

IMPLEMENTING A SPIRITUAL LEADERSHIP: MORNING PRAYING LEADERSHIP

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Abstract : *Sharia Credit Banks are alternative financial financing for communities other than conventional banks and other Islamic banks. BPRS Daya Artha Mentari carries out the mandate as a financial institution to serve the needs of the community in Islamic banking practices. These noble mandates and ideals are related to elements of philosophy, goals, processes and human resources that require the presence and need of leaders who have the ability, competence and high integrity to reach their ideal goals and expected goals. Based on his profile, the leadership in this bank has been proven by achieving success in delivering the bank as one of the banks that is leading the way in serving banking services in East Java. To strengthen the uniqueness of the research on leadership style in BPRS Daya Artha Mentari, it is necessary to state the description of the history of bank development and the accompanying leadership dynamics since its establishment in 1999. The history is divided into three development phases, namely the pioneering phase, the integration phase, and the innovation phase. The results of the study showed that the leadership style in the BPRS was characterized by the individual abilities of its leaders. The leadership factor is the determination of the direction of growth of the bank. The Supportive Style of the BPSR Director is to use discussion forums, recitations, and leadership meetings as well as meetings with all employees at both the lower level and top management to obtain their input. In addition, an ethical orientation style is applied where leaders set goals that challenge and highlight ethical attitudes or behavior to the maximum extent possible and continuously seek the development of achievements in achieving those goals. The results of this study can also be one of the models of leadership style in financial institutions and provide theoretical contributions to the development of science related to Human Resource Management, especially leadership style that is applied by the leaders of the sharia rural bank.*

Keywords: *Spiritual leadership, Islamic banks, Indonesia*

1) INTRODUCTION

Organizations always try to form a structure to support the potential of human resources who have the ability and quality to obtain the final results as expected. Robbins (2006) states that there is a weak corporate work culture and strong corporate work culture. The difference is that a strong

corporate culture will have a strong influence on employees as well as the level of togetherness and intensity among members to jointly uphold the control of the implementation of the work culture. Dimensions of corporate culture are beliefs, norms, and values. This combination of organizational culture and leadership factors

makes the company able to face the dynamics of the times. Increasing competition with increasingly qualified competitors requires organizations to have a reliable strategy to survive and win the competition. BPRS Daya Artha Mentari located on Jalan Raya Kartini no. 37 This Dermo Bangil Pasuruan Regency carries the mandate as a financial institution to serve the needs of the community in Islamic banking practices. These noble mandates and ideals are related to elements of philosophy, goals, processes and human resources that require the presence and need of leaders who have the ability, competence and high integrity to reach their ideal goals and expected goals. Based on his profile, the leadership in this bank has been proven by achieving success in delivering the bank as one of the banks that is leading the way in serving banking services in East Java.

To strengthen the uniqueness of the research on leadership style in BPRS Daya Artha Mentari, it is necessary to state the description of the history of bank development and the accompanying leadership dynamics since its establishment in 1999. The history is divided into three development phases, namely the pioneering phase, the integration phase, and the innovation phase.

1.1 Development of BPRS Daya Artha Mentari

1) Pioneering Phase:

Its history starts from the pioneering phase that occurred in the early stages to realize the wishes of some people who want to have a financial institution led by Dra. Dewi Indriani, M.Si by pioneering baitul maal wat tamwil locally, began by opening a branch in the Bangil area of Pasuruan Regency which eventually became the headquarters of the BPRS.

2) Phase Integration:

In 2009, the BPRS found the momentum to integrate because there was a change of leadership. The leadership of this era made the BPRS enter the pioneering phase towards the integration phase to implement the leadership style of this period quite unique, this phase was led by Soenarno, SE. He built procedural culture and rules through formal enforcement of rules and regulations. At that time there was a reluctance of employees who did not take part in the discussion so that the intensity of the meetings between them was quite high, during this period consolidation continued. This phase happened a bit of turmoil because there were differences in the style applied by previous leaders.

3) Innovation Phase

Under the leadership of Saiful Hadi, SE., M.Pdi In 2011 opened two branch offices: the Pasuruan Kota branch and the Pandaan branch. Two years later 2013 added 1 branch office namely the Gempol branch of Pasuruan Regency. And in 2017 develop a new branch office, namely Lawang branch of Malang Regency

BPRS experienced amazing development. Among them, 90% hold Bachelor degrees and 10% Postgraduate. Some of the bank's employees also become lecturers at the STEBI Islamic Boarding School in Sidogiri Pasuruan. As a form of commitment to quality, BPRS are also listed as members of the OJK so that financial security can be guaranteed.

1.2 Proposition in this study.

In short, proof of the application of leadership styles in the history and development of BPRS Daya Artha Mentari, the propositions can be determined as follows:

- 1) The period of pioneering was preceded by the leadership style of Dewi Indriani which was very strongly applied in this bank so that managing it was still limited to "sincerity". The advantage of this style is that there is a strong spiritual element.
- 2) The period of integration was still under the leadership of Soenarno, SE as the leader applied the style of building an Islamic climate and applied a rather rigid procedure.
- 3) The innovation period continued from the leadership of Saiful Hadi who was given the mandate to lead more than three periods. Physically this period was marked by the addition of several business units, IT infrastructure. While non-physical in the form of an extensive network internationally.

Based on the explanation above, the significance of this study lies in the transformation of leadership styles from period to period that is able to change banks both physically and non-physically. Therefore it is interesting to examine how leaders interpret the transformative leadership style so that changes occur.

1.3 Research Focus

Based on the background stated above, several research questions can be taken as follows:

- 1) How is the understanding and implementation of leadership as a strategy that is able to provide progress for all stakeholders both internal and external?
- 2) What is the variant of the leadership style that appears as a strategy that is able to deliver the bank from the market follower position to become the market leader?

1.4 Research Purposes

- 1) To find out the understanding and implementation of leadership as a strategy that is able to provide progress for all stakeholders both internal and external.
- 2) To find out the variant of the leadership style that appears as a strategy that is able to deliver the bank from the market follower position to become the market leader.

1.5 Benefits of research

This research is expected to be useful for:

- 1) Theoretical Benefits.
The results of this study are expected to be very useful to add to the repertoire of knowledge in the field of Human Resource Management and Leadership theory in order to improve organizational and employee performance. This study seeks to find a model of leadership style that is typical for banking
- 2) Practical Benefits.
 - a. For Banking Leaders
The results of this study are expected to be input for the leadership to take policy in applying leadership style as a banking strategy.
 - b. For Science Development.
Make a theoretical contribution to the development of science relating to the implementation of leadership styles.

2. LITERATURE REVIEW

2.1 Leadership style

Leadership with a new approach is needed to deal with rapid changes, both internal and external to banking institutions. Therefore, in this reality, spiritual leadership is needed, namely leadership that is able to

develop a vision in an innovative manner, able to empower the expectations and beliefs of staff and organizations into a change, develop a vision, and bring altruistic love with continuous work (Fry, 2003).

The study and thought of leadership that is still so rare in reality opens up opportunities for deep and dynamic studies. Moreover, in the initial discussion, it was mentioned that leadership problems were more of a technical problem. Therefore, it can be understood if leadership is a key factor in human resource management and an important role in every organization, both large and small. Specifically, those related to banking as the object of leadership study.

This is different from the manager. If managers are able to carry out their functions properly, it is possible for the organization led by the manager to achieve the goals and objectives achieved. It means that every organization needs an effective leader, has the ability to influence the behavior of its members to achieve the goals and objectives achieved. (Alimuddin, 2002).

2.2 Concepts and Thought of Spiritual Leadership

The existence of human resources in organizations plays an important role, including in the public sector. Therefore, almost all organizations are required to make changes towards a better one. Spiritual leadership is very appropriate to be applied in any organization that demands ethics and sharia about changes in the banking industry. According to Alma (2009), now, organizations must change their orientation towards users. Robert Behn quoted by Muhammad (2008) identifies three major questions that must be answered by scholars of public administration related to energizing bureaucracy. First, how public managers can motivate civil servants

and citizens to carry out public processes with intelligence and energy; Second, how to get the right people at work, empower them to work effectively to achieve organizational goals. Third, how to respect them for their good performance. The answer to these three questions actually manifests itself in energizing bureaucracy.

In many studies and research shows that leadership set by a manager (leader) in the organization can create harmonious integration and encourage employee work passion to achieve maximum goals. For this reason, greater leadership is needed. Syafar (2000) states that in the concept of independent subordinate work, the subordinates actually want more direction from their superiors. This condition means that supervisor direction is essentially giving clarity and reducing uncertainty, as well as being part of the attention of superiors to the interests of subordinates.

2.3 Leadership Style and Job Satisfaction.

According to the research of Aydin and Ceylan (2009), it shows that the results of the study of the influence of spiritual leadership can have a positive and significant influence on the quality of life and employee job satisfaction. Servant leadership refers to leader awareness, authentic behavior, creating value for the community, helping subordinates to grow and succeed, placing subordinates as a need (Liden et al., 1998). Spiritual leadership refers to caring for others, integrity, role modeling, altruism, and hope (Fry, 2003). Transformational leadership consists of the influence of idealism, intellectual stimulation, inspirational motivation, motivation and individual considerations (Avolio and Bass, 2003). Spiritual leadership is the incorporation of behavior, values, and attitudes in motivating oneself and others so that they

have a spiritual nature through the call of duty and its members.

2.4 Overview of Phenomenology Theory

Quantitative research measures and tests data by examining independent variables and bound through dimensions and indicators. Research is free of value and context, and most importantly epistemologically the researcher is "separate" from the subject under study. On the contrary, the qualitative method adopted by this study refers to the naturalistic-interpretive paradigm, which is trying to construct reality and understand its meaning. So that this qualitative research is very concerned about processes, events, and authenticity. The presence of values in qualitative methods is explicit in a limited situation, involving subjects with relatively small amounts. Thus, the things done are struggling with thematic analysis. Researchers will be involved in the interaction with the reality they are studying. Paradigmatically, these two methods are clearly distinguished by ontological, epistemological, axiological, rhetorical and methodological approaches.

The term phenomenology was used the first time in 1765 in philosophy. In addition,

this term is sometimes also contained in a number of writings by Immanuel Kant. In Kant's perspective, the term phenomenology stems from the word phenomenon that relates to something that appears in human consciousness and noumenon, namely something that is in him. The main assumption of phenomenology is that humans actively interpret their experiences by giving meaning to something they experience. Therefore, interpretation (verstehen) is an active process to give meaning to something that is experienced by humans. In other words, understanding is a creative action, namely action towards meaning (Littlejohn, 2005: 38). One important point emphasized in phenomenology is that these objects and events will be seen in the perspective of the man himself. It was argued that phenomenology analyzes daily life from the point of view of people living in their own lives (Griffin, 1980).

Phenomenology to interpret the Individual Action of Bank Leadership :
As explained in the introduction above, prepositions as well as the results of pre-research observations, then made a study of the research framework as shown below :

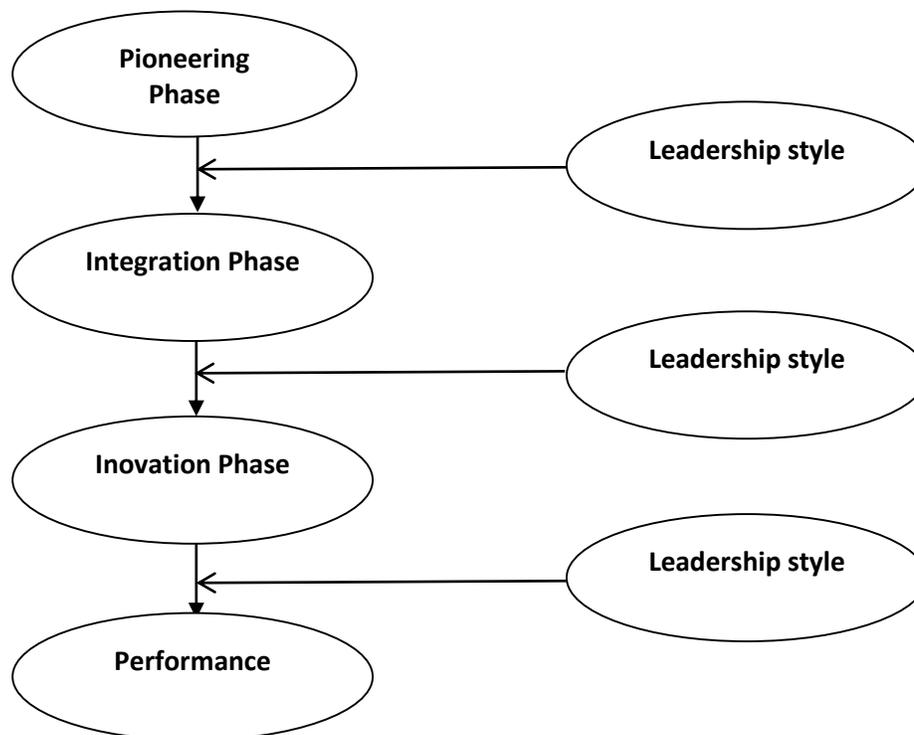


Figure 1. Research Framework

3. DATA SOURCES, DATA COLLECTION TECHNIQUES & RESEARCH INFORMANTS

Based on the focus and research objectives described above, the data sources and collection techniques are as follows:

- 1) Data sourced from Commissioners and Directors of BPRS Daya Artha Mentari, Data collection techniques with documentation studies and interviews in the leadership periods of Dewi Indriani, Soenarno, and Saiful Hadi.
- 2) Then get data about the profile of each job, then the data source is the tasks done

by each of the Leaders. Techniques for collecting data with documentation studies were obtained from the Deputy Leaders, namely Head of Credit and Head of Administration.

- 3) Then get work activity data, conduct interviews to various sources and documentation of work results.

3.1 Data Analysis Technique

In this qualitative research, more data analysis techniques are carried out together with data collection, including:

- 1) The stage of entering the field with a grand tour and minitour question, analyzing the data with domain analysis.
- 2) Determine the focus, the technique of collecting data with the minitour question, data analysis is done by taxonomic analysis.

3.2 Data Validity Test

Clearly, this method can be illustrated in Figure 2 below :

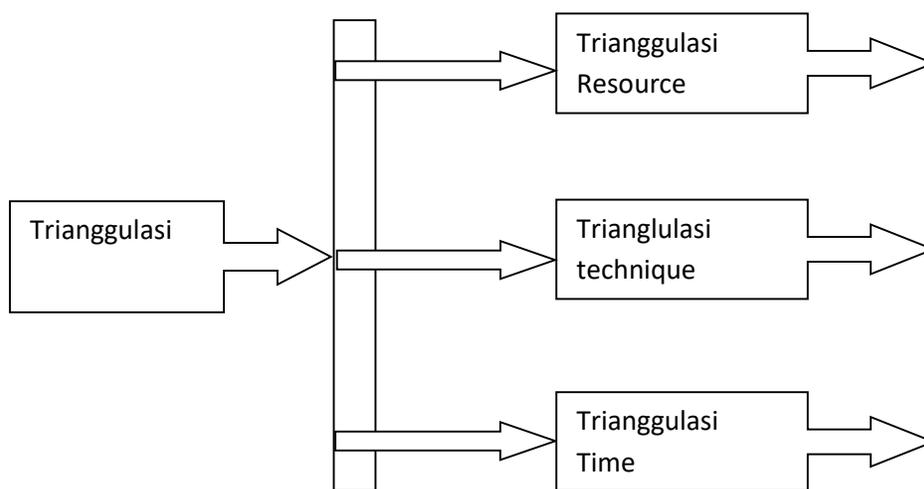


Figure 2

Trianggulasi Flow

4. RESULTS AND DISCUSSION

4.1 Findings of Leadership Style at the Bank

The leadership style in the BPRS is characterized by the individual abilities of its leaders. The leadership factor is the determination of the direction of growth of the bank. It is shown that there is a striking leadership style between the previous leaders and the leadership of Saiful Hadi. The style of

difference, according to Yukl (1989) is caused by a different leadership style from each leader. Conformity between leadership styles, rules, norms and values that appear is seen as a key to the success and achievement of organizational goals. Supportive style is a leadership style that always produces employee suggestions and ideas before making a decision (Yukl 1989). Saiful Hadi used discussion forums, recitations and leadership meetings as well as meetings with

all consultants at both the lower level and top management to obtain their input. This style allows leaders to get as many ideas and input from subordinates to be jointly executed.

Yukl (1989) said that subordinate participation influences decision making by leaders. Situations where the need to develop is low and employees do easy tasks, the attitude that is considered appropriate for employees who are ego involved with work and experience intrinsic satisfaction from the task at hand is participatory and achievement oriented (Griffin, 1980). Ethical Style

Orientation is a leadership style where leaders set goals that challenge and highlight ethical attitudes or behavior to the maximum extent possible and continuously seek the development of achievements in achieving those goals. Saiful Hadi has the desire of the BPRS to be known in the Indonesian banking world, this is demonstrated by innovation and creation to attract customers nationally and he as the leader is tasked with cooperating with other institutions and customers to facilitate the distribution of services to move universally.

Table 1

Philosophy and Application of Saiful Hadi's Leadership Style

No	Philosophy	Implementation Leadership
1	Spiritual Leadership	Visionary, Hope belief, altruistic love
2	Morning Praying leadership	Family, religious and cooperation

To support the implementation of Morning Praying Leadership (MPL) and to bring innovation from his leadership style. Previous leadership led by Dra. Dewi Indriani, M.Sc, who relied on her sincere style by sacrificing more to advance the bank in a simple manner, followed by the leadership of Soenarno, SE, she built procedural culture and rules through formal enforcement of rules and regulations. Saiful Hadi perfected his senior leadership by taking positive things by adding his leadership style by strengthening employee kinship such as holding regular meetings and one table (in the sense of sitting as low, standing as high) every morning before office opening hours,

this was done to strengthen the relationship between the dream and employees as a family. In addition, every start of the meeting must begin with culture first, which is also rotated on duty. Dhuha prayer is made an obligation for all members of the school, with the addition of dhuhur, Ashar and Maghrib prayers in the congregation as a religious identity in the bank. Collaboration is carried out as a leadership style specifically shown to customers, especially customers who have problems such as approaching these customers with a friendly attitude, Saiful does not put sanctions first but makes a solutive approach, how customers are able to complete

dependents and are able to build their economy sustainably. This is to show the Islamic side is not just a slogan but is carried out in everyday behavior. It is this combination of supportive styles and ethical orientation behaviors that can deliver the growth of BPRS Daya Artha Mentari skyrocketing as one of the advanced and growing Islamic banks.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Family Style

To implement the values of "Kinship" in his leadership, he emphasized communication and accommodation. That is, to be able to familiarize it can be carried out using communication and accommodating every proposal. Communication is interpreted by it as an effort to move. "If we are asked how the bank can progress, we can communicate with other employees. There must be no past conflict, you should not look back but you must step forward. Between the leadership, staff must be compact and solid so that every decision has been carefully planned and can be firmly maintained "(Interview June 6, 2018). Its consistency that provides an opportunity for freedom of opinion can be seen from the statement. Like the beginning of leadership, how to shape the vision, mission, and goals of the bank because previously the vision and mission were only used for audit purposes, but at the time of the discussion he arranged together with 24 staff leaders and employees by renting out villas. The result is a

bank's vision, mission and goals to be disseminated to the general public such as the public, government, customers and other stakeholders. Strategic planning is also compiled by analyzing customer needs of course tailored to the needs of the business world and the industrial world.

From the results of the discussion finally, the results were obtained, the first year of Saiful's leadership got encouraging results. The initial level of employee activity was only 10%, increasing to 45%. The effort taken is to bring tutoring for all employees in accordance with the vision that has been made namely Islamic. Islam here begins with timeliness, especially attendance, with the signing of a pact of integrity or commitment which amounts to 10 points, one of which is commitment to the institution as a common property. "I form this morning praying to familiarize all individuals in the company in understanding Islam because many know the verses of the Qur'an, but they cannot practice them in daily life" (Interview January 6, 2018)

5.2 Sharia leadership

As sharia banking, BPRS Daya Artha Mentari is built on Spiritual leadership that refers to visionary indicators, beliefs and hopes and altruistic love that are able to be transformed into the family, religious and cooperation with stakeholders through the MPL (Morning praying leadership) leadership style.

6. SUGGESTION

Based on the findings and conclusions, some suggestions can be given

to related parties, namely:

6.1 For Bank Managers

From the results of this study, this bank has led to a professional leadership style. Therefore, researchers suggest that the leadership begin to prepare a standard system and can be used as a guideline for the implementation of operational activities.

6.2 For Science Development.

From the results of the analysis of this study, it is expected that readers who are now leaders and employees, may consider developing these findings to be applied to the institutions they lead, without leaving the distinctive characteristics of the organization concerned.

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