

LEADERSHIP OF THE CHAIRPERSON OF THE FOUNDATION AT THE KAHIRURROSYIDIN FOUNDATION, EAST LOMBOK

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Abstract

This study aims to describe the leadership model and communication patterns of the chairman of the foundation in developing the performance of school principals and teachers. This research uses a qualitative approach with a case study method. Data collection techniques were carried out through interviews, observation, and documentation studies. The informants in this study were foundation heads, school principals, teachers, education staff, and the development team. Data analysis techniques by means of coding. The results of the study found that: (1) The efforts of the chairman of the foundation in improving the performance of school principals and teachers at the East Lombok Khairurrosyidin Foundation are by applying a transformational leadership model and planning all school programs in a participatory and coordinative manner, solving problems and making decisions together, leading and mobilizing subordinates objectively, using formal and informal power, disposing tasks proportionally, building solidarity, setting an example, building transparency, encouraging continuation of studies, conducting comparative studies, education and training, assisting problem solving, and providing rewards. (2) The pattern of communication used by the chairman of the foundation in improving the performance of school principals and teachers at the East Lombok Khairurrosyidin Foundation is direct or face-to-face communication using oral methods accompanied by writing and supported by persuasive communication so that there is harmony between formal and informal communication.

Keywords : Communication Patterns; Performance; Principals; Leadership Models

INTRODUCTION

Education is so crucial for humans. The need for quality education, in addition to everyone's expectations, is also the primary means of producing human resources capable of maximizing their potential and managing natural resources wisely (Pankratz & Hanzal, 2021). Therefore, to realize this vision, an academic unit needs a leader who can bring human resources to be more developed and qualified, just like the chairperson of a foundation.

The head of the foundation is a leader or official responsible for coordinating all educational and learning process activities to realize the institution's successful vision and mission (Taşçı & Titrek, 2019). The leadership model of the foundation's chairman in carrying out responsibilities in managing the organization is coordination, cooperation, trust, and honesty. The leadership model in organizing schools largely determines the high or weak quality of the organization they lead (Faruk dkk., 2022). The leadership of the chairman of the foundation is also the way the chairman of the foundation influences, encourages, guides, directs, and mobilizes school principals, teachers, staff, students, parents of students, and other parties to work and achieve the goals set (Fatah & Komariah, 2020).

The head of the foundation in an educational institution functions and is responsible for coordinating all educational and learning process activities for the realization of the vision and mission of the institution (Bauer dkk., 2020). To achieve this success, the head of the foundation should understand leadership applied to develop the performance of school principals and teachers, which will ultimately contribute to improving the quality of education in the schools they lead. This is because school principals and teachers directly deal with students and are a determinant of the excellent and impaired quality of education and student learning outcomes.

However, the principal is considered a determinant of the success of an education and teaching and learning process. Suppose the foundation's chairman needs to have the understanding and ability to lead and apply suitable forms of communication. In that case, it can affect the quality of education and student learning outcomes (Brandt dkk., 2019). To carry out their leadership duties as expected, each chairperson of the foundation must have specific skills or competencies. The competence in question will bind various functions or tasks that must be implemented by the foundation's chairperson, whether as an administrator, supervisor, innovator, motivator, or decision-maker (Wolf, 2022). However, research on the leadership of the chairman of this foundation is rarely found and even mentioned by academics. Even though the leadership of the foundation is essential in the world of education, most schools currently have foundations, or many schools are under the auspices of foundations.

Based on the results of preliminary observations that have been made, the East Lombok Khairurrosyidin Foundation is one of the foundations whose educational institutions start

from elementary to secondary education. This foundation has an Islamic boarding school with male and female dormitories, aiming to spark noble and moral students who can become *hafiz* and *hafizah*. This foundation has experienced rapid development and change two years in a row after being led by a professional and experienced chairman. This can be seen from the increase in students entering the hostel, the quality of graduates, and students' achievements.

The achievements of students during the pandemic were as follows: 1) Won 1st place in Hafidz 30 Jus + Indonesian Interpretation at the provincial level; 2) Won 1st place in Hafidzah 10 female juices at the provincial level; 3) Won 2nd place in Hafidzah 20 female juices at the provincial level; 4) Won 1st place in the men's and women's recitations at the national level; 5) Won a silver medal at the national level online Chemistry Olympiad.

Based on the study conducted by Fathih dkk., (2021), it is known that effective leadership should involve collaboration, motivation, and good communication with all relevant parties, including the foundation's chairman. Furthermore, the study by DeMatthews dkk., (2020) revealed that effective leadership from school principals and the foundation's chairman is crucial in facilitating the success of programs. Then, Ansley dkk., (2019) study looked at the communication patterns of school principals with teachers in improving teacher performance in Indonesia. The results showed that effective school principals should have the ability to clearly communicate goals and expectations to teachers and create a positive and supportive working environment.

Although not directly related to the leadership model and communication pattern of the foundation's chairman in developing the performance of school principals and teachers, the above studies are related to important factors that influence the success of leadership and the development of teacher and school principal performance in schools. The difference between this study and the above studies is in the focus and context of the research. The present study emphasizes more on the leadership model and communication pattern of the foundation's chairman in developing the performance of school principals and teachers at the Khairurrosyidin Foundation in East Lombok.

METHODS

This study uses a qualitative approach. Rashid dkk., (2019), qualitative research aims to explain phenomena in depth. In line with this opinion, Royadi dkk., (2019) qualitative research is research that intends to understand phenomena about what is experienced by research subjects, such as behavior, perceptions, motivations, actions, and others, holistically and by way of descriptions in the form of words and language, in a particular natural context by utilizing various natural methods. At the same time, the method in this study uses a case study research type.

Huberman & Miles, (2002) case study, or 'case study,' is part of a qualitative method that seeks to explore a particular case in more depth by collecting various sources of information. Creswell defines a *case study* as an exploration of bounded systems or cases. An interesting case to study because of the unique features of the case, which have meaning to other people, at least to the researcher. Informants are considered capable of providing research information/data: school managerial elements (principals and vice principals), implementing elements (teachers and employees), and administrators and students in the foundation. Following the approach used in this study, namely a qualitative approach, data collection was carried out directly in the field with data collection techniques using Interviews, Participant Observation, Documentation, and Triangulation techniques (Huberman & Miles, 2002). This research was conducted at the Kahirurrosyidin foundation from January to March 2023.

Furthermore, following the research approach and the characteristics of the data collected, in this study, the data in the form of interviews and observations about the leadership of the foundation's chairman to develop the performance of school principals and teachers were processed and then described and analyzed. In detail, the steps for data analysis can be carried out by following the method proposed by Raco, (2010), namely by coding.

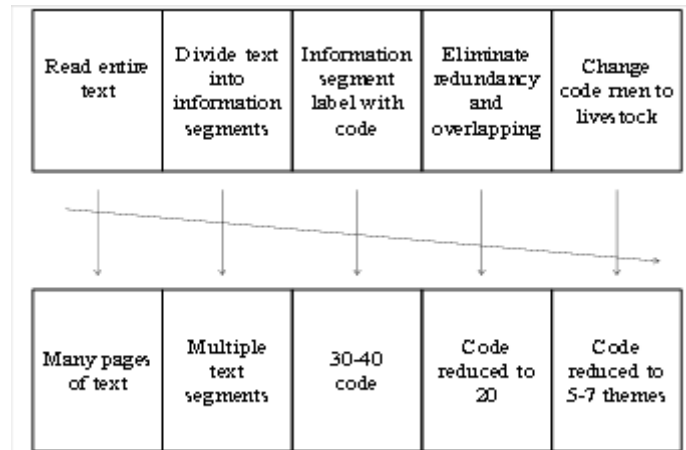


Figure 1. Creswell coding analysis process adapted from Raco

RESULTS

Before describing the research findings data, the characteristics of the research subjects and informants will first be presented. The subject in this study is the chairman of the East Lombok Khairurrosyidin Foundation. The foundation's leader is inherent in leadership, which is the focus of this research. At the same time, informants are considered capable of providing abundant, accurate, and relevant information to the focus of research related to the leadership model and communication pattern of the foundation's chairman. At the same time, the description of the research findings data will be presented successively based on the two research sub-foci that have been formulated, namely the leadership model of the founding chairman and the communication pattern of the foundation chairman in developing the performance of school principals and teachers at the East Lombok Khairurrosyidin Foundation. The research findings data can be described as follows:

1. Leadership Model of the Chairperson of the Foundation

The leadership model of the foundation's chairman in this study is a participatory leadership model which focuses on two main aspects: how to solve problems and make decisions and how to mobilize/lead subordinates. A participative leader who makes decisions will not be autocratic but will try to involve other people. The other people referred to may be subordinates, colleagues, superiors, or other stakeholders (stakeholders). However, as a control over his followers, participatory leadership often makes work in groups.

a. Model of Leadership in Making Decisions

Decision-making is an action to solve a problem by making alternatives. The Khairurrosyidin Foundation is an institution that cannot be separated from making decisions. Based on the research findings previously described, the foundation's chairman in solving and making decisions usually by deliberating with the foundation's management or parties related to the foundation, including leaders in each institution under the foundation's auspices. The purpose of the deliberation is so that problems that arise within the foundation's scope and within the madrasa under them can be resolved together. So that there will be a decision that previously each problem has been explained by deliberations agreed upon jointly.

The results of the interviews in this study are:

“In my opinion, transformational leadership is a leadership style that focuses on motivating and inspiring team members to achieve common goals. This leadership involves creating a strong vision and sharing clear goals, so as to motivate team members to actively participate in achieving common goals” (KY-1).

This statement highlights the essence of transformational leadership, which is to inspire and motivate team members to work together towards achieving a shared vision and common goals. It emphasizes the importance of creating a sense of purpose and direction that can inspire team members to go above and beyond in achieving their objectives. Also supported by the statement of the foundation teacher in the form of:

“I agree with the Chairman. Transformational leadership also involves the ability to motivate team members to innovate and think creatively in finding solutions to the problems faced” (GY-1).

Then asked about you apply transformational leadership in your foundation. The chairman of the foundation replied:

“We apply transformational leadership in many aspects of our foundation. We create a clear vision and share goals with all team members, so that everyone feels motivated to work hard to achieve these goals. We also provide freedom and space for team members to innovate and think creatively in finding solutions to problems. This helps to increase the spirit and motivation of all our team members” (KY-2).

This statement emphasizes the importance of empowering team members by providing them with the freedom and support to develop their skills and take on new challenges. Transformational leaders recognize the potential of their team members and create an environment that fosters growth and development. Also supported by the statement of the foundation teacher in the form of:

“In addition, we always provide support and guidance to our students. We always strive to develop their potential, so that they can achieve better results. This is also an example of the application of transformational leadership in our foundation” (GY-2).

Then asked about the impact of transformational leadership in your foundation. The chairman of the foundation replied:

“We see that the application of transformational leadership in our foundation has a very positive impact. All of our team members feel motivated and motivated to work hard to achieve shared goals. In addition, our students are also increasingly developing and able to achieve better results” (KY-3).

This statement highlights the commitment of Khairurrosyidin Foundation to providing support and guidance to their students, with the aim of helping them reach their full potential and achieve better results. It emphasizes the role of transformational leadership in creating a supportive and nurturing environment that enables individuals to thrive and achieve their goals. Also supported by the statement of the foundation teacher in the form of:

I agree with the Chairman. We also see that the application of transformational leadership helps to increase the spirit and motivation of our students to learn. They are also becoming more creative and innovative in completing tasks and solving problems (GY-3).

b. Leadership Model in Mobilizing/Leading Subordinates

The problem of leadership is one of the things that are often faced today. The importance of management as a tool in human life has always been a special consideration, which in this case is focused on leaders. A leader is a driving system for a job, where he has the expertise to apply management functions in decisions made. Leadership power in the organization, even in politics, can affect the organization through policies (rules) and regulations (wisdom) that can facilitate the achievement of organizational goals effectively and efficiently. As for the results of the interviews in

this study regarding the Leadership Model used in fostering and leading subordinates in this foundation, namely:

“We apply the Transformational Leadership Model in building and leading subordinates in this foundation. This model focuses on inspiring, motivating, and developing the abilities of subordinates to achieve their full potential. We believe that as leaders, we must provide clear direction, pay attention to the needs of subordinates, and build good relationships with them” (KY-4).

The Leadership Model used in building and leading subordinates in the foundation is the Transformational Leadership Model. This model focuses on inspiring, motivating, and developing the abilities of subordinates to achieve their full potential. The foundation chairman and teacher believe that as leaders, they must provide clear direction, pay attention to the needs of subordinates, and build good relationships with them. This approach emphasizes empowering subordinates to take initiative and be innovative, which leads to improved performance and productivity. Also supported by the statement of the foundation teacher in the form of:

“I agree with what the foundation chairman has stated. I see that the Transformational Leadership Model is very effective in building and leading subordinates in this foundation. The chairman always provides clear guidance and motivates us to achieve the predetermined targets. In addition, he also provides training and development of skills to improve our work quality” (GY-4).

Next, the informants were asked about the foundation chairman and teacher mobilizing and leading subordinates to achieve the foundation's goals. he replied:

“One of our ways of mobilizing and leading subordinates is by providing a clear vision and mission about the foundation's goals. We also provide clear guidance on the tasks and responsibilities of each subordinate in achieving these goals. Additionally, we also provide support and guidance to ensure that our subordinates have the necessary resources to achieve the goals” (KY-5).

Similar to the results above, the teacher informant answered:

“I agree with what the foundation chairman has stated. In addition, I also see that the foundation chairman and teacher always communicate with subordinates openly and transparently. We are often invited to provide input and advice in making important decisions.

This makes us feel valued and have a responsibility in achieving the foundation's goals. Additionally, we are also given opportunities to take the initiative and lead important projects for the foundation” (GY-5).

2. Communication Pattern of the Head of the Foundation

The communication pattern that is the point of emphasis in this study is a system of sending and receiving messages by the foundation's chairman through communication channels. Researchers looked at formal and informal communication networks to examine the foundation's chairman's communication patterns. Data on the communication pattern of the chairman of the foundation can be described as follows:

a. Formal Communication

Based on previous theoretical studies, what is meant by formal communication in this study is the flow of sending and or receiving messages through official channels determined by the school's organizational structure or by the job function of the head of the foundation to improve the performance of teachers and principals and the achievement of school achievements in East Lombok Khairurrosyidin Foundation.

Informants were asked about the Formal Communication Pattern used by the Head of the Foundation. he replied:

“Formal Communication Pattern used by the Head of the Foundation East Lombok Khairurrosyidin Foundation is a hierarchical structure where communication flows from top to bottom. The Chairman provides directives, policies, and guidelines to the teachers and other staff members, who then follow and implement them. The Chairman also emphasized that the foundation's communication follows a formal tone and language, particularly in written communication” (KY-6).

Similar to the results above, the teacher informant answered:

“Teacher added that the Formal Communication Pattern used by the Head of the Foundation East Lombok Khairurrosyidin Foundation is also based on written communication, particularly through email and formal written documents such as memos and reports” (GY-6).

b. Informal Communication

Based on previous theoretical studies, the informal communication referred to in this study is the flow of sending and or receiving messages based on personal and social relationships and not on the power and position of the chairman of the foundation to

improve the performance of school principals and teachers and achieve school achievement in every institution under the auspices of the East Lombok Khairurrosyidin Foundation. The results of this study indicate that the informal communication of the foundation's chairman is realized in the form of persuasive communication. Informants were asked about the Head of the Foundation East Lombok Khairurrosyidin Foundation ensure effective communication with the teachers and staff members. he replied:

“Head of the Foundation East Lombok Khairurrosyidin Foundation ensures effective communication with the teachers and staff members by holding regular meetings with them. These meetings are held to provide updates on the foundation's goals, projects, and activities. During these meetings, the teachers and staff members are encouraged to ask questions, provide feedback, and share their opinions. The Chairman also emphasized that he is always available to address any concerns or issues that the teachers and staff members might have” (KY-7).

Similar to the results above, the teacher informant answered:

“Head of the Foundation East Lombok Khairurrosyidin Foundation also ensures effective communication by providing clear and concise directives and guidelines through written communication. The teacher also mentioned that the foundation's communication tools, such as email and other written documents, are used to ensure that communication is well-documented and can be referred to when needed (GY-7)”

DISCUSSION

Leadership Model of the Chairperson of the Foundation

Based on the findings through interviews with subjects and reinforced by informants who can provide information. The way the head of the foundation in mobilizing/leads his subordinates is with two aspects, namely first, providing coaching and support to subordinates. The second provides recognition for every activity that has been successfully carried out.

The Transformational Leadership Model is a leadership approach that focuses on inspiring and motivating subordinates to achieve their full potential (Ahmed & Al Amiri, 2022). This approach is characterized by providing clear direction, paying attention to the needs of subordinates, building good relationships, and empowering subordinates to take initiative

and be innovative. The Chairperson of the Foundation uses this model to build and lead subordinates in achieving the foundation's goals.

Previous research has shown that the Transformational Leadership Model has a positive effect on employee satisfaction, commitment, and job performance. A study by Ahmed & Al Amiri, (2022) found that leaders who use this model were more likely to create a positive organizational culture and promote employee growth and development. Moreover, another study by Sinclair dkk., (2021) found that the Transformational Leadership Model is associated with increased job satisfaction, employee motivation, and job performance.

The Chairperson of the Foundation's use of the Transformational Leadership Model is supported by these previous research findings. By focusing on inspiring, motivating, and developing subordinates to achieve their full potential, the Chairperson creates a positive work environment that promotes employee growth and development. By providing clear guidance and support, the Chairperson empowers subordinates to take ownership of their work, leading to increased motivation and commitment to achieving the foundation's goals.

In conclusion, the Transformational Leadership Model used by the Chairperson of the Foundation is a highly effective approach for building and leading subordinates in achieving the foundation's goals. Previous research findings support the use of this model, showing that it has a positive effect on employee satisfaction, commitment, and job performance (Antonopoulou dkk., 2021). By using the Transformational Leadership Model, the Chairperson creates a positive work environment that promotes employee growth and development, leading to increased motivation and commitment among subordinates to achieve the foundation's objectives.

Even though the coaching is carried out once every six months or even once a year, it depends on the environment's needs, the foundation's condition, or the madrasah under its auspices. With this guidance, the foundation's chairman hopes that his subordinates can carry out tasks from within and outside the foundation when activities require coaching or training.

In directing/leading subordinates, the foundation's chairman only relies a little on formal authority, meaning that the foundation's chairman leading his subordinates is mediocre because the foundation he leads is within the scope of the family. However, formal powers will be exercised if there are certain activities. For example, a madrasa within the scope of the foundation is holding a training event or fostering school principals at every level of

education. The chairman of the foundation will exercise formal powers. Thus, formal power is only exercised in certain circumstances. Furthermore, a subordinate will be moved or motivated to carry out a task if a leader can give an award or reward for his achievements while on duty.

In this case, it is common for the foundation's chairman to give an award to his subordinates who are capable or successful in carrying out specific tasks. Indirectly the head of the foundation gives orders or makes policies to each institution leader to give an award to teachers or employees who have successfully carried out their duties properly. This award is usually given during National Teacher's Day celebration and for retired teachers or employees. In this case, the head of the foundation always participates in the program.

This aligns with Ladkin & Patrick, (2022) based on data obtained in the field. The leadership that occurs at the Khairurrosyidin Foundation is transformational leadership, where the leadership here tends to carry out actions that constantly absorb the aspirations of their subordinates, empowering subordinates to work maximally. This was proven during the Khairurrosyidin Foundation work meeting, and the teacher council was directly involved in compiling programs for the advancement of education. Being patient in behaving and making decisions, always objectively accommodating all existing strengths, can also be seen from direct communication between the teacher and the head of the foundation, individually and in groups.

The leadership applied by the chairman of the Khairurrosyidin Foundation, according to Supermane, (2019), is also the basis of the format and design of prophetic education, which utilizes the basis of educational development is driven through strengthening the subjective or objective aspects of the performance of teachers and employees. In other words, the head of the foundation can strengthen by providing stimulus, the highest appreciation to subordinates to motivate them to achieve more as a form of appreciation for their behavior, beliefs, and attitudes because changes in subordinate subjective aspects can encourage changes in objective aspects as a logical consequence of changes in subjective aspects. Changing these two aspects makes it possible to realize predictive values and education to develop appropriately.

Communication Pattern of the Head of the Foundation

The results of this study indicate that the formal communication of the foundation's chairman uses primarily oral methods followed by writing. A formal communication network is a system designed by organizational management to determine communication patterns within its organizational environment (Zhang dkk., 2020). Culturally, the formal communication of the foundation's chairman is carried out through official (official) meetings; in this case, the foundation's chairman is ready to accept suggestions, ideas, and criticism.

There are also findings that in communicating, the head of the foundation always applies an attitude of openness. In addition, every subordinate he leads has also carried out his duties following the applicable regulations as an indicator of the creation of discipline in the learning process at school, especially within the scope of the foundation. The Khairurrosyidin Foundation implements formal communication for work matters that must be planned. Employees with position levels below cannot communicate directly with superiors. He must channel communications through the delivery channels provided by the organization in stages.

The tendency for informal communication by the foundation's chairman is carried out through *silaturahmi* recitations and helping each other overcome problems with the teacher and staff with a sense of kinship (Ackermann dkk., 2019; Anshori & SF, 2020). Based on the facts above, the attitude taken by the chairman of the East Lombok Khairurrosyidin Foundation to improve the performance of school principals and teachers and the achievement of school achievements through a persuasive approach is considered adequate. Therefore, it can be used as a reference for a better approach to avoid internal conflicts within the foundation environment, especially in schools.

Related to the above, the findings found that the head of the foundation communicated with the principal, teachers, and staff personally, discussing the problems faced by the principal, teachers, and staff, then jointly looked for solutions to solve the problem (Eko & Putranto, 2019; Nisa dkk., 2022). The results of this study reinforce the views of Bencsik dkk., (2019), who argues that informal communication channels important information and thoughts that people do not think of to transmit formally, can foster bonds and friendships that help for good human relations, and make it easier for the chairperson to the foundation in knowing the interests and concerns of the school community and their

attitudes towards the school and its problems. In addition, this researcher's findings also criticize views that assess informal communication as hindering and replacing formal communication and view informal communication as limited to spreading rumors and rumors.

In the end, the organizational communication pattern of the Khairurrosyidin Foundation in supporting members' work uses personal and formal-informal communication, and there is also group communication where communication activities occur in group meetings, discussions, and other forums. Personal communication is considered more accessible because it can be well organized and directed to the purpose of the message.

CONCLUSION

Based on the description of the research problem and results, the following points can be concluded and recommended:

1. Based on the description of the research problem, the results of this study can be concluded that the leadership style approach focuses on what the chairperson of the foundation does and how the chairperson of the foundation acts in achieving goals. The leadership model of the chairman of the foundation includes two aspects, namely: the leadership model of the chairman of the foundation in solving problems and making decisions and the leadership model of the chairman of the foundation in mobilizing/leading subordinates.
2. Judging from the formal communication used by the foundation's chairman, this study concludes that the formal communication of the foundation's chairman emphasizes direct or face-to-face communication using oral methods followed by writing. Meanwhile, judging from the informal communication used by the foundation's chairman, this study concludes that the informal communication of the foundation's chairman emphasizes persuasive communication both personally and in groups.

Based on the description above, in this study, a recommendation can be given in the form of the chairperson of the foundation needs to maintain the leadership model and communication patterns that have been developed at this time so that the performance of school principals and teachers and school achievements can be maintained and improved. Other researchers can conduct further studies regarding the leadership model of the

foundation's chairperson with another approach (trait or situational approach) or the same approach in a broader context and setting.

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