as Ar Raudlatul Hasanah require more careful mitigation strategies. Practically, this study provides guidance for Islamic boarding school administrators to optimize the potential of innovative leaders while managing the risks. Academically, this study contributes a model of psychological profile-based leadership analysis in the context of religious institutions, thereby enriching the study of educational management and organizational psychology.

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INTRODUCTION

Pesantren, as Islamic boarding schools, are unique institutions that play crucial educational, religious, and social roles within Indonesian society (Amien et al., 2022; Faizah, 2023). Throughout their long history, Pesantren have evolved in tandem with societal changes, while simultaneously preserving and disseminating Islamic education (Faizah, 2023). The competence of their leaders is a critical factor in the successful operation and development of Pesantren leadership (Faizah, 2023; Ramatsui, 2022).

Historically, pesantren are known as Islamic educational centers that firmly uphold tradition, featuring leadership systems often charismatic and based on religious authority, aiming to ensure the preservation of values and socio-religious integration (Faizah, 2023). Pesantren leaders are generally expected to forge strong bonds with students (santri), religious scholars (ulama), and the community, and to drive the achievement of institutional tasks by adhering to existing norms (Faizah, 2023). Nevertheless, exploration into how a leader with a strong drive for change, a preference for fast-paced work, and high autonomy yet less focused on details and hierarchy can effectively operate within the typically traditional structure of a pesantren remains very limited (Faizah, 2023).

Previous study on leadership management in traditional Islamic educational institutions, such as pesantren, has tended to focus on the leader's role in maintaining conservative values and established hierarchical structures (Faizah, 2023). However, existing literature reveals a gap in specifically analyzing the leadership dynamics of individuals with a contemporary, highly dynamic psychological profile ("on the go" and "vigorous"), possessing a high 'need for change', and tending to be autonomous, unbound by strict rules, and less detail-oriented, within the context of pesantren management. This gap highlights the need to understand how innovative modern leadership characteristics, such as transformational or inclusive leadership (Bao, 2024; Susar et al., 2023), interact and adapt within the traditionally rich institutional framework of pesantren.

This study aims to profoundly analyze the dynamics of individual leadership profiles characterized by a dynamic spirit and high vigor, a strong need for change, and prominent social and affective orientations within the context of pesantren management (Faizah, 2023; Rosari et al., 2025). Specifically,

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this study will identify the potential advantages of such leaders as charismatic and innovative agents of change (Messmann et al., 2022; Wilaphan et al., 2023), while also exploring the challenges arising from their independent nature, resistance to authority and rules, and preference for the big picture within the pesantren environment. Furthermore, this study seeks to formulate optimal strategies for pesantren management to balance a leader's innovative drive with respect for tradition, and to identify the necessary team support for managing administrative details and systematics, often associated with distributed leadership models (Berkovich & Bogler, 2021; Evers et al., 2024), thereby realizing a progressive pesantren vision without eroding its cultural foundations.

This comparative study examines how individual leadership profiles characterized by high vigor ("on the go" and "vigorous"), a need for change, extensive social orientation, yet accompanied by strong independence and less interest in detail, manifest in the management of two pesantren institutions: Darun Najah Jakarta and Ar Raudlatul Hasanah Medan. Both pesantren represent Islamic educational institutions striving to balance tradition with the demands of modernization, but situated in different geographical and socio-cultural contexts, which provides a unique lens for understanding leadership dynamics.

METHODS

This study adopts a qualitative approach with the grounded theory method to deeply explore the dynamics of individual leadership profiles within the context of pesantren management. The selection of the grounded theory method is highly relevant because the complex psychological profile of the leaders encompassing "on the go," "vigorous" characteristics, a high "need for change," autonomy, and a lack of interest in detail requires a holistic and contextual understanding that is difficult to capture through purely quantitative approaches. This method allows studyers to build theories or models from data, rather than testing existing theories, thereby revealing unique leadership phenomena in pesantren authentically and based on participant perspectives. With eight informants, comprising pesantren leaders, deputy leaders, dormitory teachers, curriculum directors, and senior students, this study will collect rich and diverse data, representing various viewpoints

from different hierarchical and operational levels of the pesantren in Darun Najah Jakarta and Ar Raudlatul Hasanah Medan.

Data collection processes will focus on semi-structured in-depth interviews, participatory observation, and document analysis to capture the experiences, perceptions, and interpretations of informants regarding the observed leadership style (Roche et al., 2022). Through the constant comparative method, which is central to grounded theory, data from each informant ranging from leaders with strategic experience, teachers directly involved in operations, to senior students experiencing the impact will be iteratively analyzed through three stages of coding: open coding to identify initial concepts, axial coding to connect these categories, and selective coding to develop emerging core themes (Zarrati et al., 2022). This process allows the theories of leadership, adaptation strategies, and interaction patterns between leader profiles and pesantren structures to inductively "emerge" from the data itself, rather than being imposed by pre-existing theoretical frameworks.

Thus, the application of the grounded theory method in this study will not only yield a rich and detailed description of the dynamic leadership phenomena in pesantren but also offer a substantive theory explaining how the strengths and weaknesses of such leader profiles are mitigated, leveraged, or even lead to conflicts within a tradition-rich environment. The diverse perspectives of the eight informants are crucial for validating data saturation and triangulating views, ensuring that the constructed theory has a strong empirical foundation. The results are expected to serve as a comprehensive guide for pesantren educational management in optimizing the potential of innovative leaders, and to significantly contribute to the academic literature on leadership within the specific and unique context of Islamic educational institutions.

RESULTS AND DISCUSSION

At Pesantren Darun Najah Jakarta, this leadership profile tends to be more adaptable and well-received, primarily due to its location in the dynamic capital city. Leaders with these characteristics at Darun Najah can act as drivers of innovation in curriculum, teaching methods, or facility management (Messmann et al., 2022; Wilaphan et al., 2023), aligning with the demands of an urban society that often appreciates change. Their social capabilities are optimally utilized to build networks with various external parties, attract support, and strengthen the pesantren's position (Faizah, 2023). Emerging

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challenges, such as a lack of attention to detail and potential friction due to high autonomy, tend to be mitigated by a more structured administrative system and the presence of competent managerial staff in operational details (Beausaert et al., 2016). This support structure allows leaders to focus on strategic vision and the big picture, consistent with the principles of transformational leadership (Susar et al., 2023).

Meanwhile, at Pesantren Ar Raudlatul Hasanah Medan, although also a developing institution, a similar leadership profile faces different nuances. The leader's energy and innovative spirit are highly appreciated in program development and outreach expansion, particularly in fostering community and alumni relations (Oktarina et al., 2023). However, a tendency to challenge authority or a lesser adherence to existing rules may require more careful negotiation and a more persuasive approach, given the pesantren tradition that prioritizes obedience to senior ulama and long-standing systems. Potential impulsivity and a lack of interest in detail may necessitate more intensive support from a strong followership structure and operational team in internal management. Such a team approach ensures that visionary ideas can be implemented without disrupting stability or violating the institution's fundamental principles (Berkovich & Bogler, 2021).

Comparatively, these two cases demonstrate that dynamic and change-oriented leadership characteristics can be valuable assets in the modernization of pesantren, especially through social capabilities and a drive for task completion (Faizah, 2023; Lin et al., 2023). The difference lies in the level of resistance or acceptance towards "high autonomy and less interest in rules/details," where the organizational climate is a determining factor (Bao, 2024). Darun Najah (Jakarta) might exhibit more flexibility due to its urban context, while Ar Raudlatul Hasanah (Medan) requires a more careful balance between the leader's innovation and respect for established traditions and structures (Faizah, 2023). The key to success in both settings lies in the leader's ability to build a solid team that can complement their weaknesses in terms of details and procedures, a practice aligned with distributed leadership models (Berkovich & Bogler, 2021; Messmann et al., 2022). This approach involves continuously fostering a spirit of collaboration and psychological empowerment to realize the pesantren's vision (Alwali, 2024; Lee & Nie, 2017).

Testee's Profile from a Leadership Psychology Perspective

The Testee possesses strengths including being firm, disciplined, open-minded, having a strong social consciousness, being friendly, enjoying collaboration, and being capable of conflict resolution. However, they exhibit weaknesses such as impulsiveness, lack of systematic approach, and difficulty in setting well defined objectives.

The Testee demonstrates a strong combination of social interaction and leadership qualities but requires attention to planning and execution aspects. There is significant potential for them to become an influential individual, particularly in team-based work environments, provided that their areas of weakness can be effectively managed.

Internal Individual Analysis from the Testee's Perspective

a. Firm and Disciplined: These are highly valuable traits. Firmness allows an individual to make clear decisions and maintain boundaries, while discipline ensures commitment to goals and standards. This indicates a reliable person capable of implementing plans, especially when objectives are clear.

b. Open-minded, Socially Conscious, and Friendly: This indicates excellent interpersonal skills. The Testee tends to interact easily with others, build relationships, and create a positive atmosphere. Open-mindedness also suggests they may be receptive to new ideas and feedback.

c. Enjoys Collaboration: Coupled with their social consciousness and friendly nature, this makes the Testee a valuable asset within a team. They tend to contribute actively, support colleagues, and work towards common goals with enthusiasm.

d. Capable of Conflict Resolution: This is a crucial skill. The ability to confront and constructively resolve conflicts demonstrates emotional maturity and a capacity to maintain harmony in social or professional settings, which is highly important in leadership or team roles.

An analysis of leadership management within Pesantren Darun Najah Jakarta and Ar Raudlatul Hasanah Medan, when examined through the lens of a specific individual leadership psychological profile (herein referred to as the 'Testee') characterized by strengths such as decisiveness, discipline, openness (Bao, 2024), strong social consciousness (Pule & Gibney, 2023), amiability, collaborative disposition (Evers et al., 2024), and conflict resolution capabilities,

yet simultaneously exhibiting limitations in impulsivity, lack of a systematic approach, and difficulties in precise objective-setting uncovers intriguing dynamics and significant contextual nuances.

The Testee's strengths, particularly their decisiveness and discipline, are observed to manifest in the leaders' capacity at both Darun Najah and Ar Raudlatul Hasanah to make clear decisions and ensure steadfast commitment to the pesantren's overarching development vision, even when specific objectives may sometimes lack explicit definition. Interpersonal characteristics such as openness, social consciousness, and amiability, coupled with a propensity for collaboration, directly support a high degree of "Social Extension" and "Need for Closeness and Affection." In both pesantren contexts, these attributes enable leaders to cultivate extensive networks encompassing students (santri), guardians, alumni, and external stakeholders thereby fostering strong emotional bonds and preserving social harmony (Faizah, 2023). Furthermore, the capacity for conflict resolution proves crucial, allowing leaders to navigate divergent perspectives within the heterogeneous pesantren environment, whether in the urban setting of Darun Najah or the potentially more traditional Ar Raudlatul Hasanah, thus ensuring organizational stability. These combined strengths form a foundational bedrock that propels the progress and sustainability of the pesantren institutions (Konadu et al., 2024).

However, the Testee's deficiencies specifically impulsiveness, a non-systematic approach, and an inability to define objectives effectivelyconstitute critical areas requiring adaptive strategies. At Pesantren Darun Najah Jakarta, which typically benefits from strong administrative support and an environment more conducive to innovation (Wilaphan et al., 2023), these limitations can be effectively mitigated by a robust management team proficient in detailed planning and systematic implementation (Beausaert et al., 2016). This allows the leader to concentrate on their strategic vision and dynamic 'on-the-go' energy, while operational intricacies are expertly handled by more structured personnel, a concept consistent with distributed leadership models (Berkovich & Bogler, 2021).

Conversely, at Pesantren Ar Raudlatul Hasanah Medan, where structures and traditions may be more deeply entrenched (Faizah, 2023), these weaknesses can be more pronounced and potentially generate friction. Impulsive decisions devoid of systematic planning or clear objectives could be interpreted as a

disregard for established procedures. Therefore, in both pesantren, the success of leadership with this profile is critically dependent on the ability to effectively delegate and cultivate a complementary team that compensates for shortcomings in detailed planning and systematization (Beausaert et al., 2016; Lee & Nie, 2017). This ensures that the leader's innovative potential and strong drive can be channeled constructively and sustainably, without neglecting crucial operational aspects (Alwali, 2024; Wilaphan et al., 2023).

Individual Development Areas (Deficiencies)

An impulsive tendency can lead to hasty decisions made without sufficient deliberation. This poses a challenge in situations demanding strategic thought or patience and might contradict disciplinary traits if left unchecked. The absence of a systematic approach implies that the Testee may struggle with structuring work processes, managing priorities, or maintaining consistency across tasks (Beausaert et al., 2016). This can negatively impact the efficiency and quality of work outcomes, particularly for complex assignments.

This is a significant weakness as it can impede direction and motivation (Ramatsui, 2022). Without clear and well-defined objectives, the Testee's energy and decisiveness may not be optimally channeled, potentially resulting in less focused collaborative efforts (Susar et al., 2023).

Referring to the identified leadership profile deficiencies—namely impulsiveness, a non-systematic approach, and an inability to define objectives effectively the analysis of study data from Pesantren Darun Najah Jakarta and Ar Raudlatul Hasanah Medan reveals diverse patterns of mitigation and manifestation. These shortcomings have the potential to become significant impediments to the sustainability and development of the pesantren, especially if not managed appropriately (Beausaert et al., 2016).

The leader's impulsivity, which often drives hasty decisions, is potentially better mitigated at Pesantren Darun Najah Jakarta. This is largely due to the more dynamic environment of a metropolitan city and the availability of supporting infrastructure that facilitates rapid adaptation to changes or initial missteps. Quick decisions, even if occasionally impulsive, can be perceived as part of the rapid response inherent in an urban setting. In contrast, at Pesantren Ar Raudlatul Hasanah Medan, impulsivity could engender discomfort or even resistance, given the pesantren's tradition of prioritizing deliberate consideration and the consensus of senior ulama (Faizah, 2023). Abrupt changes

implemented without consultation risk eroding leadership legitimacy or fostering internal friction. In both contexts, the inherent risk of unconsidered decisions, such as sudden curriculum alterations or projects initiated without thorough planning, persistently exists, potentially disrupting operational stability and trust (Berkovich & Bogler, 2021).

A deficiency in systematic approach profoundly impacts the administrative and operational facets of both pesantren. At Darun Najah, despite the potential for internal planning disorganization, its location in Jakarta provides easier access to external resources, such as management consultants or more highly trained administrative staff, who can effectively address gaps in systematization (Beausaert et al., 2016). However, at Ar Raudlatul Hasanah, which might rely more heavily on internal structures and traditional practices, a lack of systematization from the leadership could result in an ad-hoc organizational framework, less transparent financial management, or procedural ambiguity(Faizah, 2023). These issues collectively impede efficiency and accountability (Konadu et al., 2024). The absence of a structured approach further hinders program scalability and restricts long-term growth potential.

Finally, the inability to effectively define objectives constitutes a fundamental challenge. Without clear and well defined objectives, the leader's "on-the-go" energy and grand vision in both Darun Najah and Ar Raudlatul Hasanah may become unfocused and consequently less effective (Ramatsui, 2022). Initiated programs, while seemingly promising, might prove difficult to assess for success, or may fail to reach their full potential due to insufficient focus and a lack of explicit success indicators. This limitation can also negatively impact the motivation of staff and students, as they may lack solid guidance regarding the intended direction (Dou et al., 2017). This constraint highlights that while a leader possesses strong interpersonal capabilities and a drive for change, their positive impact would be substantially amplified if this grand vision were translated into concrete action plans and measurable goals, which frequently necessitates robust support from a team skilled in strategic planning and detailed execution (Beausaert et al., 2016; Berkovich & Bogler, 2021).

Prospective Testee and Social Psyche in the Context of Self-Leadership

The Testee's strengths in decisiveness, social acumen, and conflict resolution capabilities hold significant potential, indicating a capacity to emerge

as a charismatic and effective leader or team member. However, the inherent impulsiveness, lack of systematization, and difficulties in objective-setting could substantially impede the realization of this potential.

     a. Strategic Planning Development: Implement rigorous training in constructing detailed work plans and establishing SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives. This intervention is designed to address the unsystematic approach and the challenges in defining effective goals.

     b. Impulse Management: Promote practices such as mindfulness or encourage the adoption of more structured decision-making techniques (e.g., deferring critical decisions for brief reflection periods) to mitigate impulsive tendencies.

     c. Leveraging Strengths: Encourage the Testee to assume roles where their exceptional interpersonal skills and conflict resolution abilities are paramount, while ensuring adequate supervision or support for planning and goal-setting functions.
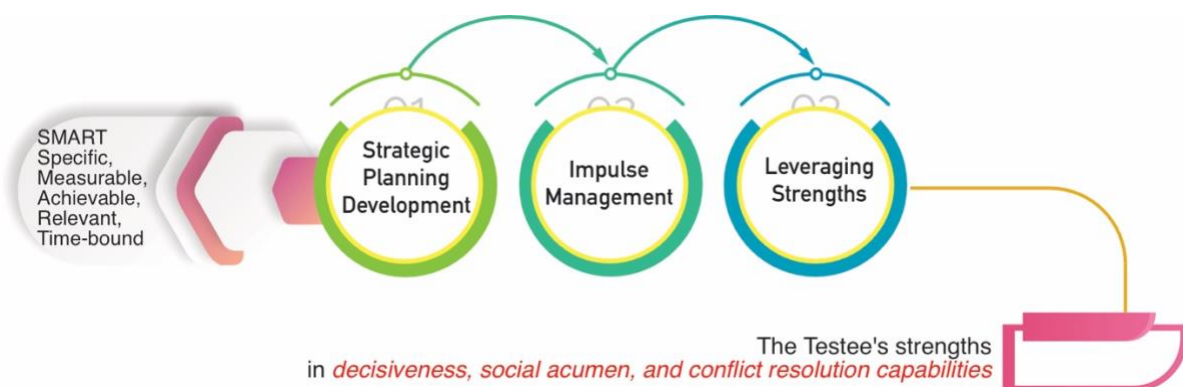

Figure 1: The Testee's strengths in decisiveness, social acumen, and conflict resolution capabilities

The comparative study findings from Pesantren Darun Najah Jakarta and Ar Raudlatul Hasanah Medan unequivocally affirm that the identified leadership strengths namely decisiveness, social aptitude, amiability, collaborative capacity, and conflict resolution capabilities possess immense potential for fostering charismatic and highly effective leaders (Konadu et al., 2024). Within both pesantren contexts, these characteristics prove instrumental in cultivating robust social networks, garnering support from diverse stakeholders, and forging positive emotional bonds with students (santri),

teachers, and the broader community, all of which are vital for institutional advancement. The dynamic and vigorous energy of these leaders facilitates innovation impetus and task completion (Alwali, 2024; Wilaphan et al., 2023). However, this substantial potential can be significantly hampered by inherent weaknesses, including impulsiveness, a non-systematic approach, and challenges in defining objectives precisely. The manifestation of these impediments varies contextually; in urban oriented Darun Najah, these weaknesses may be more readily offset by available support systems, whereas in the more traditional Ar Raudlatul Hasanah, such deficiencies could potentially induce significant disruption to institutional norms and stability (Beausaert et al., 2016).

Consequently, development strategies that align with these conceptual recommendations become critically important. The implementation of detailed strategic planning, incorporating clear objective-setting, will assist in addressing the leader's deficiencies in systematization and goal definition, thereby ensuring their innovative energy is channeled effectively and measurably across both pesantren (Ramatsui, 2022). Impulse management, via more structured decision-making procedures, will minimize the risk of hasty decisions that could detrimentally affect the pesantren, particularly within traditional contexts that necessitate considered deliberation. Furthermore, leveraging the leader's strengths by positioning them in roles that foreground interpersonal skills and conflict resolution, such as cultivating external partnerships or spearheading social initiatives, must be augmented by supervision or a competent team adept in planning and objective determination (Beausaert et al., 2016; Berkovich & Bogler, 2021). This integrated approach will enable both pesantren, Darun Najah and Ar Raudlatul Hasanah, to effectively harness the strengths of these dynamic leaders while simultaneously mitigating risks, thus fostering sustainable and structured modernization (Evers et al., 2024).

Analysis of High "Need to Finish a Task"

Students (santri) exhibit a robust internal impetus to invariably complete every task initiated. This signifies a profound sense of responsibility, diligence, and reliability, as they persevere until full completion of their work (Amien et

al., 2022). Their unwavering focus on outcomes and quality renders them invaluable assets within any team.

Individuals demonstrating a high "need to finish a task" trait manifest exceptionally positive personal characteristics, driven by a strong internal urge to accomplish all initiated assignments (Rosari et al., 2025). This reflects an extraordinary level of responsibility, perseverance, and dependability. Such individuals are typically highly focused, meticulous, and resilient, unwilling to abandon tasks until their full completion. Consequently, their unwavering commitment to high-quality outcomes renders them invaluable assets within team contexts (Amien et al., 2022). This drive also frequently underscores strong personal integrity and a robust work ethic, where task completion is not merely an obligation but an integral component of their self-satisfaction and self-esteem (Rosari et al., 2025).

Drive for Task Completion in Pesantren Leadership

A comparative study conducted at Pesantren Darun Najah Jakarta and Ar Raudlatul Hasanah Medan indicates that a high "need to finish a task" characteristic in individual leaders forms a crucial foundation for effective management. This robust internal drive to complete every initiated task, as delineated within theoretical perspectives, reflects an exceptional degree of responsibility, diligence, and reliability (Rosari et al., 2025). Within the Dayah context, this ensures that developmental visions, novel programs, or strategic initiatives are not merely conceptualized but robustly actualized (Wilaphan et al., 2023). Leaders possessing this profile tend to exhibit a profound focus on achieving results and maintaining quality, demonstrate resilience in the face of obstacles, and uphold a strong work ethic (Amien et al., 2022). The strong personal integrity evinced through task completion becomes integral to their self-satisfaction and self-esteem, which, in turn, is contagious, motivating staff and santri to actively participate in achieving the pesantren's objectives (Dou et al., 2017; Rosari et al., 2025).

Nevertheless, while this high "need to finish a task" represents a vital strength, data analysis also reveals that this characteristic does not operate in isolation. When combined with impulsive tendencies and an unsystematic approach, a strong drive for task completion risks leading to poorly planned project executions or even resource squandering. For instance, a leader might rapidly initiate a renovation project (driven by the 'need to finish a task') but

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without detailed planning and clear objectives, the quality or efficiency of the execution becomes suboptimal (Ramatsui, 2022). Therefore, in both Darun Najah and Ar Raudlatul Hasanah, the maximal utilization of this task completion drive is critically dependent on the presence of supporting mechanisms capable of addressing gaps in strategic planning and systematization (Beausaert et al., 2016). This underscores the paramount importance of a solid management team that can translate the leader's enthusiasm into structured and measurable action plans, thereby ensuring that a strong commitment to task completion effectively contributes to the sustainable and high-quality development of the pesantren (Berkovich & Bogler, 2021; Evers et al., 2024).

Analysis of High "On the Go" & "Vigorous" Traits

Individuals characterized by pronounced "on the go" and "vigorous" traits are exceptionally active and dynamic, consistently exhibiting remarkable energy levels. The "on the go" dimension signifies a strong preference for constant engagement and challenge, a discernible aversion to stagnation, and a proactive pursuit of various activities (Wilaphan et al., 2023). Concurrently, the "vigorous" attribute underscores an impassioned and robust approach to all endeavors, frequently manifesting as assertiveness, agility, and an infectious enthusiasm (Lin et al., 2023). Together, these traits define a personality that is ardent, highly productive, and readily capable of assuming initiative. This composite profile yields a highly dynamic and productive individual, though awareness of potential burnout due to sustained high activity levels is crucial (Beausaert et al., 2016; Susar et al., 2023).

Manifestation of "On the Go" and "Vigorous" Leadership in the Pesantren Environment

A comparative study on leadership at Pesantren Darun Najah Jakarta and Ar Raudlatul Hasanah Medan consistently indicates that leaders exhibiting high "on the go" and "vigorous" characteristics play a central role in institutional dynamics (Faizah, 2023). This leadership type is distinguished by individuals who are highly active, dynamic, and possess extraordinary energy, constantly engaged and proactively seeking tasks and challenges(Ahmad et al., 2023). The manifestation of the "on the go" trait is evident in leaders' continuous initiatives

to develop new programs, forge partnerships, or adapt curricula to address contemporary demands (Alwali, 2024; Messmann et al., 2022). Simultaneously, the "vigorous" quality is reflected in an enthusiastic and resolute approach to program implementation or decision-making, demonstrating assertiveness, alacrity, and a contagious enthusiasm that permeates the entire pesantren academic community (Susar et al., 2023). The synergistic combination of these traits produces highly productive individuals, prepared to seize initiative and capable of driving significant advancements in pesantren management, rendering them vital assets, especially amidst the era of Islamic education modernization (Faizah, 2023; Messmann et al., 2022).

However, despite the considerable value of "on the go" and "vigorous" traits in fostering innovation and effectiveness, analysis reveals that without appropriate management, potential risks are inherent. This extraordinary high energy, if not channeled through planned and systematic approaches, can lead to impulsive decisions or poorly coordinated project execution, particularly within a pesantren environment characterized by established bureaucratic procedures and traditions . Leaders with this profile may find it challenging to allocate time for rest or to defer initiatives for more considered deliberation, thereby risking burnout for themselves or causing exhaustion among their support teams (Beausaert et al., 2016; Susar et al., 2023). Therefore, the success of leadership with this profile is critically dependent on the pesantren's ability to provide robust supportive structures both in the form of a competent management team proficient in detailed planning and a structured evaluation system to ensure that the leader's dynamic spirit can be optimized without compromising overall organizational stability, efficiency, and well-being (Berkovich & Bogler, 2021; Gawlik et al., 2024; Konadu et al., 2024).

Analysis of High "Social Extension" & "Need for Closeness and Affection"

Individuals exhibiting high "Social Extension" are characterized by a strong propensity for expanding their social networks and engaging with numerous individuals (Salas-Pilco et al., 2023). Concurrently, these individuals also harbor a profound longing for warm, close, and affectionate relationships, indicative of a high "Need for Closeness and Affection." This profile suggests that the individual not only seeks broad social interaction but also desires intimacy and deep emotional bonds within these relationships, demonstrating

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a highly empathetic disposition and significant emotional investment in interpersonal connections (Pule & Gibney, 2023).

Within demanding contexts such as santri (Islamic boarding school students) life, such individuals are likely to exhibit highly active and open communication patterns. They may be particularly inclined to cultivate more personal and empathetic relationships with healthcare professionals, transcending purely professional interactions (Sevelius et al., 2024). Santri with this profile are anticipated to engage in extensive questioning and self-disclosure, seeking considerable attention and empathy from healthcare providers. Patients exhibiting these traits would be highly receptive to approaches characterized by friendliness, understanding, and genuine concern, as they seek not only therapeutic intervention but also emotional support and a profound sense of connectedness (Pule & Gibney, 2023).

In terms of mental development, a santri with high "Social Extension" will, in the long term, demonstrate exceptional proficiency in networking and effective communication with diverse types of patients, colleagues, and the broader pesantren community (Roche et al., 2022). This facilitates their integration into a wide educational environment. However, a concurrently high "Need for Closeness and Affection" implies that their engagement transcends mere interaction; they will emotionally invest significantly in patients, demonstrating profound empathy, and actively seeking to forge bonds of trust and a sense of being valued. This combination renders a santri who may later be mentored into an ustadz (religious teacher) likely to possess an exceptional "bedside manner," making patients and santri feel profoundly comfortable and truly listened to. Nevertheless, careful management is required to avoid excessive emotional involvement, which could lead to burnout or challenges in maintaining necessary professional boundaries (Susar et al., 2023).

Social Networks and Emotional Bonds in Pesantren Leadership

A comparative study on leadership within Pesantren Darun Najah Jakarta and Ar Raudlatul Hasanah Medan strongly indicates that the dimensions of "Social Extension" and "Need for Closeness and Affection" in individual leaders are pivotal pillars for fostering and sustaining cohesive pesantren communitie. Leaders with a high "Social Extension" are highly adept at expanding their social networks, effectively interacting with students (santri), guardians, alumni,

colleagues, and external stakeholders. This proficiency enables leaders to effectively mobilize support, attract resources, and reinforce the pesantren's standing within the broader society. Concurrently, a high "Need for Closeness and Affection" motivates leaders not merely to engage in superficial interactions, but to actively seek and cultivate warm, intimate, and affectionate relationships. This implies that such leaders will emotionally invest in each relationship, demonstrating profound empathy and striving for robust bonds of trust, which are profoundly essential within a pesantren environment demanding deep spiritual and emotional engagement (Berkovich & Bogler, 2021; Pule & Gibney, 2023).

The synergy between broad social reach and the profound need for emotional closeness generates a leadership persona characterized by an exceptional "bedside manner" (borrowing the metaphor from patient interaction), making students feel exceptionally comfortable, genuinely heard, and profoundly valued (Pule & Gibney, 2023). At Darun Najah, this capacity might be leveraged to create a welcoming and open environment, aligning with the demands of modern communication. Conversely, at Ar Raudlatul Hasanah, it reinforces the leader's image as an exemplary figure emotionally connected to the students, thereby upholding the traditional familial ethos of the pesantren. Nevertheless, a inherent vulnerability accompanying a high "Need for Closeness and Affection" is the potential for burnout or challenges in maintaining necessary professional boundaries, particularly within leadership roles that mandate objectivity and occasional difficult decision-making (Susar et al., 2023). Therefore, it is imperative for pesantren leaders with this profile to cultivate a balance between deep emotional investment and the capacity to preserve professional distance, ensuring the sustainability of healthy and effective leadership across both institutions (Gawlik et al., 2024).

Analysis of High "Need for Change"

Individuals manifesting this santri profile exhibit a remarkably strong impetus to seek novelty, adapt to change, and express discomfort with the status quo or monotonous routines. They tend to be proactive in initiating improvements, exploring new ideas, and rapidly adapting to diverse environments (Konadu et al., 2024). This disposition can constitute a formidable strength in confronting challenges and fostering innovation (Alwali, 2024; Messmann et al., 2022). However, it can occasionally lead to impatience,

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restlessness in prolonged static situations, or a propensity for frequent career or project transitions.

High "Need for Change" in the Context of Pesantren Leadership

A comparative study on leadership at Pesantren Darun Najah Jakarta and Ar Raudlatul Hasanah Medan highlights that a leader's profile characterized by a high "Need for Change" serves as a vital driving force in the era of Islamic education modernization . Individuals with this characteristic demonstrate a profound urge for novelty, adaptability to change, and an aversion to the status quo or monotonous routines (Rosari et al., 2025). In the pesantren context, this manifests as proactive initiatives in curriculum refinement, pedagogical methodology, or administrative restructuring, alongside the exploration of new ideas pertinent to contemporary developments. Their rapid adaptability to varying environments empowers these leaders to guide the pesantren towards greater advancement, enabling responsiveness to societal demands and global challenges (Sain, 2023). At Pesantren Darun Najah, situated in a dynamic urban region, this need for change may be more readily accommodated and even fostered by the surrounding environment, driving innovation with minimal resistance (Wilaphan et al., 2023).

Nevertheless, while a high "Need for Change" is a significant asset in confronting challenges and driving innovation, analysis also reveals potential substantial challenges, particularly within tradition-rich environments such as pesantren. The propensity for impatience or restlessness in static situations, or even a desire for frequent shifts between projects, can conflict with values of stability, consistency, and respect for deeply rooted customs prevalent in pesantren. At Ar Raudlatul Hasanah, for instance, a drive for overly rapid or disruptive change, without careful consideration of existing norms, could provoke resistance from senior ulama or more conservative community members (Kriger, 2013). Consequently, for leaders with this profile in both pesantren, long-term success is critically dependent on their ability to strategically channel change energy, balance innovation with tradition, and cultivate consensus. It is also imperative for them to develop robust management systems and supportive teams capable of translating the vision for change into measurable and sustainable steps (Beausaert et al., 2016; Berkovich

& Bogler, 2021), thereby ensuring that the dynamics of change do not erode the institution's strong foundational principles.
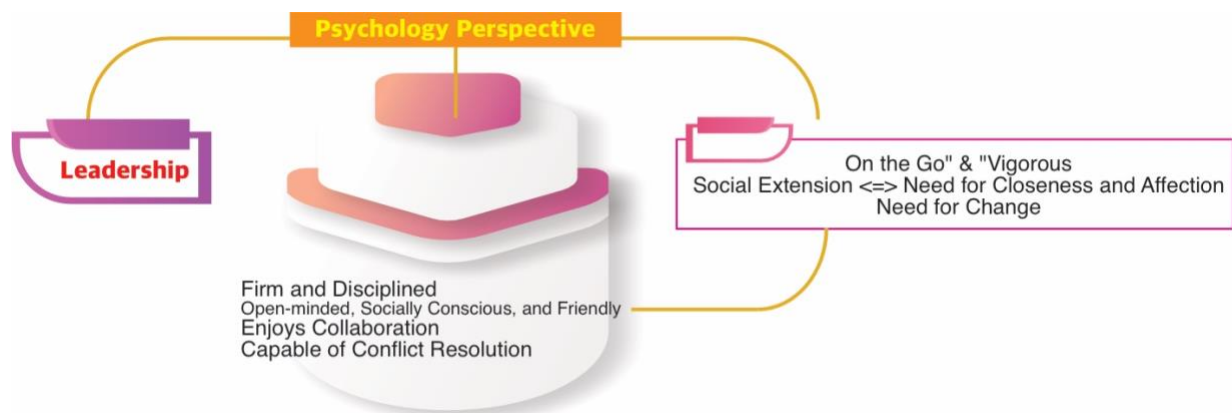

Figure 2: Psychological Profiles of Pesantren Leadership

Figure 2 presented model interprets leadership from a psychological perspective by highlighting how individual personality traits and social interactions influence a leader's behavior and style. It focuses on key psychological characteristics such as being firm and disciplined, while also open-minded, socially conscious, and friendly. The model emphasizes collaboration and conflict resolution as essential leadership capabilities. Additionally, it underscores the leader's need to balance social extension—a desire for interaction—with the need for closeness and affection, as well as adaptability to change. This approach allows a more nuanced exploration of how internal psychological motivations impact relationships with followers and organizational culture.

Furthermore, this model provides a systematic psychological foundation for understanding the multifaceted role of leaders in dynamic social environments. It considers the interaction between leaders' needs for connection and their capacity to respond to change as critical for leadership development and fostering innovation. By integrating internal psychological factors alongside external leadership behaviors, this theory advances leadership research beyond traditional frameworks. It also offers practical implications for educational settings and leadership development programs aiming to cultivate effective and adaptive leaders.

CONSLUSION

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The dynamic individual leadership profile—characterized by "on the go" and "vigorous" energy, a high "need for change," and extensive social capabilities, yet concomitantly marked by impulsivity, a non-systematic approach, and high autonomy concerning established rules—represents a paradoxical transformational force within the context of traditional Islamic educational institutions like pesantren. While leaders of this archetype are potent catalysts for modernization, innovation, and vital network development, their overall effectiveness is profoundly contingent upon the pesantren institution's capacity to actively manage and compensate for these inherent weaknesses. The practical implementation at Pesantren Darun Najah and Ar Raudlatul Hasanah critically demonstrates that in the absence of robust supporting structures for detailed planning, process management, and impulsivity mitigation, the leaders' considerable energy and strategic vision can lead to operational disorganization, institutional conflict, or even resistance from communities that value tradition. Therefore, success is not solely predicated on the presence of such uniquely profiled leaders, but rather on the astute judgment of pesantren educational management to cultivate an adaptive ecosystem. This ecosystem must not only harness the dynamic strengths of these leaders but also intelligently address their deficiencies, thereby ensuring that transformation can proceed sustainably without eroding the institutions' foundational cohesion and core values.

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