DETERMINATION OF SYSTEMS THINKING LEADERSHIP AND EDUCATION QUALITY IMPROVEMENT: ANALYSIS OF SPIRITUALITY AND COMMUNITY ENVIRONMENT

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Abstract: In this study the authors raised themes related to the factors that influence systems thinking leadership and their impact on improving the quality of education. This study is interesting to discuss in order to see the influence of Spirituality and Community Environment on systems thinking leadership. The research uses library research methods or library research. The results of this study illustrate that systems thinking leadership tends to formulate measurable strategic steps and is able to move all components of the organization. Spirituality is very influential on systems thinking leadership, because it contains the motivation of all good deeds to achieve organizational goals that are worth worship. The community environment is also a crucial factor in systems thinking leadership, because it gives birth to leaders who have experience, ethics and culture within themselves so that the policies taken are a response to community conditions. In the context of education, systems thinking leadership is very influential on the quality of education because it is able to see problems holistically, find solutions, innovate and be able to mobilize resources to improve the quality of education.

Keyword: Leadership, Thinking systems, Spirituality, Community environment, Quality of Education.

INTRODUCTION
Background of the problem

In organizational management, the existence of leadership has a very important role in determining the direction of the institution towards the desired goals as stated in the vision and mission of the organization. (Syahril, 2019) mentions that quality and competent leadership are the main pillars needed by institutions so that the goals of the organization can be realized. Leadership is a process of influencing other people to carry out various organizational activities in accordance with the stated Strategic objectives and Key Performance Indicators (KPI). Leadership is a medium within an institution or institution to invite other people or followers (influence) to do something together to implement organizational programs to achieve the goals that have been set. Meanwhile Sharma as quoted (Usman., 2019) explained that leadership is: Actions that influence followers to achieve the expected goals; Influence all elements of society, followers, organizational

components and other parties to work together to carry out organizational goals; Directing, Guiding , controlling to realize the vision and mission of the organization; Persuade and provide space for followers to express their views .

To realize the role of leadership in organizational structuring, it requires the ability to think as a basic instrument for a leader, thinking is a way to find the essence of truth, even though human truth is very relative because it is influenced by empirical factors or experiences that it goes through and wanderings of thought through exploration of its mind. , so Descartes mentions an expression (Teng, 2016) *Cogito Ergo Sum* "I think therefore I exist".

In the context of religion, humans are the most perfect creatures of God, because they are equipped with reason to think to find the essence of truth, find solutions to various problems faced and think to develop an organization towards a better direction. So do not be surprised if it is mentioned that "Humans are animals that think", even in the Qur'an, verses are often found that provide a spirit for humans to think.

The development of science, especially related to management science, is often described as the urgency of leadership, often the ideal leader is narrated as a leader who is able to develop his thoughts into an organizational vision that will be realized through strategic plans, strategic programs with clear, measurable main performance indicators, can be implemented by all components that synergize with each other, and can be held accountable (accountable).

Systems thinking leadership is needed in various aspects of life, including aspects of education because it will have an impact on improving the quality of education, where a leader is able to analyze educational problems and formulate planned and systematic strategic steps. form humans as perfect creatures of God. Indonesia today is facing global challenges which include a moral crisis and a spiritual crisis as well as the development of information technology, this must be addressed by educational institutions with a comprehensive concept of thinking so that these challenges can be faced through education management that can provide clear directions in improving the quality of education. .

In this context, systems thinking leadership becomes very urgent to make organizational decisions or educational institutions so that the goals of National Education can be realized and are able to face various challenges. So that all components of educational institutions cannot work optimally, this has an impact on the low quality of education. The existence of systems thinking leadership will be reflected in the ability to manage educational organizations or institutions with clear goals and targets, oriented to the interests of the community and being able to move all components to work optimally by providing motivation that work is not just fulfilling the interests of the organization but has the value of worship.

Leadership qualities that are able to think systems do not appear by themselves but are strongly influenced by various factors, including spirituality factors or the value of beliefs and beliefs that grow within a person, and environmental factors in the community where interactions occur.

Formulation of the problem
Based on this background and problems, the main problems in this article are:
1) Does Spirituality Affect Systems Thinking Leadership?
2) Does the Community Environment Affect Systems Thinking Leadership?
3) is Spirituality affects the quality of education
4) Does the community environment affect the quality of education
5) Does System Thinking Leadership Affect Education Quality?

LITERATURE REVIEW

Systems Thinking Leadership

In organizational management there is a very decisive element, namely leadership which can determine the direction of organizational policy. According to leadership, (Robert, 2010)leadership is the process of influencing and inviting followers or subordinates to carry out various activities in achieving organizational goals and making changes. Meanwhile, (Yuki, 2013)defining leadership is a deliberate process to influence others, guide, organize and facilitate activities in a group, leadership chooses different phenomena to interpret the results to achieve organizational goals.

(Robert N. L., 2010)Also explained that leadership has several key elements, namely: *first* Leaders-followers leaders and followers who influence each other, *Second,* Influencing is the process of a leader communicating ideas and ideas, receiving input, motivating supporters to support and implementing his ideas and ideas through change, *third,* Organizational objectives, namely the objectivity of all elements of the organization to work together towards the desired vision. *Fourth,* Change is to make changes continuously in adapting to the global environment. *Fifth* , leadership is related to leading people and benefiting society. To realize these leadership values, systems thinking skills are needed.

Thinking according to systems (Muhammad Nasir, 2021)is an attempt to think to solve various problems when thinking itself experiences a clash of emotions, feelings and resistance.

(Arnold, 2015) explains that systems thinking was first introduced by Barry Richmond in 1994 and defines systems thinking as the science and art of how to interpret behavior reliably by developing a deep understanding of the structure that underlies that behavior. People who think systems are like individuals who can see forests and trees at the same time . Arnold tries to define systems thinking through a literature study of experts in this field. The results of their study resulted in the definition that " systems thinking is the ability to identify and understand systems, predict system behavior, and design system modifications to achieve desired goals " .

According to (Sauser, 2008)In the implementation of the system there are five stages of systems thinking framework, namely: Creating an ideal future (output); Measurement of Success with clear indicators and targets; Turn Strategy into operations (Input into action); Successful implementation (Throughput/Action); External environment (Context from stage 1 to 4)

Systems thinking in leadership theory is needed to be able to overcome various problems. (Heryana, 2019)explains that systems thinking is not a a method that must be carried out systematically as a sequential link, but is the ability or competence possessed to deal with various problems and be able to find solutions to solve them as a whole . Therefore , systems thinking has characteristics , which distinguish it from the opposite approach, namely reductionist thinking.

Research on systems thinking has actually become an important concern for academics and intellectuals from various elements and branches of science because it has a very crucial influence in organizational management which has an impact on improving performance, so that many previous researches have been carried out such as that carried out by , (Maryono, 2014), (Rajo Bungso. & Rosadi, 2021) (Palutturi, 2021)

Education Quality

Quality of Education has always been a hot topic of discussion in the community, because it has an impact on parents' interest in their children's education, (Aziz, 2015)explaining that Quality is essentially an appreciation or appreciation for satisfaction

with certain services or goods, based on objective considerations of their weight and performance.

In the context of education, according to (Suti, 2011) Quality can be understood from various approaches , namely the normative aspect and the descriptive aspect . In a normative sense, quality is determined based on intrinsic considerations and extrinsic. Based on the intrinsic criteria, The quality of education is the result of the educational process, namely students who are properly nurtured in accordance with educational quality standards . Meanwhile, based on extrinsic criteria, education is a tool to produce experts who are able to answer the needs of the labor market . Meanwhile, in a descriptive sense, quality is determined based on direct facts resulting from the educational process, namely the learning achievement of students .

Therefore, the quality of education can be seen from several indicators. Sallis as quoted by (Fadhli, 2017)revealed that a quality educational institution has several indicators, namely: 1) Internalization of moral and moral values in each student's behavior; 2) the results of student learning achievement are very good, this is indicated by the acceptance of students in various jobs and being able to continue to various well-known educational institutions; 3) The high participation of parents, government, business and local communities; 4) Availability of resources; 5) Responsive to the times and the latest technological advances; 6) the leadership of a quality yak institution has clear goals and visions as well as measurable performance targets. ; 7) Fulfillment of the rights of students or participants, both the right to acquire knowledge and the development of character and expertise; 8) balanced and relevant curriculum.

Based on these understandings, what is meant by Quality of Education in research is the degree given to the excellence achieved by education in accordance with the quality standards of education that have been set and can meet the expectations of society as users of educational services. Research on the quality of education has been carried out by many previous researchers such as (fitrah, 2017): (Suryana, 2020),, (Mukhtar, 2018) (Duyardin, 2020)

Spirituality.

Spirituality (Larasati, 2021)is a psychological condition experienced by a person after experiencing the process of giving motivation , so that someone really pays attention to the soul in his life , can develop his personality in accordance with applicable norms, which in turn can be independent, able to interact with other parties , uphold the values of integrity and responsibility. have the right principles, behave according to values and be able to interact with fellow human beings in accordance with the rules of human values.

John M. Echols as quoted provides an understanding of Spirituality (Sagala, 2018)which means the spirit, soul or spirit that grows in a person due to the process experienced, usually it is related to religion and beliefs held by each individual. Meanwhile, Podsakoff (Tanasa, 2019)sees spirituality in a context that is related to work motivation, where he explains that spirituality implies general symptoms that grow and develop in a person as a result of the practice of religious values or the ability to interpret life, so that it gives birth to an attitude and mental attitude. who are good in the work environment, think positively, innovatively, and effectively which have an impact on organizational performance.

(Sastrodiharjo, 2021)Explaining some research results show that Spirituality has a significant influence on a person, the higher the spirituality of employees, the more likely they are to have good behavior outside of work and influence in carrying out their daily work, thus supporting organizational effectiveness.

Research on the influence of spirituality in various activities has been carried out by many previous researchers including: (Subhan, 2017). (Naim, 2013)

Community Environment .

According to (Sandrawati, 2016)the environment, society is a collection of individuals who live together and influence each other with a value system that binds each individual in carrying out various activities in his life. (Ummah, 2019)The community environment is a group of people who live together and influence each other in a certain area with norms and ethics as guidelines for acting and relatively the same way of thinking, which makes the community members realize themselves as a unit.

Meanwhile, (Pitoewas, 2018)the community environment is one very important aspect that can change the mindset and behavior of a person or community in carrying out various organizational activities as a reaction to the conditions in the community it faces. .

Based on this understanding, it can be understood that the community environment has a role in human life and greatly influences the way of thinking and decisions taken by each individual as a form of interaction with the community environment.
In the context of the influence of society with the world of education, (Solekah, 2016)it is stated that the role of society in education is very crucial, namely: The community as organizers and participates in supporting education financing; The community participates in supervising educational institutions "Informal Supervisors" in order to improve the quality of education; Society as a source of education itself.

Research on the influence of the community environment on each individual and improving the quality of education has been carried out by previous researchers, such as:
 (Yoni Hermawan, 2020) (Gunadi, 2017), (Samsiah, 2018)

Table 1. Previous research

No	Author (year)	Previous Research Results	Equation with this article	Difference with this article
1	(Pasek, 2016)	Spiritual intelligence affects intellectual intelligence at the level of one's understanding.	Spirituality Factors Have a very important influence on a person	Spirituality Factors Affecting Systems Thinking Leadership
2	(Triwibowo C. , 2015)	Spiritual intelligence has a very significant influence on every worker.	Spirituality Factors Have a very important influence on a person	Spirituality has an effect on System Thinking Leadership
3	(Andi Amri, 2021)	Spiritual intelligence is important for everyone. forming character and identity to become a better human being.	Spirituality Factors Have a very important influence on a person's way of thinking	Influential spirituality that is essential to Systems thinking Leadership
4	(Usman. H. , 2019)	The environment greatly influences the way of thinking, acting and leading	Community environment has a strong influence on the way leaders think and act	The community environment has an influence on systems thinking leadership.
5	(Alisyah Pitri, 2022)	The community environment plays a very important role in the management of education through the school	Community environment has a very significant influence on a person	Community Environment has a significant influence on Leadership

		committee and improving the quality of education.		
6	(Rajo Bungsu, 2021)	The community environment is one of the external factors that influence a person's way of thinking.	Community environment is very important for humans	Community environment influences leadership
7	(Nurmala, 2020)	The Spiritual Leadership of the Head of Madrasah affects the affective commitment of teachers and quality	Spiritual values affect a leader in improving the quality of education	Spirituality has an influence on the quality of education
8	(Gina Gisya, 2020)	There is a strong influence between spirituality and teacher professionalism and the quality of education	Spirituality has an influence on the quality of education	Spirituality has an influence on quality
9	(R. Suraji, 2021)	Spirituality education has an important role in realizing human character and can improve the quality of education	Spirituality has a very significant influence on the quality of education	Spirituality has an influence on the quality of education
10	(Solekah N. , 2016)	The role of the community in education is as, organizer, user and supervisor of education	The Community Environment has an influence on the quality of Education	The community environment affects the quality of education
11	(Kadir S. F., 2013)	The role of the community through the school committee in other forms and functions	The Community Environment has an influence on the quality of Education	society influences the quality of education
12	(Nurhasanah d. , 2021)	the community environment through the school committee has an effect on the quality of education, functions as an education "supervisor"	The Community Environment has an influence on the quality of Education	The community environment affects the quality of education
13	(Eva Aryani, 2021)	Thinking systems will form a systemic attitude in responding to problems, namely patterns of behavior that obey the rules (rule of the game).	Systems thinking leadership is able to see complex problems, and find solutions to achieve organizational goals .	Systems thinking leadership is able to move all components to improve the quality of education
14	(Heryana A. , 2019)	Systems thinking leadership has the ability to solve complex problems, perform systems engineering and can implement problem solving recommendations, Influence others to achieve goals	thinking leadership has the quality of seeing complex problems , from various aspects and finding solutions to achieve organizational goals .	Systems thinking leadership is able to move all components to improve the quality of education

RESEARCH METHODS

This research is library research , which uses data collection methods through journals, articles, and books that have a correlation with the material being studied by examining theory and the relationship or influence between variables. This study uses a qualitative approach, in qualitative research, literature review is the basis that must be consistently guided by methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that it is exploratory, (Ali, 2013)

FINDINGS AND DISCUSSION

The Influence of Spirituality on Systems Thinking Leadership

Spirituality is the values that grow in a person as a result of the implementation of worship from religion and beliefs that are adhered to so that it gives birth to motivation in carrying out various life activities, because of the belief that all good deeds done in this world are worth worship. worth worship.

Spirituality has many influences in life, namely the belief that the application of spiritual values in the workplace includes:

a. Creating a spiritual condition that gives birth to good thoughts and actions so that it can affect the performance of each individual.

b. Creating an attitude of mutual understanding, tolerance and a harmonious atmosphere so as to give birth to a spirit of togetherness in life.

c. Generating various ideas and innovations that can benefit the organization. (Triwibowo., 2015)

Zohar and Marshall in (Triwibowo, 2015)states that a leader needs Spirit in making organizational decisions, this can arise from understanding and practicing the spiritual values he believes in. . With spiritual intelligence, a leader will have the ability to run the wheels of the organization well because he believes that his actions are of worship value and beneficial for the organization, this will give birth to a calm, peaceful inner condition and always awaken the spirit to continue to make changes for the progress of the organization.

Based on the results of several studies, it can be understood that spirituality has a very dominant influence on system thinking, because it believes in the existence of non-material things in life so that it gives birth to motivation to do the best because it is believed to have the value of worship.

The meaning of spirituality is important for a leader, especially the leader of educational institutions who have integrity, because it will give birth to intelligent thinking in the management of service-oriented educational institutions and has the motivation to improve the quality of learning, as well as the management of educational institutions that are accountable because of the belief that every action will be required. accountability before Allah SWT.

The Influence of Community Environment on Systems Thinking Leadership

The community environment is a collection of individuals who live in the same environment and influence each other both directly and indirectly, the actions and decisions taken by a leader are often a response to the community's reaction. Thoughts and strategies and a leader leader are strongly influenced by the events that occur, the values adopted, ethics and culture as well as the situation that grows and develops in the community.

(Heryana A. , 2019) states that systems thinking has several characteristics, namely:

a. Ability to understand various problems as a result of patterns of behavior over time (*dynamic thinking*)

b. Always strive for actions in the organizational system to have a broad impact for the benefit of the environment and society (*System-as-cause Thinking*)

c. Believing that to see various problems comprehensively and efforts to solve them, scientific competence, knowledge, and experience are needed that can be a guide in solving problems contextually and thoroughly (*Forest Thinking*)

d. Focus on the consequences of the problem and understand how things that can happen (*Operational Thinking*)

e. Seeing cause and effect always in the process spin / cycle *(loop thinking)*
    In setting an organizational policy, systems thinking leadership is strongly influenced by the community environment, and will take several strategic steps, namely making plans, observing the environment, determining ideal vision or goals, providing feedback on results, measuring current conditions, and receive input from outside.

Based on some of these studies, it is clear that the community environment has a strong influence on systems thinking leadership, that influence can be seen from two aspects, namely: ***First*** Internalization of ethical values, culture, events that occur in the midst of society to form a leader system thinking, such as the educational environment and the organizational environment, so that it becomes an individual character that is inherent in him. ***Second*** , the community environment influences the policies taken in managing the organization, such as the length of the queue in the community in registering new students at school, so that the leadership thinks the system will give birth to an On-line registration program for new student admissions.

The Influence of Spirituality on the Quality of Education

Spirituality has a very abstract meaning, which means the spirit, soul or spirit that grows in a person due to the process experienced, usually it is related to the religion and beliefs held by each individual , this gives birth to good and right behavior because of the spirit Religion that encourages humans to maintain divine values in their lives includes the message of Religion ***'The best of humans are those who are most beneficial to other humans'.***

This principle is important for every human being, especially a leader of educational institutions, in order to improve the quality of education because it is based on the spirit that working and giving the best in every activity of life is worth worship. Spiritual values are able to motivate , set an example, act wisely , have compassion , are service oriented and implement values and other divine traits in achieving desired goals .

Spiritual values have a very strong influence on the quality of education, because one indicator of the quality of education is *high* moral *values which are* formed from the practice of religious teachings and beliefs. G. Gisya, et al (2020) in their research explain that there is a strong influence between spiritual values and teacher professionalism, and teacher professionalism is one indicator of improving the quality of education.

The Influence of the Community Environment on the Quality of Education

The community environment is a place for humans to gather and carry out activities in daily life and is a very decisive aspect in improving the quality of education, because on the one hand the community is the provider of education and on the other hand the community is the user of education.

The influence of the community environment in improving the quality of education is very crucial. Educational institutions will be of very high quality when they are able to build synergies and empower the potential of the environment properly. The community can be understood as an element of parents of students as beneficiaries of educational institutions and "external supervisors" . The community will give a direct assessment of the quality of

educational institutions, this is marked by the high interest of people to submit their children to quality schools, therefore the responsibility of the school is to seek to cooperate with their parents and the community. (Solekah N. , 2016)states that the role of society in education is very crucial, namely :

a. The community as organizers and participates in supporting education financing.
b. The community participates in supervising educational institutions "Informal Supervisors" in order to improve the quality of education.
c. Society as a source of education itself.

In improving the quality of education, communication between individuals is very crucial in order to build a spirit of cooperation, between schools and parents, the government and the surrounding community. School should Placing all parties (society) as important and able to synergize will give hope to be able to convey messages related to school needs. The role of the community through the school committee shows that the role needed in improving the quality of education is not only material but can carry out other roles

The community environment that is accommodated through the implementation of the school committee's duties has a very important influence in improving the quality of education, because the community can function as a "Supervisor) for education in their environment. Meanwhile, the community's response to the quality of education will be seen from the high number of applicants for prospective students in the acceptance of new students

The Effect of Systems Thinking Leadership in Improving the Quality of Education

Systems Thinking Leadership is a leader who has the ability to look at various problems in a complex, comprehensive manner from various perspectives and find solutions to achieve organizational goals by moving various components and followers as a force.

The all-systems way of thinking will form a systemic attitude in responding to problems (System attitude), which is a pattern of behavior or behavior that does not violate the rules of the game that have been agreed upon in a certain system. (Fardinal Fardinal, 2022)

In relation to improving the quality of education, system thinking leaders will see various challenges as opportunities, measure performance in accordance with the main performance indicators of educational institutions, so that efforts to pursue educational quality standards will continue. Systems thinking leadership is a combination of abilities that a leader must possess, including:
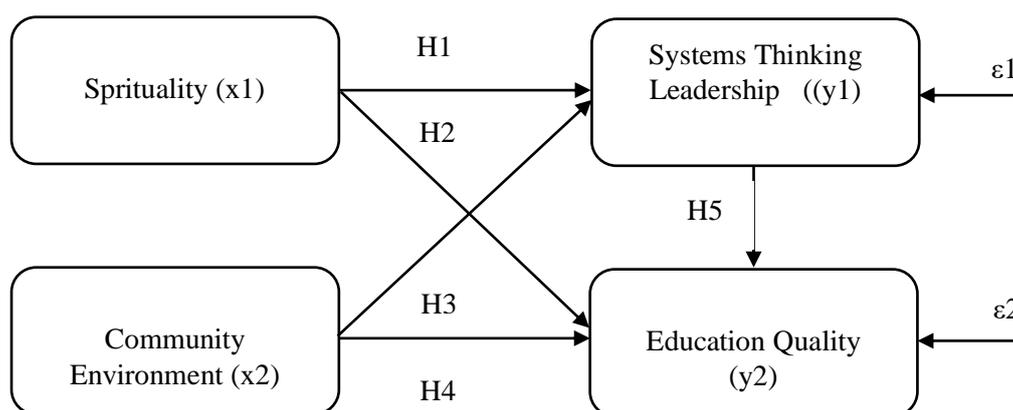
a. Solve complex problems in organizations with a systems approach
b. Perform system engineering so that it can apply problem solving recommendations
c. Influence others to achieve problem solving goals.

The ability possessed by systems thinking leadership will make educational institutions move quickly to solve various educational problems by compiling a strategic program to improve the quality of education that is measurable, in accordance with the provisions and quality standards that have been set.

Various research results show that systems thinking leadership has a strong influence in improving the quality of education, even tends to be a very dominant factor, from various studies on organizational development, the progress of an institution is largely determined by the commitment of the leadership in managing the organization as a representation of systems thinking leadership. .

Conceptual Framework

From the various problem formulations presented, theoretical studies, previous research that is in accordance with this research and the discussion of the influence between variables, the framework for thinking in this article is obtained as follows.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on various studies and discussions of research results, it can be concluded as follows 1. Spirituality has a very crucial influence on systems thinking leadership because it will give birth to consistency in implementing the rules and having integrity. Community environment is very influential on the leadership of systems thinking; Spirituality has an influence on improving the quality of educatio; Community environment is very influential on improving the quality of education; Systems thinking leadership is very focused on improving the quality of education , because it sees complex problems and is able to find solutions to every problem and has the competence to move all components of education.

Suggestions

From the various findings in the study, there are several things that need to be considered as suggestions from the author, namely:

a. There are many factors that influence systems thinking leadership in improving the quality of education, this requires in-depth research to enrich the factors of systems thinking leadership.

b. The study of the quality of education is becoming increasingly crucial in line with the community's need for quality education, so it is important to formulate the principles of systems thinking leadership in educational institutions as an effort to improve the quality of Islamic Religious Education.

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