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# Multicultural Leadership of *Kiai* for Managing Diversity in Indonesian Context: Spiritual, Intellectual, and Social Integration

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## ABSTRACT

This study examines the multicultural leadership of *Kiai* for managing diversity in Islamic boarding schools (*Pesantren*). With the level of diversity of students and the social relations of *Pesantren* with diverse communities, it requires a leadership model that can accommodate diversity. This study uses a phenomenological qualitative approach. The researcher interviewed 29 informants: 16 at *Pesantren Al-Qodir* and 13 at *Pesantren Aswaja Nusantara*. One informant was interviewed as much as needed for information; there were one time and three times. Data analysis used a constant comparative analysis model. The research results at Two *Pesantren* show that two *Kiai* are multicultural leaders. The multicultural leader is formed from three patterns of integration in his leadership: spiritual, intellectual, and social. In the spiritual aspect, multicultural leadership integrates spiritual values and religious appreciation of human reality. In the intellectual aspect, multicultural leadership is driven by *Kiai's* knowledge, diverse knowledge perspectives, and openness to sources of knowledge from communities outside the *Pesantren*. On the social aspect, multicultural leadership builds relationships with diverse individuals and communities. *Kiai's* multicultural leadership in managing diversity occurs in two areas: managing *Pesantren's* internal diversity and external diversity of *Pesantren*.

## KEY WORDS

*Kiai*, *Pesantren*, multicultural leadership, diversity management

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