CHARISMATIC-VISIONARY LEADERSHIP OF TEUNGKU IN DEVELOPING THE ROLE OF DAYAH MUDI MESRA SAMALANGA, BIREUN, ACEH

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Abstrak: Dayah merupakan salah satu lembaga pendidikan Islam yang masih eksis di Aceh. Sebagaimana pesantren di Jawa, dayah menghadapi persaingan ketat dengan lembaga-lembaga pendidikan formal lain, seperti sekolah, madrasah, atau perguruan tinggi. Penelitian ini bertujuan untuk mendeskripsikan bagaimana kepemimpinan teungku dayah (Abu MUDI Mesra Samalanga) dalam pengembangan peran dayah di era modern. Pendekatan penelitian ini adalah kualitatif yang memadukan antara kajian pustaka dan penelitian lapangan di Dayah MUDI Mesra Samalanga Bireun Aceh. Hasil penelitian menjelaskan bahwa (1) otoritas kepemimpinan Abu MUDI adalah karismatik yang bersumber dari sikap istiqomah dalam menjalankan ajaran Islam sehingga menjadi teladan dalam pengamalan syari’ah, (2) tipe kepemimpinan Abu MUDI adalah karismatik-visioner yang memiliki visi mengembangkan peran dayah di era modern dengan mendirikan Ma’had Aly dan IAI Al-Aziziyah agar alumni dayah selain menjadi teungku juga dapat berperan lebih luas di tengah-tengah masyarakat, seperti menjadi pegawai di instansi pemerintah karena memiliki ijazah formal dari perguruan tinggi.
INTRODUCTION
Nanggroe Aceh Darussalam (NAD) is famous as ‘Verandah of Mecca.’ Historically, Kamaruzzaman and Patrick Jory (in Solichin) said that it is related to the quality of muftis, Islamic education, and the religious Acehnese society. The epithet ‘Verandah of Mecca’ is used based on Acehnese muftis’ academic culture in copying and composing some books. Therefore, the manuscripts of Aceh, such as the works of Hamzah Fansuri, Syamsuddin As-Sumatrani, Nuruddin Ar-Raniry, and so on, are spread to Thailand, Filiphine, Brunai Darussalam, even to Mecca-Madina.

Aceh is also well-known because of its Islamic education institutions, such as Rangkang, Meunasah, and Dayah. Rangkang is a place for Madrasah Tsanawiyah students to learn about Arabic, geoscience, history, mathematics, akhlaq, fiqh, and so on. Moreover, in Meunasah (madrasah), students learn how to read, write, learn religious knowledge, learn Melayu language, akhlaq, and Islamic history. Meunasah is also used to pray fardhu congregationally, recitation, and preaching of Islam. Meunasah is as the Islamic education center which teaches writing, reading Arabic letter and Al-Qur’an, worshipping, and so forth. At first, Meunasah was built for customary deliberation institutions, but then it...
becomes an Islamic learning center for the children, as mushola for TPA in Java. (Interview with Tgk. Muhammad Nasir, 5 September 2019).

The term of *dayah* in Aceh is much like *surausi* in Minangkabau, *pesantren* in Java, *pondok* in Malaysia, and *Pho No* in South Thailand.\(^7\) Ibrahim Ishaq (in Sri Suyanta) said that the word *dayah* derives from the word *zawiyah* (Arabic), which means the corner. The change of *zawiyah* meaning to *dayah* comes from the recitation held in the corners of the mosques.\(^8\) Tuanku Abdul Jalil (in Sri Suyanta) argues that *zawiyah* changes into ‘*deyah*’ or ‘*dayah*’ because of the influence of the Acehnese language, which doesn’t have the “z” sound and tends to shorten it.\(^9\)

*Rangkang, Meunasah, and Dayah* have four functions for Acehnese society. They are (1) as the religious studies center and the place of worship, (2) as the base defense Acehnese fighters against the colonizers, (3) as the institutions which contribute to educating Acehnese society, and (4) as the social and community activities center.\(^10\)\(^11\) *Dayah* has been produced a lot of priest, *umara*; even the struggle figures to defend the homeland from the colonizers, for example, Tgk. H. Hasan Krueng Kalee, a well-known priest in Aceh Besar.\(^12\)

In its development, the Aceh *dayah* education system has experienced some progress, such as the establishment of formal schools, *Ma’had Aly*, as further education after *dayah*, and universities. Developing a *dayah* education system in Aceh is almost the same as the pesantren in Java. There are generally two pesantren education systems, namely (1) *salafiyyah* (traditional) and (2) *khalafiyyah* (*‘ashriyyah*/modern), but there are also those that combine the two systems (mixed).\(^13\) The *dayah* education system is also known by two models, namely *salafiyyah* and *khalafiyyah*, which integrate the Ministry of Religion’s curriculum with the Ministry of Education and Culture.\(^14\)

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\(^9\) Suyanta, 18.

\(^10\) Solichin, “Pendidikan Islam Moderat dalam Bingkai Kearifan Lokal”, 149.


\(^12\) Silahuddin, “Transformasi Budaya Pendidikan Dayah di Aceh”, 382.


The essential elements of education in *dayah* are similar to those in pesantren. The five main aspects of pesantren consist of (1) pondok, (2) mosque, (3) yellow book, (4) santri, and (5) kiai, while in dayah consists of (1) educational objectives, (2) teungku, (3) ureung meudagang (students), (4) yellow book (known as turas), (5) methods, dormitory, and mosques. These elements are the characteristics of traditional education in pesantren (dayah), which distinguishes it from schools and madrasas.

The development of the dayah education system is an effort to maintain its existence and function to produce cadres of priest (teungku) in the midst of the people of Aceh. M. Hasbi Amiruddin (in Silahuddin) says it is because some of the functions of priest that were played by dayah alumni had been replaced by madrasa or university. Besides, many dayah priest’s children who turn to formal institutions such as schools or colleges.

This article aims to describe (1) the source of Teungku leadership authority and (2) the type of leadership of Teungku Dayah Ma’hadul Ulum Diniyah Islamiyah of Mesjid Raya Aceh or known as ‘MUDI Mesra Samalanga’ in developing the role of dayah to compete with formal educational institutions. According to Nasir Usman, et al., dayah MUDI Mesra Samalanga has been established since the time of Iskandar Muda with the vision of creating scientists and intellectuals based on five dayah souls, namely: sincerity, simplicity, independence, ukhuwah Islamiyah and freedom. It is the same as ‘Panca Jiwa’ of Darussalam Gontor Islamic Boarding School, Ponorogo.

**RESEARCH METHOD**

This study employed a qualitative design. It combined the literature review and the field research in Dayah MUDI Mesra Samalanga, Bireun, Aceh. It focused on the leadership authority of Teungku (Abu) Dayah MUDI Mesra Samalanga in developing the role of dayah in this modern era by establishing Ma’had Aly and college (IAI Al-Aziziyah). The data were collected through in-depth interviews, field observation, and documentation. The respondents were

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taken by using purposive sampling. They were *Teungku dayah*, the students, the rector, the lecturers, and the students. The data were analysed by Miles and Huberman’s interactive techniques.\(^{20}\) Data from literature and field observations were collected and then reduced according to the focus of the study. After that, it was presented in the form of chapters (sub-chapters), and then concluded by discussing them with the theories.

**THEORETICAL FRAMEWORK**

**The Concept of Leadership**

Leadership comes from the word leader.\(^{21}\) The concept of leadership includes (1) activities (processes), (2) influences, exemplary behaviors/beliefs, (3) actors (leaders and followers), and (4) achievement of goals, group commitment, changes in organizational culture,\(^ {22}\) (5) awareness and responsibility towards the organization.\(^ {23}\) David Gurr (in Raihani) states that leadership is a process of leaders influencing others to achieve goals.\(^ {24}\) Leadership has five strengths, namely: (1) technical, (2) human, (3) educational, (4) symbolic, and (5) cultural.\(^ {25}\)

In Qur’an, there are several concepts of leadership, such as Khalifah (QS. [2]: 30), Imam (QS. [2]: 74), Wali (QS. [5]: 51), Ulil Amri (QS. [4]: 59), Ra’in (QS. [23]: 8), Qawwam (QS. [4]: 34), Malik (QS. [1]: 4), and Za’im (QS. [12]: 72).\(^ {26}\) Where as in Arabic, the leader is called as (1) ar-ra’is the plural form is ru’asa’ means the head, chairman, leader, president, foreman,\(^ {27}\) (2) al-'Amir the plural form is ‘umara’ means amir, prince, crown prince, king, head, leader, ruler, guide,\(^ {28}\) and (3) al-Qa’id means to guide and lead. The word al-Qiyadah means leader and place of leader or commander.\(^ {29}\)

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\(^{28}\) Munawir, 38.

\(^{29}\) Munawir, 1169.
Authority Leadership of Weber
To analyze the authority of MUDI Teungku dayah Mesra Samalanga, researchers used Weber’s authority theory consisting of three, namely: (1) traditional, (2) charismatic, and (3) rational (legal). Each authority has a different source. Those are the source of traditional authority on established beliefs about the sanctity of ancient traditions, the charismatic authority comes from the extraordinary purity (ability) and character that can be emulated from an individual, and rational authority is based on the legality of official regulations and laws (legal authority).

FINDINGS AND DISCUSSION
Charismatic Authority of Teungku Dayah MUDI Mesra Samalanga
In Aceh, a person who is a religious (Islam) expert is given the title of teungku or abbreviated as Tgk. Teungku is the same as ustadz/ah. The difference is teungku for both men and women. According to Tgk. Wardani, one of the caregivers at MUDI Putri Dayah, the title of tengku is highly desirable for santri because it means that they have completed many yellow books and increase their degrees.

Hakim Nyak Pha (in Silahuddin) says that teungku is an honorary title given to someone who understands religious issues well. It is given to both men and women who teach the basics of the Qur’an as well as those who have performed hajj. According to Mannan Nur (in Nirzalin Armia), Acehnese call teungku with various calls, for example, Teungku Chiek, Teungku Syeikh, Syeikh, Ayah, Abu, Abon, Abi, Tu, Walid, Buya and Abuya. For Acehnese, Teungku is like a mother, compared to uleebalang (traditional Acehnese tribal chief), who is considered to be like a father.

Teungku dayah, who has keuramat (karamah) is trusted by the Acehnese to be able to give beureukat (barakah) and temeureuka (kualat). Temeureka is an act of insubordination and disobedience to the orders of teungku dayah. It will bring disaster and troubled life. A teungku is also has charismatic who can

32 Interview with Tgk. Wardani, 5 September 2019
be a *peuneutoh haba* (final decision maker) on various issues that are always followed by Acehnese. It is because *teungku* is a figure of a holy man, the heir to the prophet, someone who has *karamah*, and he/she is like a mother who always defends the interests of society.  

The role of *teungku dayah* in Aceh is almost the same as *kiai* in *pesantren*; as the highest leader in their respective institutions. In Dhofier perspective, *kiai* is the essential element of *pesantren*. It is likened to a small kingdom in which *kiai* has absolute power and authority. Besides, Armia explains that the power of *teungku dayah* over the Acehnese is based on the mastery of religious knowledge and the three other resources such as *keuramat*, *beureukat* and *temeureuka*. Thus, this power is panoptic; without physical and total violence.

The charismatic authority of *kiai* has a firm persuasion in instilling ideology. So, it is called ideological power. Charismatic authority can be obtained by (1) given from physical form or having genealogical ties to previous charismatic *kiai* and (2) artificial process through the mastery of religious knowledge and pious personality. Hiroko Horikoshi (in Bambang Budiwiranto) states that charismatic authority encourages people to be obedient and avoid defiance to *kiai*’s orders to get blessed and avoid *kualat*. Moreover, three values support charismatic of Nyai; they are (1) affection with a gentle, sympathetic, and motherly, (2) discipline in doing *pesantren* activities, dan (3) mastery of religious knowledge (yellow book).

The highest leader of *dayah* MUDI Mesra Samalanga, Bireun, Aceh, is Tgk. H. Hasanoel Bashry bin H. Gadeng (1989-present). He is the son-in-law of the previous leader; Tgk. H. Abdul ‘Aziz bin M. Shaleh (1964-1989) or known as ‘Abon Abdul ‘Aziz’. Tgk. H. Hasanoel Bashry was also given the title of ‘Abu’atau ‘Abuya’MUDI, as respect for his mastery of religious knowledge and spiritual strength. Kamaruzzaman says that *teungku* (priest) was also given the title (call)

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38 Nirzalin, 19.
by Abu or Abonyang is hierarchical. The highest priest is called as Abu (ayah), and it is usually associated with villages (regions) such as Abu Tanoh Mirah, Abu Awe Geutah, so on.46

For his santri, Abu MUDI is a charismatic figure. His charisma comes from his steadfastness in holding shari’a values. Abu MUDI’s daily behavior is based on the knowledge that has been taught to his santri. So, he practices his teaching steadfastly.47 Badruzzaman et al. also says that the charismatic authority of teungku encourages total obedience as the source of Islamic values, the determiner of the way of thinking, and the act of Acehnese.48

Tgk. Wardani; one of the caretakers in women’s Dayah MUDI who has served for 11 years agreed to Tgk. Muhammad Nasir’s statement. For her, Abu MUDI was a charismatic and visionary leader. He had high and noble aspirations to establish a campus that was integrated with Dayah MUDI so that his students could contribute more broadly to bil-hal preaching in government institutions, and so forth.

The charisma of Abu MUDI was proven by the large number of students who study at Dayah MUDI. Besides, he was a public figure who often delivers religious lectures in several mosques, such as Baiturrahman Great Mosque of Banda Aceh. His charisma arises from his religious knowledge competence. It becomes a reference (model) for the community and the other teungku dayah. The source of a priest’s authority is his spiritual quality and strengthened by karomah.49

The charismatic authority of Abu MUDI reinforces Weber’s theory. It is said that charismatic sources are based on the purity (ability) of the extraordinary person and the exemplary character. Weber (in Bryan S. Turner) says that charismatic authority characteristics come from obedience. It is not because of the rules or traditions. It is personality factors associated with holiness, heroism, and extraordinary character.50

Abu MUDI’s ability is related to his mastery of religious knowledge becomes a reference in the practice of sharia at Samalanga, Bireun, Aceh. It is the same

as kiai’s authority in Java. Abdurrahman Wahid (in M. Dawam R) said that kiai has an absolute authority hierarchy. So that, many santri tied to kiai for their lifetimes. Kiai becomes their inspirators and moral supporter in their personal lives.51

The character of Abu MUDI encouraged many santri “feel like home” in dayah for years. Teungku (Tgk) Wardani said that it also happened to him. After completing his study at Dayah MUDI, he went home at Takengon, Aceh Tengah, where he was born. He tried to take some jobs there. Unfortunately, he did not get any peace there. He could not get any tranquility as he got it in Dayah MUDI. Finally, he got back to Dayah MUDI and continued his study at IAI Al-Aziziyyah.

Tgk. Muhammad Nasir explained that the charisma of Abu MUDI also appeared in his assertiveness that he held the values of dayah as the center of Islamic education of Ahlusunnah Waljamaah (Aswaja) with Syafi’iyah strictly. For example, the rules of veiling for female santri. Although, there were also many dayah which did not ask to wear the veil. It is in line with the authority of dayah’s priest in Islamic law. It must meet two conditions; they are (1) having Syafi’i madzhab and (2) mastering the authoritative works (sources) of Syafi’i madzhab such as the book of Minhaj al-Thalibin by Imam al-Nawawi, al-Mahalli by Jalal al-Din al-Mahalli, Tuhfah al-Muhtaj by Ibn Hajar al-Haitami, and I’anat al-Thalibin by Abu Bakr bin Muhammad al-Dimyati.52

The rules for female santri to wear veil were also applied when they attended the lectures at Islamic Institute (IAI) Al’Aziziyyah; a college which was built by Abu MUDI to give santri opportunity in continuing their studies after finishing their study at Dayah MUDI Mesra, Samalanga. Abu MUDI’s policy in wearing veil as a form of firmness in the application of the ideology of Aswaja by Imam Syafi’i madzhab, so that the nuance of Dayah MUDI Mesra, Samalanga appeared to be shari’a centric.

According to M. Ridlo Agung (dayah alumni), the type of dayah development were divided into two. They were (1) dayah which developed in the west/ south coast of Aceh were tended to have Sufism nuance, (2) dayah which developed in the north/east coast of Aceh tended to have Shari’a (fiqh) centric, one of which was Dayah MUDI Mesra Dayah. Kamaruzzaman argues that the teaching of Islam in Aceh are limited to the problem of Sufism and the serious implications of Islamic thought. Before Nuruddin Ar-Raniry came to Aceh, the most

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prominent religious issues were mysticism, such as Hamzah Fansuri (1550-1600) and Syamsuddin As-Sumatrani (died at 1629).53

Charismatic-visionary Leadership of Teungku Dayah MUDI Mesra Samalanga in Developing the Role of Dayah

The charismatic figure of Abu MUDI appeared from the observance of his santri in following the rules of dayah. The source of Abu MUDI’s charisma came from his steadfastness attitude in upholding the shari’a values taught to his santri. Thus, Abu MUDI became an example in the practice of worship and muamalah in everyday life. Aside from being a charismatic figure, Abu MUDI was also known as a visionary leader who had the vision to advance the role of dayah amid society, namely the establishment of Ma’had Aly and the Islamic Institute of Al-Aziziyah (IAI) to provide opportunities for students to develop his knowledge.

Teungku (Tgk) Wardani said that Abu and Umi MUDI Mesra were charismatic and visionary leaders. A high and noble ideal of Abu MUDI was to establish a campus integrated with MUDI, namely IAI Al-Aziziyah. Dayah MUDI Samalanga is a place for the forging of religious knowledge while IAI Al-Aziziyah was preparing students who were also santri of dayah to get the responsibility of bil-haṣlah preaching. They were prepared to take part in government institutions and insert Islamic teaching in these institutions.

In Teungku Dr. Muntashir’s perspective, his son-in-law, who is the rector of IAI Al-Aziziyah, Abu MUDI’s vision was to establish Ma’had Aly and IAI Al-Aziziyah to prepare dayah’s santri to broaden the scope of their preaching to the community. For example, by having a diploma (S1), they could work in governance to influence government policies based on dayah values.

Abu MUDI’s policy in establishing the college was controversial and was opposed by some of the teungku dayah in the beginning. Even it was not based on the direction of Abon Abdul Aziz (father-in-law and teacher of Abu MUDI). However, according to Tgk. Muntashir, the reason why Abon forbid santri to continue their studies was Samalanga lacked teungku, whereas MUDI alumni have become teungku. So, Abu MUDI’s policy of establishing the college was to prepare dayah santri of being able to play a broader role in their preaching.

Abu MUDI’s courage to establish an initially controversial college was based on his vision to develop the role of dayah in the future. Collins (in Dwivedi) says that visionary leaders can think boldly, have the spirit to see the future, and

need innovations. Abu MUDI’s visionary policy was based on developing the role of Dayah in the modern era so that students could participate more widely in society. If dayah was founded to produce teungku, nowadays, dayah provide scholars who can contribute to various government and private institutions.

The establishment of IAI Al-Aziziyah had an impact on the progress of the Islamic boarding schools around MUDI Mesra in the Samalanga, Biruen, Aceh. Tgk. Amirudin said that one of the contributions is the increase in the number of santri in dayah MUDI Mesra. It is because students who study at IAI Al-Aziziyah are required to stay at dayah MUDI Mesra or the other dayah around it. Abu MUDI policy requires students of IAI Al-Aziziyah to live in order to prevent promiscuity among students as happened on other campuses. MUDI often controls IAI Al-Aziziyah students’ social interaction. Also, santri of Dayah MUDI Mesra Samalanga, who wants to continue their study are required to study 4 years there and pass the book of I’anat al-Thalibin.

The visionary leadership of Abu MUDI in developing the role of dayah in this modern era can be more active in society. It provides solutions for community’s needs to obtain social sciences and religious knowledge from dayah. So, dayah can compete with other educational institutions, such as madrasas and schools that have general education programs. Abdul Muin says that visionary leaders can direct, motivate, inspire, and maximize the potential to be the strength in the competition.

The visionary leader orientation sees the future and what will be realized in the future. A visionary leader is always committed to the members of their organizations to realize the vision (hope) of the future they aspire to. Abu MUDI’s policy in opening Ma’had Aly and higher education program is as a form of revolution of dayah’s role to meet the needs of the society in the future. Ma’had Aly is for santri who want to learn religious knowledge deeper while the college (IAI Al-Aziziyah) is for students who wish to study religious, social, and humanities at higher levels.

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CONCLUSION
The source of Abu MUDI’s charismatic authority comes from his steadfastness toward upholding the religious values taught to his students. He sets an example in the practice of worship and *muamalah* in everyday life. It reinforces the theory of Weber. It says that a charismatic figure has exemplary characters. The study conducted by Zainal Arifin in Salafiyah Islamic Boarding School, Mlangi Yogyakarta, confirms that religiousness and exemplariness of Islamic *akhlaq* in everyday life encourage kiai’s charismatic.

The charismatic leadership of Abu MUDI heightens his vision in developing the role of *dayah* to contribute to Acehnese society’s education by establishing *Ma’had Aly* and *Institut Agama Islam* (IAI) *Al-Aziziyah*. It allows the students to broaden their knowledge and competencies so that they can take a more active role in Aceh society. The establishment of *Ma’had Aly* and *IAI Al-Aziziyah* is as the vision and strategy of Abu MUDI to compete for *dayah* with the other formal institutions, such as public schools and colleges. The visionary leadership of Abu MUDI in promoting the role of *dayah* in this modern era by establishing *Ma’had Aly* and *IAI Al-Aziziah* shows his commitment to make his vision a reality. He wants the students will be able to play a more active role in the society. This policy of Abu MUDI is the revolution part of *dayah*’s role to meet the community’s need in the future. *Ma’had Aly* gives the students chance to learn religious studies more. Besides, the students can earn their formal education in *IAI Al-Aziziyah* to get the admission (diploma certificate), so they can apply for a job in both government and private agencies.
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