

## Leadership Model in Da'wah Institutions

Muhammad Dicky Hasbi Ash Shiddieqy<sup>1\*</sup>, Cecep Castrawijaya<sup>2</sup>

Universitas Islam Negeri Syarif Hidayatullah Jakarta, Jakarta, Indonesia

\*Email: hasbiology@gmail.com<sup>1\*</sup>

| ARTICLE INFO  | ABSTRACT  |
|---|---|
| <p><b>Keywords:</b><br/><i>Leadership, Da'wah Institute, organization</i></p> | <p>Leadership is someone who can influence, encourage, invite, guide, move others to receive the influence of something that can help achieve certain goals. In the era of technological development and progress, the role of institutions is needed to help a community group or organization that facilitates coordination among its members with the hope that everyone can work together or relate to one another to achieve the desired common goals. The purpose of this research is to identify leadership models in da'wah institutions. This study uses library research methods with a qualitative research approach. Sources of data in this study used books, journals and articles or writings related to leadership models in da'wah institutions.</p> |

### INTRODUCTION

Leadership is the ability to influence others, subordinates or groups and to direct the behavior of subordinates or groups (Badu & Djafri, 2017) (Kayo & Islam, 2005). Leaders have certain skills or expertise in areas desired by the group to achieve organizational goals, or leadership is the art of influencing others to cooperate based on one's ability to assist others in achieving the goals set by the group's desired goals. Leaders can demonstrate dominance based on personal skills that can encourage or encourage others to do something that their group agrees with and have specific skills that are appropriate in certain situations.

The existence of this leadership is explicitly legitimized in the Qur'an as someone who has a position of obedience, after Allah and his messenger. This compliance concerns various matters that become his policy, both likes and dislikes (Yusuf, 2017). It's just that this obedience is limited to the extent to which its policies do not conflict with the corridors determined by Allah and His apostles (Subhan, 2013). In the course of the dynamics of human life, it turns out that humans cannot live alone, humans need a leader, especially the role of leaders in da'wah institutions (Alfian et al., n.d.). Da'wah institutions are currently becoming a public conversation, because in their role, they can accommodate their followers so massively that they make a new trend or reality. This shows that the existence of da'wah institutions in the midst of society is very influential on the life of the nation and state.

### METHOD

This research is included in literature research using books as data sources and with a qualitative research approach (Setiawan, 2018). The data collected and produced are data taken from data sources in the form of books, journals and articles or writings related to leadership models in da'wah institutions. Data analysis techniques in this study use descriptive analysis methods. The technique begins with data reduction, then organizing and describing, verifying and then ending with summing up the data. (Syahrums, 2012).

### RESULTS AND DISCUSSION

#### A. Definition of Leadership

Leadership comes from leading. Lead comes from the Anglo Saxon language which means the path of the ship that directs the crew. That is, the ship leader (skipper) must be able to direct the ship as an organizational container and direct the crew as followers (subordinates), to achieve common goals that have been set (Hamriani, 2013) (La'bi, 2023).

The word leadership first appeared in the 1700s. (Cott, 2013) stated that a leader is one who successfully gathers others to follow him. Bush (2008: 4) states that the leader is the one who sets goals, motivates, and acts on his followers. The leader is the one who leads. The main task of the leader is to inspire his followers to commit to the leader as the principal and the school as an organization.

In the 1920s, leadership was defined as the ability to influence followers to be obedient, respectful, loyal, and cooperative (Gill, 2009) (Sepmady, 2021). Leadership is the process of influencing others to understand what needs to be done starting from implementation methods and processes to facilitate individuals and collectives to achieve the same goals. (Hassan et al., 2014). Meanwhile, according to Griffin and Ebert (1999), leadership is the process of motivating others to want to work in order to achieve predetermined goals. In addition, according to Wijono (2018), leadership is an effort from a leader to be able to realize individual goals or organizational goals. Stogdill (1974) defines leadership as follows:

1. The focal point of the group process.
2. His personality and influence.
3. The art of persuasion being fulfilled.
4. Practice affects.
5. Action.
6. Coaxing form.
7. The strength of relationships.
8. The instrument achieves the goal.
9. An interaction influence.
10. A difference in roles
11. Structure Initiation

The definition of leadership according to Stogdill is the most comprehensive definition of leadership. Leadership is the act of influencing others to achieve an expected end goal (Bush, 2008 & 2010) (Sapiri & Ruslan, 2021). While Sharma (2009) states that leadership is as follows:

1. Actions influence others to achieve expected goals.
2. Influencing society, followers, institutions, and students.
3. Guiding to realize the vision and so on.
4. Persuade followers to express their interests.

Sharma's opinion received support (Hassan et al., 2014) which states leadership is the process of influencing others, to understand and agree on the needs that must be met and how to act on them, as well as the process of facilitating individuals and groups to strive to achieve common goals.

(Hassan et al., 2014) The definition of leadership that is considered sufficient represents the definition of leadership for a quarter of a century, which is as follows:

1. Leadership is the behavior of an individual who leads the activities of a group, to a goal to be achieved together.
2. Leadership is an interpersonal influence that is exercised in a particular situation, and is directed through the process of communication towards the achievement of one or several specific goals.
3. Leadership is the initial formation as well as maintenance of structures in expectations and interactions.
4. Leadership is the piecemeal increase in influence, on and above mechanical adherence to routine organizational briefings.
5. Leadership is the process of influencing the activities of a group, organized in the direction of achieving goals.
6. Leadership is a process of giving meaning (meaningful direction) to collective effort, and which results in a willingness to make the desired effort to achieve the goal.
7. Leaders are those who consistently make effective contributions to social order, as well as those who are expected and perceived to do so (Usman, 2019).

From some of the notions of leadership above, it can be concluded that a leader has a very important role to move, influence and empower his subordinates in an integrated manner to jointly achieve predetermined organizational goals related to decision making.

## **B. Leadership Theory**

There are several theories of leadership, which are as follows:

1. Trait Theory: This theory views leadership as a combination of visible traits of leadership. The basic assumption of this theory is that the success of leaders is due to the extraordinary traits or characteristics

and abilities possessed by a leader, and therefore a person is considered worthy to lead. The traits, characteristics, and extraordinary abilities possessed by a leader, among others:

- a. Intelligence. A leader has intelligence above his subordinates. Leaders with intelligence can overcome problems that arise in the organization, quickly find out what problems arise in the organization, analyze each problem, and can provide effective solutions, and can be accepted by all parties.
  - b. Personality. A leader has a prominent personality that his subordinates can see and feel, such as:
    - 1) Have a sense of confidence, and a great sense of curiosity.
    - 2) Have a strong memory.
    - 3) It is simple, and can communicate well to all parties.
    - 4) Willing to listen to input (ideas), and criticism from subordinates.
    - 5) Sensitive to changes in globalization, be it changes in the environment, technology, and work procedures.
    - 6) Able to adapt to changes that arise.
    - 7) Be bold and decisive in carrying out its main duties, and in taking a stand, and making decisions for the benefit of the organization and its employees.
    - 8) Able to unite the differences that exist in the organization.
  - c. Physical characteristics. A leader is said to be worthy of being a leader by looking at his physical characteristics, namely: age, height, weight and appearance.
2. Behavioral theory, In this theory the behavior of leaders is something that can be learned. So someone who is trained with the right leadership will achieve effectiveness in leading. This theory focuses its attention on two aspects of leadership behavior, namely: leadership function, and leadership style. There are two functions of leadership, namely:
    - a. Task-oriented functions.
    - b. People-oriented functions or group maintenance (social).
  3. Situational theory: An approach to leadership that states that the leader understands his behavior, subordinate traits, and situations before using a particular leadership style. This approach or theory requires leaders to have diagnostic skills in human behavior.

### C. Leadership Style

Each leader basically has a different behavior in leading his followers, the behavior of leaders is called leadership style. Leadership style is a way for leaders to influence their subordinates expressed in the form of behavior patterns or personalities. A leader is someone who has a program and who behaves together with group members using a certain way or style, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the company in achieving the goals that have been set. According to Thoha (2010: 49) suggests that: "Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others or subordinates". According to (Siahaan et al., 2013), leadership style is the way a leader influences the behavior of subordinates, in order to be willing to work together and work productively to achieve organizational goals.

Based on the definition of leadership style above, it can be concluded that leadership style is a person's ability to direct, influence, encourage and control others or subordinates to be able to do something work on their awareness and volunteer in achieving a certain goal. Relatively there are 3 different types of leadership styles, namely:

#### 1. Autocratic (Authoritarian) leadership style

Leadership with an autocratic style has the following characteristics:

- a. The determinant of wisdom is carried out by the leader
  - b. The techniques and steps of activity are dictated by superiors at all times, so the upcoming steps are always uncertain to a broad degree.
  - c. Leaders usually dictate the duties of the section work and the joint work of each member.
  - d. Leaders tend to be "personal" in their praise and condemnation of each member's work. Distance yourself from active group participation unless you demonstrate expertise.
- #### 2. Democratic Leadership Style
- Leadership with a democratic style has the following characteristics:
- a. All wisdom happens in the discussion group and decisions are taken with encouragement and help from the leader.

- b. Activities are discussed, general steps for group goals are created, and when technical instructions are needed, the leader suggests two or more alternative procedures to choose from.
  - c. The members are free to work with whomever they choose and the distribution of tasks is determined by the group.
  - d. The leader is objective or fact-minded in his praise and condemnation and tries to be an ordinary member of the group in spirit and spirit without doing much work.
3. Freedom Leadership Style (Laissez-Faire)
- Leadership with a style of freedom (Laissez-Faire) has the following characteristics:
- a. Complete freedom for group or individual decisions with minimal participation from the leader.
  - b. Various materials are provided by the leader who makes people always ready if he will provide information when asked. He did not take part in the discussion.
  - c. There is absolutely no participation of the leader in the assignment of tasks.
  - d. Sometimes it makes spontaneous comments on member activities or questions and does not intend to judge or regulate an event.

In the 1960s a theory of leadership called "managerial pattern" developed. Leadership is influenced by two fundamental managerial concerns, namely attention to production/tasks and attention to people. According to this theory there are four basic styles of leadership, namely (Rivai and Mulyadi, 2013: 43):

- a. Task Management Style The leader shows high attention to production, but low attention to people.
- b. Country Club Management Style Leaders show high attention to people, but low attention to production.
- c. Poor Management Style Leaders do not show much concern, either to production or people.
- d. Team Management Style Leaders show high attention both to production and to people.

According to Tohardi quoted by (Mubin & Masruri, 2020) stated that the leadership styles are:

- a. Persuasive style is a style of leading by using an approach that changes feelings, thoughts or in other words makes an invitation or persuasion.
- b. Repressive style is a leadership style by applying pressures, threats, so that subordinates feel fear.
- c. Participatory style is a leadership style by providing opportunities for subordinates to actively organize, spiritually, physically and materially in their work in the company.
- d. Innovative style is a leader who always strives hard to realize renewal efforts in all fields, whether political, economic, social, cultural or any product related to human needs (Mukhtar & UA, 2020).

#### **D. Leadership Model**

In management science in general, 3 (three) leadership models are known. In general, we often see these three leadership models in leaders in daily practice in managing offices or companies. Each model has its own color, some arise because of the grace of True Source, there are also those that arise very closely related to the nature or character of a person himself, some even arise because of the results of the learning process. The three leadership models can be described as follows:

1. Charismatic leadership is leadership that comes from the grace of God, where the leader has extraordinary abilities, strong magnitude and strong emotional interest from being led to the leader. For example: Karno, Anwar Sadat, Mahatma Gandhi.
2. Transactional leadership is leadership to control subordinates by using power to achieve results.
3. Transformational Leadership is an effective leadership model and has been applied in various international organizations that manage the relationship between leaders and followers by emphasizing several factors including attention (Suriagiri, 2020), communication, trust, respect and risk.

The leadership model is based on an approach that refers to the nature of leadership based on the behavior and skills of a person who blends and then forms different leadership styles, which are as follows:

1. Continuum (Autocratic-Democratic) Leadership Model

Leaders influence their followers in several ways, from ways that highlight the extreme side called autocratic behavior to ways that highlight the other extreme side called democratic behavior. Autocratic behavior: generally considered negative in nature, where the source of power or authority comes from the influence of the leader. So the authority is in the hands of the leader, because the concentration of power and decision-making is on him and holds full responsibility, while his subordinates are influenced through threats and punishments.

In addition to being negative, this leadership style has benefits, among others, quick decision making, can provide satisfaction to leaders and provide a sense of security and order for subordinates. In addition, the main orientation of this autocratic behavior is on task. Democratic behavior: this leadership behavior

acquires a source of power or authority that begins with subordinates. This happens if subordinates are motivated appropriately and the leader in carrying out his leadership tries to prioritize cooperation and teamwork to achieve goals, where the leader is happy to receive suggestions, opinions and even criticism from his subordinates. The policy here is open to group discussion and decision.

## 2. Model Kepemimpinan Ohio

In his research, Ohio University gave birth to a two-factor theory of leadership style, namely the structure of initiation and consideration (Silalahi & Mifka, 2015). Initiation structure refers to the behavior of the leader in describing the relationship between himself and the members of the work group in an effort to form organizational patterns, communication channels, and well-defined methods or procedures. Consideration refers to behavior that demonstrates friendship, mutual trust, respect and warmth in the relationship between the leader and his staff members (subordinates).

Consideration factors such as the leader taking time to listen to group members, the leader is willing to make changes, and the leader is friendly and approachable. Examples for initiation structure factors include the leader assigning certain tasks to group members, the leader asks group members to abide by standard rules and regulations, and the leader informs group members about things expected of them.

## 3. Model Kepemimpinan Likert (Likert's Management System)

Likert in Stoner (1978) states that in the leadership model can be grouped into four systems, namely authoritarian, authoritarian systems that are wise, consultative, and participatory. authoritarian system (highly autocratic). The leader determines all decisions related to work, and orders all subordinates to carry them out. The leader also determines the standard of work that must be carried out by subordinates. Leaders tend to apply threats and punishments. The relationship between leaders and subordinates in the system is suspicious of each other.

## 4. Contingency Leadership Model

The contingency leadership model was developed by Fielder. Fielder in Gibson, Ivancevich and Donnelly (1995) argue that the most appropriate leadership style for an organization depends on the situation in which the leader works. There are three main variables that tend to determine whether the situation is beneficial to the leader or not: the leader's personal relationship with the members of the group (leader-member relationship); the degree of task structure assigned to the group to carry out (task structure); and the power and authority of the position possessed (positional power) Fielder concluded that: (1) task-oriented leaders tend to perform best in both profitable and unfavorable group situations; (2) Relationship-oriented leaders tend to perform best in favorable situations.

## 5. Three-Dimensional Leadership Model

This leadership model was developed by Redin. This three-dimensional model, is basically a development of the model developed by Ohio University and the Managerial Grid model. The main difference between these two models is the addition of one dimension to the three-dimensional model, namely the dimension of effectiveness, while the other two dimensions, namely the dimension of relationship behavior and the dimension of task behavior remain the same. The essence of this model lies in the idea that leadership with a combination of relationship behavior and task behavior can be the same, but it does not guarantee the same effectiveness. This happens because the differences in environmental conditions that occur and are faced by leaders with the same combination of behavior, relationships and tasks have differences.

## E. Da'wah Institute

An institution is an institution or institution in which there is a set of relationships of norms, values, and beliefs that are real and centered on various social needs and a series of important and repetitive actions. According to Ruttan and Hayami, (1984) institutions are rules within a community group or organization that facilitate coordination among its members to help them with the hope that everyone can cooperate or relate to each other to achieve the desired common goals. Meanwhile, according to Hendropuspito, the definition of institutions is another form of organization that is composed permanently of patterns of behavior, roles and relationships as a binding way to achieve basic social needs.

From the explanation of the experts above, it can be concluded that institutions are another form of organization that is arranged systematically and has rules in a community group to help and facilitate each member to achieve the desired common goals. Da'wah etymologically comes from Arabic from the word: Da'a Yad'u Da'watan which means to call, call, invite to entertain. Da'wah etymology can be found in Q.S Ali Imran (3): 104. And let there be among you a class of people who call upon virtue, command the ma'ruf and prevent

the munkar; They are the lucky ones. H.S.M. Nasaruddin Latif defines da'wah as: any effort or activity with oral or written and others, which is calling, inviting, calling other humans to believe and obey Allah Almighty, in accordance with the lines of aqidah and shari'a akhlak Islamiya.

Meanwhile, according to H.M Arifin, stated that, da'wah is an invitation activity, both in the form of oral, written, behavior and so on which is carried out consciously and planned in an effort to influence others, both individually and in groups so that there arises in him an understanding, awareness, attitude. Appreciation and practice of religious teachings as message delivered to him without elements of coercion. Therefore, the da'wah institution can be formulated as a series of activities to compile a framework that becomes a forum for all da'wah business activities by dividing and grouping the work that must be carried out and establishing and compiling work relations between organizational units or officers.

#### **F. Leadership Model in Da'wah Institutions**

In general, leaders need to have traits that can support the success of leading in anticipating all kinds of things in order to produce an orderly, precise, and wise formulation for all members or subordinates. Of course, this is illustrated in surah ash-shaff: 4 "Verily Allah loves those who fight in His way in orderly rows as if they were solid buildings". A leader in a da'wah institution is stressed to invoke virtue, command or command to ha ma'ruf and prevent the munkar.

Toto Tasmara suggested that the head of the da'wah institution (manager) must be equipped with the qualities of the Holy Prophetsa. Such properties include:

1. Shiddiq, this trait gives rise to noble morals such as:
  - a. Be true to yourself;
  - b. Be honest with others;
  - c. Be honest with Allah;
  - d. Spread greetings.
2. Tabligh, this trait gives rise to abilities and powers such as:
  - a. Communication skills;
  - b. aStrong in the face of pressure;
  - c. Cooperation and harmony.
3. Trust, this property reflects:
  - a. A sense of responsibility and wanting to show optimal results;
  - b. Want to best carry out his trust;
  - c. Want to be trusted and trust;
  - d. Respect for respect.
4. Fathanah, this trait reflects:
  - a. A person who is given wisdom and knowledge
  - b. Disciplined and proactive
  - c. Able to choose the best

When viewed from the description above, it can be seen that the leadership model in da'wah institutions is "autocratic-democratic". It is intended that a leader of a da'wah institution must have a source of power or authority derived from the influence of the leader with reference to religious pillars, namely: the Quran, Sunnah, Ijma and Qiyas. Furthermore, democrats whose leadership tries to prioritize cooperation and team work to achieve goals or in this case called Maslahat.

#### **CONCLUSION**

Leadership is the ability to influence others, subordinates or groups and to direct the behavior of subordinates or groups. While the da'wah institution is another form of organization that is arranged systematically and has rules within a community group to help and facilitate each member to achieve the desired common goals. The leadership model of da'wah institutions in practice uses an autocratic-democratic model, whose influence or authority is based on religious pillars, namely: the Quran, Sunnah, Ijma and Qiyas. And prioritize cooperation to achieve common goals (maslahat).

#### **REFERENCES**

- Alfian, F. D., Mubarok, M. I., & Brilliano, Y. (n.d.). *ANALISIS KONSEP AKAD DAN IMPLEMENTASINYA PADA KARTU KREDIT SYARIAH DI INDONESIA*.
- Badu, S. Q., & Djafri, N. (2017). *Kepemimpinan dan perilaku organisasi*. *Gorontalo: Ideas Publishing*.

- Cott, N. F. (2013). Revisiting the Transatlantic 1920s: Vincent Sheean vs. Malcolm Cowley. *The American Historical Review*, 118(1), 46–75.
- Gill, R. (2009). Beyond the sexualization of culture's thesis: An intersectional analysis of sixpacks', midriff's' and hot lesbians' in advertising. *Sexualities*, 12(2), 137–160.
- Hamriani, H. M. (2013). Organisasi dalam manajemen dakwah. *Jurnal Dakwah Tabligh*, 14(2), 239–249.
- Hassan, S., Wright, B. E., & Yukl, G. (2014). Does ethical leadership matter in government? Effects on organizational commitment, absenteeism, and willingness to report ethical problems. *Public Administration Review*, 74(3), 333–343.
- Kayo, R. B. K. P., & Islam, K. (2005). *Dakwah*. Jakarta: Amzah.
- La'bi, N. T. (2023). Implementasi Kepemimpinan Kristen pada Masa Pandemi Covid-19 di Lembang Balepe'. *Kamarampasan: Jurnal Mahasiswa Kepemimpinan Kristen*, 1(1), 69–82.
- Mubin, F., & Masruri, A. (2020). *Tipe dan gaya kepemimpinan*.
- Mukhtar, A., & UA, A. N. A. (2020). Gaya Kepemimpinan Dan Motivasi, Pengaruhnya Terhadap Kinerja Pegawai. *BALANCA: Jurnal Ekonomi Dan Bisnis Islam*, 2(1), 35–43.
- Sapiri, M., & Ruslan, M. (2021). *Gaya Kepemimpinan Dan Peningkatan Kinerja*. Pusaka Almailda.
- Sepmady, W. (2021). *Filsafat Dan Teori Kepemimpinan*. Malang: Ahlimedia Press.
- Setiawan, A. A. (2018). *Johan. Metodologi penelitian kualitatif*. CV Jejak. Jejak Publisher.
- Siahaan, S., Hutapea, M., & Hasibuan, R. (2013). Penentuan kondisi optimum suhu dan waktu karbonisasi pada pembuatan arang dari sekam padi. *Jurnal Teknik Kimia USU*, 2(1), 26–30.
- Silalahi, U., & Mifka, S. A. (2015). *Asas-asas manajemen*. Refika Aditama.
- Suriagiri, S. (2020). *Kepemimpinan Transformasional*. CV. Radja Publika.
- Usman, H. (2019). *Kepemimpinan Efektif: Teori, Kepemimpinan, Dan Praktik*. Bumi Aksara.
- Yusuf, M. A. R. A. (2017). MODEL KEPEMIMPINAN LEMBAGA DALAM MENGELOLA PROGRAM (STUDI PADA LKP JENGGALA COURSE JEPARA). *Jurnal Eksistensi Pendidikan Luar Sekolah (E-Plus)*, 2(1).