

Intisari

Penelitian ini bertujuan memahami gaya kepemimpinan wirausaha sosial yang dijalankan oleh Umi Waheeda dalam menyediakan pendidikan gratis secara berkelanjutan di Yayasan Al Ashriyyah Nurul Iman. Fokus utama adalah menggali bagaimana pengalaman hidup (life history) Umi Waheeda membentuk kepemimpinan yang adaptif dan inovatif dalam menghadapi krisis dan tantangan keberlanjutan yayasan. Penelitian ini didasari oleh kebutuhan akan model kepemimpinan yang mampu menjawab kesenjangan akses pendidikan bagi masyarakat miskin melalui pendekatan kewirausahaan sosial dan inovasi sosial.

Metode yang digunakan adalah kualitatif dengan pendekatan life history, meliputi pengumpulan data melalui wawancara mendalam, FGD, studi dokumentasi, dan observasi, kemudian dianalisis secara tematik berdasarkan kerangka Braun & Clarke. Validitas data dijaga melalui triangulasi sumber.

Hasil penelitian menunjukkan bahwa keberhasilan kepemimpinan Umi Waheeda terletak pada kemampuan dynamic capability dalam mengelola krisis pasca wafatnya pendiri yayasan melalui penguatan kapasitas internal, adaptasi terhadap dinamika eksternal, restrukturisasi organisasi, serta pengembangan 69 unit usaha berbasis kebutuhan dasar dan efisiensi operasional. Strategi kepemimpinannya berkembang sebagai respons adaptif terhadap tekanan, bukan hasil perencanaan sistematis. Keberhasilan ini juga tercermin pada empat tahapan inovasi sosial: pemetaan ide, prototyping, scaling, dan pembelajaran adaptif yang menghasilkan sistem wakaf produktif berbasis komunitas.

Model kepemimpinan Umi Waheeda merupakan sintesis nilai spiritual Islam, pengalaman hidup personal, prinsip kepemimpinan transformasional, dan praktik kewirausahaan sosial inovatif, yang bersama-sama membangun ekosistem pendidikan gratis mandiri dan berkelanjutan. Temuan ini menegaskan bahwa pendidikan berbasis wirausaha sosial yang berakar pada nilai, spiritualitas, inovasi, dan kepemimpinan adaptif dapat menjadi katalis perubahan sosial signifikan di lingkungan dengan keterbatasan sumber daya.

Kata kunci: Kepemimpinan Wirausaha Sosial, Kepemimpinan Transformasional, Pendidikan Gratis, Life History, Inovasi Sosial, Wakaf Produktif.

Abstract

This study aims to explore the model of social entrepreneurial leadership practiced by Umi Waheeda in providing sustainable free education at the Al Ashriyyah Nurul Iman Foundation. The main focus is to examine how Umi Waheeda's life history shaped an adaptive and innovative leadership style in responding to crises and ensuring the foundation's sustainability. The study is grounded in the need for leadership models capable of addressing educational inequality among underprivileged communities through social entrepreneurship and social innovation approaches.

A qualitative methodology with a life history approach was employed, involving in-depth interviews, focus group discussions (FGDs), document analysis, and participant observation. Data were analyzed thematically using Braun and Clarke's framework, with data validity ensured through source triangulation.

The findings reveal that Umi Waheeda's leadership success lies in her dynamic capability to manage organizational crises following the founder's death, through strengthening internal capacity, adapting to external dynamics, restructuring the organization, and developing 69 business units focused on basic needs and operational efficiency. Her leadership strategy emerged as an adaptive response to pressure rather than a result of systematic planning. This success is also reflected in the implementation of four stages of social innovation: idea generation, prototyping, scaling, and adaptive learning, culminating in a community-based productive endowment (wakaf) system.

Umi Waheeda's leadership model represents a synthesis of Islamic spiritual values, personal life experiences, transformational leadership principles, and innovative social entrepreneurship practices, which collectively fostered a self-sustaining and scalable free education ecosystem. The study concludes that social entrepreneurship-based education rooted in values, spirituality, innovation, and adaptive leadership can serve as a powerful catalyst for social transformation, particularly in resource-constrained environments.

Keywords: Social Entrepreneurial Leadership, Transformational Leadership, Free Education, Life History, Social Innovation, Productive Endowment (Wakaf)