

Vol 7, No 4	2023	Halaman 612 - 621
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Analysis of Islamic Youth Organization Leadership Style Mosque

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Received: 27-08-2022, Revised: 30-09-2022, Acceptance: 20-09-2023

Abstract

This research discusses how a leadership style in a mosque Islamic youth organization can create a conducive situation and be able to manage any conflicts that occur. This research uses Rensis Likert's theory of leadership style, namely, absolute rulers, semi-absolute rulers, advisors & invitees as well. This research uses descriptive qualitative research methods, where this approach aims to provide a comprehensive and in-depth view of the subject under study, namely leadership style & conflict management in an Islamic youth mosque in Serang City. By taking the locus of a mosque Islamic youth organization, the author tries to analyze how the leadership style is applied by the mosque's Islamic youth organization. The results of the research in this article indicate that the leadership style carried out by the chairman of Risma Masjid At-Taqua is a participatory leadership style that always involves its members to make decisions so that joint decisions are created. In addition, the chairman of Risma also sometimes provides motivation, advice, or guidance to its members to be more enthusiastic about carrying out their duties. The communication that is carried out is also two-way communication, where there is reciprocity between members and the leader, the communication is also open and interactive.

Keywords: *Leadership Style; Organizational Communication; Rensis Likert*

INTRODUCTION

Speaking of human management, things can't be forced just to achieve what they want to achieve by any means. But also about how the process that occurs in it. In an organizational environment, it is not always about how an organization is able or not to achieve organizational goals, but also has to do with how the processes that take place within the organization. One of the processes that occur in an organization is leadership. By definition, leadership is every act carried out by individuals or groups to coordinate and provide direction to individuals or groups who are members of a particular container to achieve predetermined goals. The activities of leaders, among others, are

incarnated in the form of giving orders, guiding, and influencing work groups or other people to achieve certain goals effectively and efficiently (Faules, 2015). Leader activity can be described as an art and not a science to coordinate and provide direction to group members in order to achieve certain goals. Leading is taking the initiative in the context of social situations (not individuals) to create new initiatives, determine procedures, design actions and all other creativity, and because of that the organizational goals will be achieved (Faules, 2015). Leaders do not separate themselves from the group. Leaders work with other people, work through other people, or both.

In short, leadership is a process in various ways influencing a person or group of people to achieve a common goal. It is not easy to provide a definition of leadership that is universal and accepted by all parties involved in organizational life (Akbari & Pratomo, 2021). Some argue that there is no universal definition because the field of leadership studies is entrenched in a conceptual crisis that severely limits our understanding of leadership in contemporary organizations. (Akbari & Pratomo, 2021) . Furthermore, leader behavior can affect various situations and conditions in the organization, both the organizational climate and the motivation of its members (Faules, 2015). The reasons for leadership can affect organizational climate because other determinants of organizational climate such as organizational settings and strategies are communicated through leaders. Changes in the organizational climate and its performance can be achieved through a change in leadership. Leadership in the context of an organization is the ability and skill of a person who occupies a position as a work unit leader to influence the behavior of others, especially his subordinates, to think and act in such a way, so that through positive behavior, he makes a real contribution to achieving organizational goals. (Ruliana, 2018). Furthermore, the notion of leadership is divided into two concepts, namely a process and an attribute. As a process, leaders are focused on what their leaders do, namely the process by which leaders use their influence to clarify the organization (Faules, 2015). In organizational communication, there must be misunderstandings that can be reduced if the feedback process is carried out properly (Hele & Maela, 2018). Feedback mechanisms are as important as interpersonal communication. A communicator needs a feedback mechanism so that they know whether the message has been understood by the communicant (Hele & Maela, 2018). The feedback referred to here is the submission of reports on the results of the implementation of tasks and activities that have been carried out by subordinates and the provision of advice and considerations from subordinates during coordination meetings as material for policy formulation. Giving advice is also related to solving a problem and its follow-up efforts (Hele & Maela, 2018). Feedback is not only task submission and giving suggestions, but sometimes subordinates provide feedback by asking questions when the message conveyed is not understood by subordinates (Hele & Maela, 2018). The feedback received by the communicator can be used as a benchmark in determining whether the message has been received and produces a response as desired or the meaning of the message interpreted by the

communicant following the meaning of the message intended by the communicator (Hele & Maela, 2018).

Back to leadership, which comes with civilization humans maintain their existence. Since then, there has been cooperation between people and there has been an element of leadership. At that time the people appointed as leaders were the strongest, smartest and bravest people. In short, it can be stated that leadership and leadership wherever and whenever are always needed, especially in modern times that have used technological advances, until the future (Helmayuni, Totok Haryanto, Siti Marlida, Rino Febrianno Boer, Saktisyahputra, Aminol Rosid Abdullah, Ichsan Adil Prayogi, Angelika Rosma, Nadiah Abidin, 2022). Any organization in its form, from simple to complex such as government can work with a leader's role in it. This complexity involves various things such as communication, decision-making, delegation of authority, and so on (Zacharias, 2019). Other complexities relate to human resources, such as those related to positions, duties, positions, and status, as well as rights and authorities. This complexity can be a potential source of coordination difficulties within the organization, communication channels within the organization are not running or used properly because this affects the organization's operations. Thus the role of communication is very important in an organization, be it a small-scale or large-scale organization (Zacharias, 2019), such as Islamic law-based organizations that provide fresh air in structuring the morals and behavior of people, organizations, and communities based on Islamic law. can play a role with the government and public figures. All three function to regulate and control patterns and increase community participation in religious activities.

An example of an organization based on Islamic law is the Mosque Youth Association or the Islamic Youth Mosque. The Islamic Mosque Organization (Risma) is an organization that accommodates the activities of Muslim youth in the prosperity of the mosque. Islamic Youth Mosque is an alternative forum for good youth development and is needed by the community. By being oriented to mosque activities, Islamic, scientific, youth and skills, this organization can provide opportunities for its members to develop themselves according to their talents and creativity under the guidance of mosque administrators/ta'mir. Starting from the mosque, Muslims should design their future, both in terms of din (religion), economy, politics, society, and all aspects of life. As his predecessors functioned the mosque optimally, prospering and enlivening the mosque. One of the youth associations of mosques that have been active in their religious activities in the community is RISMADA At-Taqlwa (Islamic Youth at the At-Taqlwa Daliran Mosque) which is located in the Daliran neighborhood, Kebondalem Village, Purwakarta District, Cilegon Banten. The Islamic youth of the At-Taqlwa Mosque has a focus on the fields of religion, youth, and society. Islamic Youth At-Taqlwa Mosque serves as a forum for youth friendship in the Daliran neighborhood. There are 37 members from elementary school grades 5 to 6, junior high, high school to college level who have a program to empower Islamic youth in the Daliran neighborhood.

Even in the Risma organization, it is necessary to need a leader who can lead its members and determine the direction where it will go. In leading or

running a Risma organization, the chairman of Risma also needs a way or style of managing his members at work so that organizational goals can be carried out properly. How to move and motivate subordinates by each leader is different. This could be influenced by the personal characteristics of the leader. The effectiveness of leadership according to Fiedler is determined by the suitability of the leadership style to the situation at hand (Hughes et al., 2002). The situation is determined by three elements, namely the relationship between the leader and the leader is good or bad, whether the power the leader has is strong or weak, and whether the tasks being carried out are structured or patterned or not patterned. Leadership style is a leader's way of moving and directing his subordinates to take directed actions in supporting the achievement of goals. The leadership style is temporary / not permanent so it is sometimes difficult to judge a leader using which one of the leadership styles. The factor that influences the leadership style of a leader is the personality of the leader himself (Robbins, 2017). Leadership style is a pattern of interaction between leaders and subordinates. The interaction pattern forms two orientations, the orientation of the leader's behavior towards subordinates and the orientation of the relationship between the two. Poor leadership style has an impact on subordinates wanting to leave work, increasing work stress, and the emergence of various psychological and physical problems that lead to conflict (Prayogi et al., 2019). Employees who are less receptive to leadership, tend to see work as tedious, so they work with compulsion and carelessness. Therefore, an agency must recognize what factors make employees or members feel comfortable at work. With the creation of comfort in work, the productivity of individuals and an agency/organization will increase.

Likert's "Four-System" Style found that this theory was initiated by Rensis Likert. Likert discovered four leadership styles (Faules, 2015). The four leadership styles are:

- a) Exploitive-Authoritative (absolute ruler)
Leaders provide complete guidance and close supervision to members on the assumption that the best way to motivate them is to provide fear, threats, and punishment. There is very little supervisor-subordinate interaction. Downward communication is commanding.
- b) Benevolent-Authoritative (semi-absolute ruler)
This style is authoritarian but encourages upward communication to share opinions and raise complaints from subordinates. However, interactions between levels in the organization are carried out through official channels. Communication that occurs is rarely free and frank.
- c) Consultative (advisor)
This style involves fairly frequent interactions on a personal to moderate level, between superiors and subordinates. Information goes well both ways and there is little emphasis on information from above. The leader puts great trust and confidence in the members, although not absolutely.
- d) Participative

- e) This style is very sporty, with the aim that the organization runs well through the real participation of its members. Information goes in all directions and control is exercised at every level.

Participatory Leadership Style

Leadership behavior is a trait that can be used to influence other people called subordinates and can align their will to direct these subordinates to achieve goals. Participatory leadership is also called democratic leadership because the style used by the leader is democratically oriented towards participatory employees or subordinates. This is important to bring out the creative thoughts of subordinates in solving problems in the organization and can achieve organizational goals. He invites his subordinates to negotiate problems related to his work and make decisions based on common goals and he always interacts with his subordinates. Being a participative leader means involving team members in decision-making. This is especially important when creative thinking is required to solve complex problems or make decisions that will impact team members. Democratic or participatory leaders decentralize authority to employees. Decisions are made not unilaterally but participative. Those decisions are the result of the leader's consultation with the subordinates (Quamila, 2021). The characteristics of the democratic leadership style are as follows:

- a. Decentralized delegation of authority
- b. The decisions made by the leader involve opinions from subordinates
- c. Two-way leader and subordinate communication
- d. Relationship oriented
- e. Assumptions on employees can work together and moral
- f. Goal planning is done by employee engagement

The aspects of the participatory leadership style include consultation, joint decision-making, sharing of power, decentralization, and democratic management. A direct indicator of the existence of this participatory leadership lies in the behavior of its followers which is based on employees' perceptions of the leadership style used (Robbins, 2017). The participatory leadership style places more emphasis on high support in decision-making and policy but little direction. Leadership styles that are high in support and low in direction are referred to as "participatory" because positions of control over problem-solving and decision-making are held interchangeably. With the use of this participatory style, leaders and subordinates exchange ideas in problem-solving and decision-making. In the activities of running the organization, leaders who apply this style tend to be subordinate-oriented by trying to motivate subordinates more than monitoring them closely (Faules, 2015). They encourage members to carry out tasks by giving subordinates opportunities to participate in decision-making, creating an atmosphere of friendship and relationships of mutual trust and respect with group members. From the explanation above, there are many leadership styles, here the researcher will examine the participatory leadership style of the chairman of the Islamic Youth organization at the At-Taqlwa Daliran Mosque.

METHOD

The methodology is the process, principles, and procedures used to approach a problem and find the answer (Moleong, 2017). In other words, a methodology is a general approach to studying a research topic. Methodology influenced or based on the theoretical perspective itself is a framework of explanation or interpretation that allows researchers to understand data and relate complex data to other events and situations. (Moleong, 2017) . In this article, the author uses a qualitative approach that aims to explain the phenomenon in depth through the collection of deep data (Krisyantono, 2014). Qualitative research is research that deals with the ideas, perceptions, opinions, beliefs of people to be studied and all of which cannot be measured by numbers. While the type of research used is a case study type, which is a type of qualitative research that examines a particular case in the context of contemporary real life (Moleong, 2017).

In this study, the author uses a qualitative descriptive approach. The researcher himself as a key instrument, combines data with several stages, namely data collection techniques, data analysis used is qualitative and the results emphasize meaning. (Prayogi et al., 2019). This method only describes what is happening in a particular field or area. The form of this research is qualitative, where this research aims to explain the phenomenon in depth with the data obtained (Krisyantono, 2014). Data collection techniques are an important component of research. This is because the main step taken by a researcher with the aim of the study is to obtain data that is in line with the research. The interview is a process of collecting data, among others (Moleong, 2017), First, Determine the questions during an open interview. Second, identify the sources who want to be interviewed so that they can provide the right answers. Third, determine the type of interview that will be used and can produce information through the media or directly. And finally, the use of a guide in conducting interviews. In this research, I conducted interviews with two youth members of the At-Taqwa Daliran mosque. Data analysis techniques as a stage in finding data and then compiling data under the systematics of writing by using data generated from the use of data collection in the form of interviews, observations, literature studies, and sorting the data into several categories and then explain comprehensively.

DISCUSSION

In this discussion, the data obtained from the results of interviews with informants will be presented in depth. Here the author will briefly introduce who is a resource person from this research, namely Riko Andriyanto who is the vice chairman of the Islamic Youth organization of the At-Taqwa Daliran mosque, and Yulia Nir Mala Sari as a member of the Islamic Youth of the At-Taqwa Daliran Mosque, they have been in this organization for a long time. The interview in this study was carried out on January 19, 2022. Before starting the question, the author explained in advance the definition of participatory leadership style to the interviewee, so that there was an understanding of what

he wanted to ask. The following are the results of interviews from the two sources, namely:

Leadership of Risma At-taqwa Daliran

The results obtained from the two resource persons can be concluded that the chairman of Risma leads well and always listens or involves his subordinates in everything, such as asking for opinions or suggestions so that the creation of an agreement or joint decision results in good communication and there is no limit to opinion.

This shows that the chairman of Risma Masjid At-Taqwa has a participatory leadership style. With the use of this participatory style, leaders and subordinates exchange ideas in problem-solving and decision-making. Participatory leadership is defined as equal strength and sharing in problem-solving with subordinates by consulting with subordinates before making decisions.

Taqwa Daliran 's Participatory Leadership Style

In this case, the leader gives full trust to the members by allowing members to set goals and plan organizational activities so that these members feel free. The following describes the participatory leadership style in the Risma At-Taqwa Daliran organization.

Communication Type

In terms of communication that occurs at Risma At-Taqwa Daliran, the communication goes both ways, where there is reciprocity between members and the chairman, and the communication is open and interactive. In terms of interaction, two-way communication is seen as more interactive than one-way communication. Communication carried out in groups requires two-way communication, where the communicant and communicator interact actively in providing feedback on messages in the communication process. Two-way communication is a complete communication process. In this communication, information flows from the sender to the receiver and the receiver's response returns to the sender. In achieving organizational goals and dealing with personal problems, we need to rely on two-way communication.

Decision-Making Concept

In terms of making decisions, the chairman of Risma always involves his subordinates. According to Yulia, "If you want a decision, you must discuss it first, you don't just make a unilateral decision, so as a member you feel valued or involved, even though the decision will be fair, and we (members) don't have any objections, because it's a joint decision". It's the same as what Yulia said, "it's always discussed first if you want to make a decision, so we're both good at it".

The essence of democratic leadership is that all decisions often take into account and or involve subordinates for consideration. Community participation can occur at four levels, namely: 1). Participation in the decision-making process; 2). Participation in implementation; 3). Participation in the utilization of the results; 4). Participation in monitoring and evaluation.

Work motivation

Within the Risma At-Taqwa Organization, from the results of interviews from two sources, a common thread can be drawn that the chairman of Risma sometimes provides motivation, advice, or guidance to its members to be more enthusiastic about carrying out their duties. Motivation essentially has the scope of several activities, including the provision of guidance, instruction, advice, and correction (Ruliana, 2018) :

The concept of motivation contains three meanings: 1. Motivation implicitly means that the leadership of the organization is amid the subordinates, providing guidance, instruction, advice, and correction if needed; 2. It has implicitly included efforts to synchronize the organizational goals and personal goals of the members of the organization; 3. Explicitly includes the notion of providing stimulation to subordinates. It should be underlined that motivation is almost certainly used by leaders in all types of organizations, including bureaucratic organizations. In more detail, b language motivation tends to be used by leaders to guide work, followed by the language of empathy and the language of meaning (Farida & Ganiem, 2017).

Power in a Participatory Leadership Style

The characteristic of a leader with a participatory style is to involve members of his team to discuss with each other in finding or making a decision. The characteristics of participatory leaders according to Siagian are: In the process of moving subordinates, they always start from the opinion that humans are the noblest creatures, and always try to synchronize the interests and goals of the organization with the personal interests and goals of subordinates, are happy to receive suggestions/opinions/criticism from subordinates, prioritize cooperation, make subordinates are more successful than him, trying to develop personal self-capacity (Faules, 2015). At Risma At-Taqwa Daliran, all individuals have the same power when making or discussing decisions. With that, the relationship between the chairman and members becomes closer, because the chairman respects the opinions and complaints of his members, and also the chairman Risma does not force his members to carry out tasks beyond the capabilities of his members. Even so, sometimes there are cases where it is still the leader who has the right to determine the final decision, based on personal considerations and the course of the discussion.

Participatory Leadership Style in Member Performance

The results of the interview concluded that the participatory leadership style has a significant effect on its members, this is positive because the better the leader leads the better the performance of its members. With an open

relationship between leaders and members, it is easier for members to express their opinions and complaints, but still within reasonable limits. Democratic or participatory leaders decentralize authority to employees. This has an impact on decisions made not unilaterally but in a participatory way (Ruliana, 2018). On the other hand, performance includes aspects of quality, quantity, timeliness, effectiveness, and independence (Robbins, 2017). From this approach, it can be concluded that the involvement aspect of members for a common goal will have a positive impact on the performance of its members.

Constraints in Applying a Participatory Leadership Style

After conducting interviews with the two Islamic youth members of the Daliran mosque, you can conclude that there are no serious obstacles because the relationship between the chairman and members is open. So every time there is a problem, it is immediately discussed to find out the way out and the solution. A leader must set a good example for his members. In running or moving an organization there must also be a way for the sustainability of the organization. Without a way an organization will not be able to run well, that way is called style. Leadership style is a leader's way of moving and directing his subordinates to take directed actions in supporting the achievement of goals. The influence or impact on members with a chairperson who undergoes a participatory leadership style has a positive effect on its members because the better the chairperson leads the better the performance of its members. With an open relationship between leaders and members, it is easier for members to express their opinions and complaints, but still within reasonable limits.

CONCLUSION

Based on the results of the exposure of descriptive data from interviews, it can be concluded as follows: The leadership style carried out by the chairman of Risma Masjid At-Taqwa is a participatory leadership style that always involves its members to make decisions so that joint decisions are created. In addition, the chairman of Risma also sometimes provides motivation, advice, or guidance to its members to be more enthusiastic about carrying out their duties. The communication that is carried out is also two-way communication, where there is reciprocity between members and the chairman, the communication is also open and interactive.

The characteristic of a leader with a participatory style is to involve members of his team to discuss with each other in finding or making a decision. This resulted in the relationship between the chairman and members becoming closer because the chairman appreciated the opinions and complaints of his members. Even so, sometimes there are cases where it is still the leader who has the right to determine the final decision, based on personal considerations and the course of the discussion.

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