

Leadership Analysis at the Sharia Economics Forum, Faculty of Economics and Islamic Business

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ABSTRACT

Human resource development is the main strategy undertaken by companies to increase production and productivity. Referring to leadership in an organization of the Sharia Economic Forum which is engaged in the field of Islamic economics. An organization needs leadership because it will make simpler to realize its goal since there will be people in charge of effectively coordinating human resources. The findings of study done through in-person interviews with sources who are the chairman or president of Raden Mas Said State Islamic University's Sharia Economic Forum. In order to write this article with qualitative descriptive methods through interviews, it is expected that with good leadership, the organization will develop well, without a good leader, the organization will certainly be destroyed even with adequate human resources. The results of the research show that leadership in the Sharia Economic Forum organization is very influential, especially regarding the development of Human Resources in the organization. It is hoped that this group may become even more widespread among Raden Mas Said State Islamic University students as well as students at other universities with improved leadership on a daily basis.

ARTICLE INFO

Keywords:

Leadership; Organization; Economics Forum

Article History:

Received: 5 December 2023

Revised: 20 June 2024

Accepted: 27 June 2024

Published: 30 June 2024

How to Cite in APA Style:

Putri., et al. (2024). Leadership Analysis at the Sharia Economics Forum, Faculty of Economics and Islamic Business. *Journal of Economic, Religious, and Entrepreneurship*, 2 (1), 33-45

INTRODUCTION

Human resources are one of the important factors in managing an organization or company. Leadership is not about hierarchy or titles or positions but has an important role in the organization to change things for the better. Leadership positions are established to achieve the goals and vision and mission of the organization. A leader can be seen from how the leader influences others with his competence and is able to control the situation in the organization. In human resource management, it is always based on the competence of each individual. Every competent individual has a big share and influence for the progress of the company. A human resource in a company or organization is said to be good if it meets some basic criteria of the competencies needed by the organization or company. Human resource indicators are assessed not only in terms of quantity or number but also in terms of quality. With a capable and qualified worker or member of the organization, it will encourage others to have the same quality.

Assessing the role of an organization or company is as a career development platform where there are people who have the same vision for the future. An organization can be considered good if its leaders and members have the same vision and are ready to prioritize organizational benefits over personal benefits. Organizations in a small scope consist of only a few people and do not have a complex and complete organizational structure. As for high-level organizations, in addition to having more complexity, they also have a more complete and broader structure. In the organization, the role of HR is very important for the progress of the organization and company. Because with HR, innovation and creativity from an organization or company will continue to exist, besides that, different innovations will give rise to an idea to create an opportunity so that the organization or company can grow rapidly. Of course, this cannot escape the good HR management sector, be it employees, members, staff, leaders, heads of fields and others.

Apart from members and employees or staff, one of the most important roles in achieving the vision and mission is a leader. A leader is someone who becomes a benchmark or guide in carrying out organizational activities or operating in a company. The leader is also the determinant of a policy, law, decision and other matters relating to the organization or company itself. The leader is not a party to the owner of an organization or company, but only part of the head of the body of the organization itself. A good leader is not a leader who achieves results by assuming that it is all because of his efforts, but a good leader is a person who is able to encourage his people to progress and develop for the common good and not escape the vision or mission of the organization or company itself.

FRESH (Sharia Economics Forum) is a semi-autonomous organization (LSO) at FEBI IAIN Surakarta. FRESH aims to study, grow, develop, and ground Islamic values in the economic field within the FEBI IAIN Surakarta campus and the general public. This institution was founded on October 22, 2004 in Surakarta. FRESH is currently a member of the Forum for the Gathering of Islamic Economic Studies (FoSSEI) at the national level. With the existence of FRESH, it is hoped that students of FEBI IAIN Surakarta and until now named UIN Raden Mas Said Surakarta understand the economy taught in Islam. Not only knowing about Conventional Economics, but it is hoped that the existence of this LSO is expected to bring better changes to the Islamic economy, both in Indonesia and more broadly.

This FRESH semi-autonomous organization only covers students of the Faculty of Economics and Islamic Business on the campus of UIN RADEN MAS SAID. This Sharia Economics Forum was formed by the faculty and focuses on working on achievements based on Islamic Economics. In addition, this institution is also a direct subordinate or directly under the campus. One of the results obtained from this institution is to become the General Champion of TEMILREG JATENG 2023. Reporting from the FEBI UIN Raden Mas Said web, LSO FRESH FEBI UIN Raden Mas Said Surakarta has now bought up the championship in the scientific field at the TEMILREG (Regional Scientific Meeting) Central Java 2023 event. All branches in the field were won by FRESH members, including Scientific Writing, Business Plan and Islamic Economics Olympics. The awarding of trophies and awards for the

TEMILREG JATENG 2023 event itself was carried out at the Awarding Night on Saturday, June 17, 2023 starting at 20.00 WIB and located at Semarang State University.

Definition of leadership according to experts:

1. According to Stoner, leadership is a process of directing or influencing activities related to an organization or group in order to achieve certain goals.
2. According to Wahjosumidjo, leadership is an ability in a person and includes traits, such as personality, ability, and ability. leadership cannot be separated from the style, behavior and position of the leader concerned and his interaction with followers and the situation.
3. According to Sondang p.Siagian, Leadership can be defined as the ability of a person when serving as the leader of a particular organization in influencing others, especially his subordinates. this is done so that they are able to act and think in accordance with certain directions so that goals can be achieved easily.
4. According to Hemhiel and Coons, leadership is the behavior of individuals when leading activities in groups or organizations to achieve shared goals.
5. According to Kartono (2010), the leader has his own unique traits, habits, temperament, character and personality so that his behavior and style distinguish him from others. This style or style of life will definitely color the behavior and type of leadership. Leadership has a character in organizational progress. (Aditya et al., n.d.)
6. According to Wendy (2021) in his book entitled "PHILOSOPHY AND THEORY OF LEADERSHIP", classifying that leadership styles are divided into several styles, namely Democratic or populist, Charismatic, Authoritarian, Military, Paternalistic, and Bureaucratic leadership styles.

RESEARCH METHODS

The research method used descriptive qualitative in which researcher investigates cases of events directly. This type of descriptive qualitative research displays data without manipulation or other treatment processes. The informant in this research is a President of FRESH UIN Raden Mas Said in the 2022-2023 term. This research was conducted through interviews and observations. With this the author conducts research in the field of leadership analysis in the FRESH FEBI UIN Raden Mas Said Surakarta organization. Qualitative research aims to gain an understanding of a case or event in depth, not just describe the surface of the case. The purpose of this descriptive research is to provide a complete description of events or cases to reveal and explain a phenomenon that occurs. With this qualitative research, it can describe leadership in the FRESH FEBI UIN Raden Mas Said Surakarta organization in detail, reviewing how leadership exists in the FRESH organization.

Review of Previous Research

Previous research entitled "The Importance of Leadership in Organizations" by Usep Deden Suherman shows that leadership is a determining factor for success in an organization, because leaders have an important role in the organization, namely influencing and creating continuity in the organization. (Deden Suherman, n.d.)

Then according to another journal entitled "The Effect of Leadership on Employee Performance" by Wa Ode Zusnita Muizu, Umi Kaltum, Ernie T. Sule shows that leadership is an important factor in determining the success and failure of achieving employee performance. In general, this study confirms the hypothesis that reveals a significant positive effect on leadership and work motivation on employees (Ode et al., 2019).

According to a journal entitled "Transformational Leadership in Human Resource Management (Case Study of the State Civil Apparatus of Kupang City Government, East Nusa Tenggara) by Jefirstson Richset Riwukore, Marzuki Alie, Fellyanus Habaora shows that transformational leadership in the scope of the city government by decision makers has generally been well implemented, in the ability to build a vision of inspirational communication leaders who provide support and respect for individuals show a high scale (Riwukore et al., n.d.).

Literature Review

Definition of Human Resource Management

According to Hasibuan 2019 says "Human Resource Management is the science and art of regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees, society." According to Gauzali in Susan, n.d., Human resource management is an activity that must be carried out by the organization so that their knowledge, ability, and skills match the demands of the work they do (Susan, n.d.). From several definitions of human resource management, it can be briefly concluded that human resource management is a science that studies and manages human resources to be effective in achieving goals in the organization.

Leadership

Leader is the root word for leadership. A leader means someone who leads a group by influencing other individuals within the framework to achieve goals that have been set together. Leadership is the ability possessed by a leader in influencing the behavior of others both higher and lower positions that can be influenced by internal factors and external factors of the organization. According to Rauch and Behling in the book by Ahmad Sanusi and M. Sobri Sutikno (2019) leadership is a process that influences group activities that are organized to achieve common goals. In addition, according to Geoge P. Terry, leadership is the activity of influencing others to work hard with full willingness for group goals (Holistica).

According to Drs. H. Malayu S. P. Hasibuan leadership is the art of a leader influencing the behavior of subordinates to want to cooperate and work productively to achieve organizational goals. According to William G. Scott

leadership as the process of influencing the activities of an organized group in its efforts towards goal setting and goal achievement means leadership as a process of influencing organized activities in groups in their efforts to achieve a predetermined goal (Syahril Sulthon, 2019).

Karakter Pemimpin dalam Kepemimpinan

Robbins (2003) mentions that 20 different studies identified nearly 80 leadership characteristics but only 5 of these characteristics were found to be shared by 4 studies. It is also stated that the quest to identify a set of traits that distinguish leaders and followers and between effective and ineffective leaders, has largely failed. This has led to a somewhat optimistic attitude of being confident of finding consistent and unique traits that apply universally to all effective leaders.

According to Krause (2000), an effective leader is one who brings people together in the face of challenges, incorporates them into a tight-knit unit, develops strategies to overcome challenges, and successfully executes those strategies. Hardi 2019 in his journal said that overcoming these problems requires developing a leadership model, namely "Character Based". There are 18 (eighteen) national character values as issued by Kemediknas, namely: 1. Religious Values 2. Honesty 3. Tolerance 4. Discipline 5. Hard Work 6. Creative 7. Independent 8. Democratic 9. Curiosity 10. National Spirit 11. Love for the Country 12. Respect for Achievement 13. Friendliness/Communicative 14. Peace Love 15. Love to Read 16. Care for the Environment 17. Social Care 18. Responsibility. (Penelitian et al., 2018)

Leadership Factors

According to Siquera et al., (2019) Leadership is influenced by several factors including:

a. Sociological Factors

Sociological factors are related to social relations between people, namely between leaders and teams and employees. The leader's attitude and behavior cannot be separated from the conditions that exist in the organization such as environmental habits and customs of the organizational environment. This sociological factor greatly influences the nature of the leader in leading his organization.

b. Psychological Factors

Psychological factors are related to the personality of the leader himself regardless of environmental conditions, although environmental conditions support leaders to carry out leadership well, but the leader does not have a leadership spirit in his personality, the organization is not running well.

Leadership Type

Everyone has their own characteristics in leading a company or organization. In this case, it finally gave rise to various types of leadership including leadership with democratic, authoritarian, charismatic, military, paternalistic, bureaucratic types.

a. Authoritarian Type

Autocrat comes from the words "utus" (own) and "kratos" (power) so autocrat means absolute control. Leadership authority is based on absolute power and coercion that must be obeyed (Siagian, 2007) in the "Journal of Economic Management And Accounting". In this case, a leader is inviolable and does not need to ask opinions from his subordinates in determining decisions or policies in the organization or company. According to Terry, authoritarian-type leaders usually work seriously, thoroughly and carefully where the leader works according to applicable policy rules, although a little rigid and all instructions must be obeyed by subordinates.

b. Paternalistic Type

A paternalistic leader's perception of his role in organizational life can be colored by the expectations of his followers. The expectation is generally realized desire that their leader is able to act as a father who is protective and worthy of being used as a place to ask and to obtain guidance. In terms of organizational values adopted usually a paternalistic leader prioritizes the value of togetherness, in an organization led by a paternalistic leader common interest and treats everyone in the organization as fair and equal as possible.

c. Charismatic Type

According to Kartono, this type of charismatic leader has the power of attractive energy that can influence others. So that he has a large number of followers. A charismatic leader is a leader who is admired by many of these followers do not always explain concretely why the charismatic type of leader is so admired.

d. Democratic Leadership type

Democratic leadership is people-oriented and provides efficient guidance to its followers. Democratic leadership respects the potential of each individual, willing to listen to the advice and suggestions of subordinates. A democratic leader is respected and revered rather than feared because the behavior of democratic leaders in organizational life encourages subordinates to develop their innovation and creativity. In earnest democratic leaders listen to opinions, suggestions and even criticism from others, especially from subordinates. Democratic leadership type is the human factor as the most important factor in every group or organization. This type of democracy shows more dominance of behavior as a protector and savior as well as the behavior of showing and developing the organization or group. A leader includes all group members in making decisions. Company leaders of this nature will always respect the opinions or creations of their subordinates. The leader gives some of his subordinates to take responsibility for the implementation of the program to be achieved.

e. Militaristic Type

According to Kartono in the "Journal of Economic Management And Accounting" uses a lot of command systems, command systems from superiors to subordinates that are harsh in nature, very authoritarian and require subordinates to always obey. This type is military in nature, only the color style

imitates the military style but a closer look at this type is similar to the authoritarian type.

RESULTS AND DISCUSSION

Leadership in the FRESH (Sharia Economics Forum) FEBI UIN Raden Mas Said Surakarta

Based on the literature review and case study raised, the researchers finally made some interview-related questions with the main theme of "Leadership". The object of our research is the immediate past president of LSO FRESH from 2022 to 2023. This interview was held in order to see from the source's point of view as having leadership experience. With the holding of this interview activity in addition to fulfilling the interview and case study assignments of the Human Resource Management course, but also with the hope of promoting one of the LSOs at UIN Raden Mas Said.

Based on the results of interviews that have been carried out on Monday, December 04, 2023 with resource persons, we get the results of several questions that we have asked. The first question "what good leadership in the organization is like?" Good organizational leadership is how leaders are able to move their members even though they are not given financial feedback like in a company. In addition, good leadership is leadership that is able to manage feelings between members so that they are not depressed and how to humanize humans and be able to manage the expectations of organizational members ". In accordance with the definition of leadership according to Drs. H. Malayu S. P. Hasibuan where leadership is the art of a leader influencing the behavior of subordinates so that they want to cooperate and work productively to achieve organizational goals. According to William G. Scott leadership as the process of influencing the activities of an organized group in its efforts towards goal setting and goal achievement means leadership as a process of influencing organized activities in groups in their efforts to achieve a predetermined goal (Syahril Sulthon, 2019).

In addition, according to Syaiful Eko Febrianto in a leadership there are two influencing factors, both sociological factors and psychological factors. Where the leader's attitude and behavior cannot be separated from the conditions that exist in the organization such as environmental habits and customs of the organizational environment. Psychological factors related to the personality of the leader itself regardless of environmental conditions, although environmental conditions support leaders to carry out leadership well, but the leader does not have a leadership spirit in his person then the organization is not running well. Therefore, understanding the feelings of members and the expectations brought by each member will bring the organization closer and further forward (Febrianto et al., 2021).

Second, the training used to develop leadership attitudes among organizational members in FRESH "Internal training in the FRESH organization has two trainings, Islamic Economic Training (DEI 1) and which is more inclined to leadership and is prioritized for the successor board of the organization, namely Sharia Economic Training (SET 2), which contains leadership material, how to manage leadership,

team work, keKassei-an related to KeFossei-an, FRESH external training, which is accommodated by the Forum Silaturahmi Studi Ekonomi Islam (FOSSEI), first (FDT), (SET 2), (FLF) ". Thus, training for the development of leadership attitudes is indeed needed because it can bring several benefits such as Aqmala, (2007) in (Suryanto, 2018) states that there are eight things that affect the effectiveness of training, namely: (1) organizational support for change, (2) strong commitment and trust in education, training and individual development, (3) training and development must be related to business strategy and goals, (4) formulation and implementation of business strategy, (5) participants not only receive knowledge and skills but also demonstrate competencies, including to find customer desires, (6) develop goals and expected results from training, (7) specifications in training, and (8) thorough evaluation of training effectiveness and participant commitment during the training process.

Third, the impact related to knowledge about leadership on social life or among students "Very impactful, because there are many things that can be learned from knowledge about leadership, including making us know about how we manage emotions or moods because mood changes greatly affect other members of the organization, being able to learn professionally, manage activities well in society and students, manage people and with various feelings or characters, have a flexible and humble nature to adjust to various types of people". As we know, leadership has a considerable impact on society and students. Of course, this leadership science does not escape the functions of leadership itself. Kotter details the leadership functions that are relevant to the development needs of educational units as follows: Determining the direction of developing a vision of the future, devising strategies to produce the desired changes and achieve that vision; Aligning people communicating directions for cooperation at all levels of the organization so as to influence the team to understand the vision and strategy; motivating and inspiring giving energy to subordinates to reduce barriers to change that are political, bureaucratic, and limited resources; producing changes, such as new products that are desired by casters, new approaches in working relationships that allow organizations to be more competitive (dacolfani, 2013).

According to (Febri et al., n.d.), mentioning several aspects of skills that must be possessed by leaders, especially educational leaders, including: (1) Skills in leading (2) Skills in human relations (3) Skills in group processes (4) Skills in personnel administration (5) Skills in assessing.

Fourth, the influence of leadership on the development of an organization "is certainly very influential, each cabinet certainly has a vision and mission going forward, and in FRESH itself has the aim of grounding Islamic economics. Of course, each leader has its own way to achieve the vision and mission, for example in the management in 2022-2023 with the tagline MADANI, Knitting Ukuwah with Achievements with Rabbani Economists by developing achievements through competitions ". With this, the role of the leader is very influential on the decision of the success of an organization, as well as determining the goals of organizational change in the future. In addition, leaders must also be able to unite, communicate

the vision of the organization and overcome various challenges in the future (Deden Suherman, n.d.).

Fifth, how to manage and overcome if there are members of the organization who are less serious about following the organization "so from the beginning of recruitment, the organization leader has screened the consequences if members are not active in the organization, then the consequences will be dealt with firmly. In FRESH itself, if there are members who are not active, the first thing to do is to approach them personally by the HR division. Furthermore, if members still underestimate the activeness in the organization, they will be given SP (warning letter) and SK (exit letter)." Thus, one way to overcome problems between members is through effective communication. According to Hamidi 2007 in the "Journal Of Economic Management And Accounting" Communication can be said to be effective, among others, the message conveyed can be understood, communicants are like what is desired. Leader communication has a very important role in overcoming all situations in the organization.

Sixth, the influence of the leader's words in determining the policy of an organization "is very influential, if the leader already feels pessimistic then all other members also feel pessimistic, and vice versa. The speech of a leader gives suggestion and enthusiasm for members of the organization. In addition, most of the decisions are made by the leader, other members follow the leader's decision." according to (Service et al., n.d.) in "Journal Of Economic Management And Accounting". A leader must be able to influence his subordinates to work together to achieve organizational goals. In addition, the leader is responsible as well as possible regarding all matters carried out. If the leadership role is not carried out properly, it will hinder and affect the performance of members.

Seventh, the type of leadership that has been applied in the FRESH organization "three types of leadership, the first is authoritarian, the second is liberal, and the third is democracy. Whereas in the FRESH organization the type of leadership used is in accordance with the conditions and situations being faced, but in the FRESH organization it prioritizes the type of leader who is democratic." In the "Journal Of Economic Management And Accounting", authoritarian leadership is the type of leader who makes all decisions, wishes, and orders must be fulfilled. Liberal leadership is the type of leadership that is based on freedom, each member is free to express opinions. Democratic leadership is a type of leadership that accommodates the wishes and expectations of every member of the organization.

Eighth, indicators of good leadership "indicators of the achievement of a good organization are first able to realize the vision or goals of the organization and all members feel the sweetness of happiness with the achievement of goals even though they previously felt the blandness and bitterness of the situation in the organization." Indicators of the achievement of good leadership include being able to see the problem as a whole and being able to collaborate with many parties. In leadership can make a good contribution to improving quality in an organization, the success and failure of an organization is largely determined by the leader

because the leader determines the direction of organizational goals (Husni Taufiq & Kusumah Wardani, n.d.)

Ninth, related to ethical or not if we find an achievement from the organization in a matter claimed by the leader when on the other hand from its members trying to be better than a leader "it is unethical, a leader cannot claim success on its own basis, but the success of an organization can be successful because of the cooperation between members in the organization. Leaders and members have a reciprocal relationship. If the leader does not have members, they cannot work together to achieve the vision, and vice versa, if the members do not have a leader, there is no one to coordinate an organization." According to the "Journal Of Economic Management And Accounting" between members and leaders are interdependent, share common goals and are characterized by the presence of people who coordinate joint activities. The coordination is done to achieve a common goal or vision. In addition, leadership seeks to achieve goals collectively rather than individually.

Tenth, in an organization, a leader must have competence "a leader must include, first, being able to manage human resources with various characters, placing organizational members according to character. Secondly, being able to manage time and thirdly being able to manage finances, so that the income and expenses of the organization are balanced or balanced. Meanwhile, the skill that leaders must have is public speaking." Every organization must have a leader who brings positive influence to the organization so as to increase the work productivity of the organization. If productivity consistently increases, the maximum organizational goals will be achieved (Deden Suherman, n.d.).

Eleventh, the duties of the leader related to work motivation "return to a certain state where enthusiasm is high in a way that if fellow members are still enthusiastic, they are given a jodesk, if fellow members are no longer enthusiastic or reach the tired phase, we give understanding or even we hold refreshing or play together, give appreciation, besides that we give other attention if a member is given a mandate but is unable to get sick, the response is to replace the mandate to another member, even the chairman or perisden of this organization goes directly to deal with the problem". According to Marihot T.E. Hariandja in his book Human Resource Management (2003: 321) argues that: Motivation is defined as factors that direct and encourage a person's behavior or desire to carry out an activity which is expressed in the form of hard or weak effort. According to Hasibuan in his book Human Resources (2003: 143), namely: Motivation is the provision of driving force that creates the work enthusiasm of someone they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Meika et al., 2021).

Furthermore, Kanfer, Frese, Johnson (2017) said that work motivation can increase employee effort at work and change the mindset of employees to be more optimistic so that the resulting performance is better than before. Work motivation can improve social relationships in the work environment so that the atmosphere in the

work environment becomes more friendly because employees feel comfortable. Research conducted by Harwiki in Java (2013) in East Java Indonesia shows that there is a significant relationship between servant leadership variables and work motivation. Aprilliansyah, Astuti, Sulityo (2018) who examined the effect of compensation and servant leadership on work motivation and employee performance at PT. Melia Sehat Sejahtera found that there was a significant relationship between servant leadership and work motivation (Yosua Crispinus Hariyono and Fransisca Andreani, 2020).

Twelfth, a leadership can be said to be ideal if it has fulfilled the aspects of "Fulfillment of aspects of vision, happiness in the organization, and in managing the organization there are four levels felt by members, the first level of mandate as a burden, mandate as an obligation, mandate as a choice, and the highest level of mandate as a hobby. In addition, the effort in the organization can be felt by all members of the organization ". In the journal Setiawan, Dkk., 2013: 152) four components of leadership behavior are often used as expressed by Donna Ladkin, who states that the four elements are charisma, inspiration, individualized consideration and intellectual stimulation. She also added her statement that these four components can then be measured through the "Transformational Leadership Questionnaire (TLQ). Typically, these four components are widely used as a benchmark as items to be measured for transformational leadership behavior and style in various studies. (School et al., n.d.)

The results of research from Antony (2021) obtained from various sources and literature reviews, concluded that the character of an ideal and good leader is based on aspects of integrity, humble, tactful, inspiring others, agile, keep on collaborating, and respect (Arifin, 2021).

Leadership practices evolve with the times. Leadership in the millennial era has a distinctive approach because the digitalization that penetrates the world of work no longer allows leaders to act conventionally. In addition, leadership characters are needed that are able to reduce various negative attitudes and are able to bring out all the positive potential of millennials such as technological literacy, speed, thirst for knowledge, and publications. Some of the characters needed in leadership in the millennial era include; (1) Digital Mindset (2) Observer and Active Listener (3) Inclusive (4) Brave to be Different (5) Agile (6) Unbeatable (Never Give Up). (Ni et al., n.d.).

Thirteenth, in the management of human resources, leaders have important duties including as decision makers or policies, which need to be considered by leaders or leaders in making decisions "Cannot please all members because of the different views of each member itself, but trying not to hurt one of the feelings of organizational members along with taking the best decision with the smallest risk after evaluating the proposal and which is considered the most effective and ideal." In addition to choosing the most ideal decision also gives appreciation so that members who are active in giving proposals do not feel disappointed because their proposals are considered the most effective and ideal. Apart from choosing the most

ideal decision, it also gives appreciation so that members who are active in giving proposals do not feel disappointed because their proposals are appreciated ". According to (Prastiwi, 2021), a person's personality affects that person's decision-making style as follows: (1) Directive Style This style is typical of fast decision makers, where people who have this character do not want to waste time lingering in analyzing existing options and immediately taking a coherent action. (2) Analytic Style This style is a typical decision maker who is very careful, and is very vulnerable to making the wrong decision when determining in a hurry and feels uncomfortable if he has to make decisions quickly. (3) Conceptual Style This style is typical of decision makers who are open to new ways and risk-taking, have a vision for long-term decisions, but are less quick to determine short-term action plans that must be implemented immediately. (4) Behavioral style This style is typical of decision makers who care about their impact on others. A person using this style will pay attention to group interests that are considered more important than personal interests, so they strive to always maintain good relations with all parties.

There are several factors that influence decision making, according to Suradi (2005: 17) in decision making there are several factors that influence several things, namely position, problem, situation, conditions, and goals. Apart from this, there are several things that influence, namely: Internal state of the organization, external state of the organization, availability of necessary information, personality and decision-making skills. According to Suradi (2005: 18) the decision-making process is the steps that must be taken to make a decision. These stages are the basic framework, so that each stage can be further developed into several sub-stages (steps) that are more specialized / specific and more operational. Broadly speaking, the decision-making process consists of the following stages: (1) Problem discovery (2) Problem solving. (3) Decision making (Rahayu, 2014).

CONCLUSION

From the results above, it can be concluded that human resource development related to leadership at the FRESH Semi- Autonomous Institution shows quite high results. In the organization shows that the nature of leadership or leadership has made efforts for development, in the form of training, education in theory and several other activities that support this development. However, we can see that there are some shortcomings that may arise due to poor leadership. Good leadership is leadership that is flexible and able to adapt to every situation, besides that good leadership must assess the interests of several aspects including aspects of fulfilling human resources, motivation of organizational members, rewards, public interests, risk management, activity management and others. The character of leadership in internal FRESH is very influential on the progress and smoothness of achieving the vision and implementing activities to achieve this vision. With different leadership characters, various types or types of leadership will emerge, including authoritarian, liberal, democratic and etc. With the existence of various types of leadership, a leader is expected to be able to apply his leadership flexibly and situational with different and changing conditions.

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