The Influence of Trust, Intellectuality, and Leadership Style on The Openness of Leaders in Islamic Educational Institutions

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Abstract: Every organization desires an open leader but the openness of the leader cannot just happen there are many factors that can influence it among these factors are those revealed in this article such as the influence of trust in subordinates, intellectuality of the leader, and his leadership style. This research is a literature study with a type of descriptive qualitative research with library research that seeks to describe the factors that influence the openness of leaders. This study aims to provide an analysis of the factors that can affect the openness of leaders obtained from the results of literature review or literature study by comparing various written sources such as articles, journals and books that are relevant to the study in this study.

Keywords: Influence, Openness, Leader, Trust, Intellectuality, Leadership Style.

INTRODUCTION

In management science, a leader is likened to a captain for a ship or a pilot for an airplane. The role of a leader as a captain or pilot is not only to give orders, but to give direction to the team by creating conditions of openness and alignment. The openness of a leader is important to carry out organizational functions and save team members even in critical conditions. The more open a leader is, the easier it is for team members to convey their opinions or input. And this will be a positive capital for the growth and development of an organization, society and nation. Related to the exemplary attitude of openness of a leader. Caliph Umar bin Khattab once set an example that everyone should follow in organizational life. One day, Caliph Umar went up to the pulpit and made a speech in front of a large audience. *"O people, do not give your wives a lot of dowry. Because the dowry of the Prophet Muhammad and his companions was 400 dirhams or below. If increasing the dowry is worth piety in the sight of Allah SWT and noble, do not exceed them. I have never seen a man give a dowry of more than 400 dirhams."* Furthermore, in another narration, Caliph Umar threatened to deduct any excess from the dowry and put it into the baitul mal. After the speech, Caliph Umar stepped down from the pulpit, suddenly a Quraysh woman stood up and

protested "*O Amirul Mu'minin, you forbid people to give their wives dowries of more than 400 dirhams?*". Caliph Umar replied "Yes". The woman then asked again "Have you never heard Allah SWT revealed the verse *"... you have given to one of them a large sum of money (as a dowry)..."* (Q.S: an-Nisa': 20). Later, the protest was warmly welcomed by Caliph Umar. He recited istighfar and said, "*Every other person understands better than Umar.*" Then Caliph Umar returned to the pulpit and spoke again, "*O people, earlier I forbade you to give your wives a dowry exceeding 400 dirhams. Now let anyone give wealth (as dowry) according to his will.*" Caliph Umar said. There is something interesting about the story, in a situation of debate about the amount of dowry, Caliph Umar's attitude illustrates a humble personality, an open leadership character and is not anti-criticism. The attitude of openness is not only shown from the polite way Caliph Umar as a leader in responding to criticism from his people, but without feeling reluctant he admitted his shortcomings and without hesitation revised the contents of his speech, even though the correction came from a woman.

It is undeniable that a leader is an ordinary human being who has advantages and disadvantages. It would be wonderful if every leader would imitate the leadership behavior of Caliph Umar, openly accepting criticism, input and protests, as part of covering his shortcomings in carrying out his leadership mandate. Finally, in the face of the current situation and conditions, we may not need just a leader who is intellectually intelligent. But we also need leadership that appears honest, humble, polite, open, not anti-criticism and ready to listen to input from others. It is time to use the momentum as a month of training to strengthen the soul and personality that is open to criticism, to improve the shortcomings inherent in a leader. That is one form of realization of the values that are emphasized in fasting, namely increasing the spirit of goodness in every dimension of life, Allah SWT says "*...Whoever willingly does virtue, then that is better for him...*" (Q.S: Al-Baqarah: 184).

The forward and backward of an organization depends on the performance of leaders at every level, considering that leadership includes a variety of personal qualities and skills, a good leader is a person who is able to manage various tasks, communicate effectively, and create an attitude of openness for leaders in absorbing the aspirations of subordinates for consideration and future organizational direction. The leader's openness can facilitate a leader's relationship with others in making productive decisions, and providing effective guidance to subordinates. With an attitude of openness, a leader can obtain information and input from his subordinates in an effort to advance the organization so as to improve the social skills of a leader can manage teams effectively, motivate subordinates, delegate tasks and use feedback to improve leadership levels from time to time. Therefore, leaders must have many things to be able to lead well including being open with subordinates and their social environment.

Leader openness is important in an organization because openness is one of the keys to achieving organizational success. All subordinates want an open attitude from their leaders. An important reason why leader openness is important is that subordinates can convey aspirations, ideas, suggestions, and criticism without feeling afraid or threatened by their position so that the openness of the leader can be used as a basis for building a solid and compact team so that a strong team is born. The vision and mission of a team must be achieved through hard work and requires guidance from people who have very strong leadership skills.

An attitude of openness is necessary but not all things about the organization can be explained openly because given the existence of some things that are indeed if opened it will make discomfort in an organization because it is an area of privacy and trade secrets other terms. So the leader must be able to sort and choose which things are feasible and not feasible to open. For this reason, this article discusses several things that influence leaders to be open with their subordinates and the surrounding social environment.

METHODS

This research is a literature study with a descriptive qualitative research type with a library research that seeks to describe the factors that influence leader openness. The literature review aims to identify the factors that influence leader openness in order to obtain a definition of this term that is acceptable to both researchers and practitioners. (Cooper, 2018). In order to know this, the priority is to identify key terms, the initial literature review was carried out by searching for the term "leader openness", Benefits of leader openness. In this literature study research, the author uses various written sources such as articles, journals and books that are relevant to the study in this research.

RESULT AND DISCUSSION

Leader Concept

A leader is someone who is able to influence others to do or not do something that is desired or as desired (Matondang, 2008). Leading means directing, running, commanding, and preceding. Leaders act to help achieve group goals with maximum application according to their abilities.

The definition of leadership broadly includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture (Fatahullah Jurdi, 2018). In terms of etymology, the origin of the word leadership is leader, then the leader means the person who does the work of leading. The work of leading implies the existence of a led object. The led object is called *followers*, so where there is leadership there is *Followership*. According to Kartini Kartono, leadership comes from the word leader, which means a person who has skills and advantages in one field, he is able to influence others to jointly carry out certain activities for the achievement of one or several goals. other than that, a leader is defined as a person who gets a mandate and has good traits, attitudes, and styles to take care of and manage other people.

From some of these concepts it is very clear that the leader is a person who is able to influence so that he is followed by others, there is respect for him so that every action will always be obeyed by others. While the ruler is a powerful person who is not necessarily followed or respected by his subordinates, but the ruler through the signature has and is supported by the instruments he has such as the TNI, Polri, and judicial power causes the ruler to have full power to move his subordinates to follow his orders. While the leader is a person who is followed because he has a great influence to influence many people so that many people obey him with full awareness or willingness not because of coercion and intimidation. Leaders of great influence are able to move the masses to do something without any hesitation, fear, and doubt as exemplified by the leaders of the struggle for independence of the Indonesian State with big names, Tuanku Imam Bonjol, Cut nyak dien, Teuku Umar, Prince Diponegoro, Pattimura, and so on.

Openness/Transparency of leaders

Openness of *leaders* means leaders who can receive input, suggestions, and criticism from all parties including from subordinates for the progress of an organization. With an open leader's attitude, related parties can convey their aspirations with a sense of comfort without feeling worried and then the leader's openness is also intended to provide information that is useful for the sustainability of an organization such as in providing information about public resource management activities to parties who need information. (Sukmawati & Nurfitriani, 2019). Openness is one aspect in realizing the implementation of good organizations, companies and governments. In realizing good management requires openness, involvement and easy access for all people to the process of organizing organizations, companies and government. (Novatiani et al., 2019). The openness and ease that exists in accessing information will contribute to the realization of various other indicators. (Tarihoran, 2016).

The indicators of transparency or openness are: Availability, accessibility of documents, clarity and completeness of information, openness of processes and a regulatory framework that ensures transparency. (Nasution, 2019).

A good leader must be open and willing to receive and provide information as wisely as possible. In this way, the leader will capture as much information as possible and then analyze it, which is good to be used as capital for his/her own provision and motivation for the people he/she leads. A good leader must have a view of life (The Way Of Life). This means that he has a handle on his steps such as being humble, honest, open and wise in playing his role. The goal is to serve the public interest, namely all those involved in the leader's leadership wherever and whenever.

Leaders who have an open nature are needed in an institution for future progress because with the openness of the leader there will be many positive impacts on an organization.

Trust

Trust in subordinates is described as the trust that leaders have in their subordinates based on the belief that the subordinates are competent, have integrity, consistency, loyalty and communication skills.

Trust in subordinates can also be described as a leader-subordinate relationship based on mutual respect, cooperation, commitment, reliability and equality. Basically, leaders and subordinates create a mutually beneficial relationship. When leaders trust subordinates, they are willing to support the leader's actions and are confident that their rights and interests will not be abused.

When the leader has the trust of the team, all the expectations of the organization are likely to be realized. Creativity, innovation, productivity, efficiency, and morale will flourish. Trust-based leadership is essential for collaboration, innovation, employee commitment, and a healthy work environment.

Conversely, if the leader does not trust subordinates, it will result in rejection, apathy, and, ultimately, failure. Studies show, trust in subordinates will affect the leader's behavior. When trust is broken, it can have serious adverse effects on team or organizational performance.

According to Gilley in his book entitled *Manager as politician in* 2006, found that trust-based relationships between leaders and subordinates can produce five benefits:
 1. Improve and build *self-esteem of* managers and subordinates
 2. Increase productivity
 3. Improve and build organizational communication
 4. Improve and build organizational understanding
 5. Improve and build organizational commitment

On the other hand, if a leader wants to be trusted by his subordinates then he must have a high level of integrity, in the sense of having the quality of honesty and trustworthiness. By having integrity, a leader can be trusted and deserves to be trusted by his followers. (Asep Solikin, journal, 2017). Forms of leaders and subordinates who can be trusted or have integrity are in harmony between words and deeds. This is very important because leaders should set an example to their subordinates so that their subordinates can do the same so that they can trust their leaders.

Intellectuality

Intellectuality is the ability to think, reason and solve problems logically and systematically. This quality is indispensable for every individual who wants to succeed in the world of work and in everyday life.

Leadership and intellect are not easy to put together. Because someone who has intellectual capacity is usually not accompanied by strong leadership abilities. When they enter the world of structures, they are faced with empirical skills that are not obtained in academic literature. They must have the ability to influence others, conflict management and interest aggregation, otherwise an intellectual will have difficulty in carrying out his policies, easily shaken by political opponents and even have a tendency to be tricked by friends and political opponents. There are several things that can combine the value of leadership with intellectuality such as armed with experience in an organization, a penchant for reading books and existing social situations so that leaders can act or take the right and firm policies and followed by strong arguments because they have basic intelligence based on science and experience. This intellectual leader is very open or dialog because he is mastering and accustomed to arguments. One of the causes of the leader's openness is that he mastered the science of leadership and the breadth of his knowledge.

In addition, the dream of intellectual leadership has long been echoed by an ancient Greek philosopher, Plato, in his book *The Republic*, stating that a society should be led by an intellectual (philosopher) who has in-depth theoretical knowledge, as well as the practical ability to apply it, to solve everyday problems. This intellectual leadership is what is needed by the nation today in various structures and levels of power. Because the advantages of an intellectual are able to find the truth, dare to fight for it despite facing pressure and threats. Especially in the environment of Islamic Education is in need of leaders who have intellectuality because Islamic educational institutions not only teach general science but also have a special curriculum in the field of Islamic religious studies. This field of Islamic religious studies if led by an intellectual leader will be able to free the educational institutions under his auspices from heretical teachings that can damage the teachings of Islam such as the emergence of heretical sects because they do not understand the real Islamic values. If the leader of an Islamic educational institution is entrusted to a person who is shallow in religious knowledge then it risks damaging the Islamic educational institution.

Leadership Model or Style

Leadership style is a model or strategy in leading an organization. There is a leadership style that can indeed be learned as a leadership science, but in its implementation it is usually more or less influenced by the character or habits of the leader himself. Such an effective leadership style is a leadership style that is adjusted to the level of maturity of subordinates who will be influenced by the leader.

Everyone may not be a leader, but that doesn't mean they can't do it. Basically, one must have certain talents to qualify as a leader. Unfortunately, there are still many people who think that leaders are the most righteous and every decision is inviolable. In fact, a good leader is someone who is able to work together with others, open to all input, and can direct all members in the team to progress and develop together.

So, if there are still individuals who lead selfishly and ignore the opinions of others, actually that person is still not worthy of being a leader. Below are summarized the types of leadership styles as follows: Authoritarian leadership style places a leader as the one who has full power over everything that happens in the group. Generally, they will dominate and force their personal opinions to be accepted by all team members. Although this way of leading will cause discomfort in the team, there are still positive sides that you can learn from the authoritarian leadership style. Authoritarian leaders are usually able to be more assertive in addressing the mistakes of their members. In addition, decision-making can happen quickly due to the full control they have.However, this often backfires, causing employees to feel pressured into resigning.

Unlike authoritarian leadership, democratic leadership style gives each member of the team the opportunity to express their own opinions. This type of leadership is generally preferred because employees feel more heard.

While this personally brings a more comfortable working atmosphere, there are some disadvantages that come with it. Leaders may find it difficult to make decisions because there are so many ideas to consider. It's also prone to infighting between employees if each team member insists on defending his or her opinion.

If in authoritarian leadership the leader holds full power over every decision made, delegative leaders will instead leave this to team members. Although it seems resigned and leaves all responsibility to employees, this can actually increase motivation and confidence in each team member. Unfortunately, this way of leading can also cause problems, especially if there are parties who are not responsible.

Leaders who adapt this leadership style are eager to make changes within their group. Therefore, they are generally energetic, intelligent, and consistent in encouraging their team members. However, this must be balanced with consistent feedback and continuous communication to realize the changes that all employees want.

Leaders with a transactional leadership style will usually apply a reward system to each member for certain achievements. It also applies vice versa, each team member must also be ready to accept consequences or punishment if they fail to meet the target.

The implementation of the reward and punishment system will actually provide more motivation to employees when working. Unfortunately, this is only oriented towards short-term goals.

Of the five kinds of leadership styles above, the best to be used in the world of Islamic education is the Democratic and Transformational leadership style. In the democratic leadership style is given the freedom to argue so that each teacher or school staff can convey with joy so that many ideas or ideas are born which of course must be considered by the leader for the progress of educational institutions under his auspices and this is where the role of intellectuality determines in making the right and right decision along with strong arguments to choose based on priority scale.

CONCLUSION

The attitude or openness of the leader in carrying out his role as leader of an institution such as education is very determining the direction of development and progress of an educational institution. The openness of the leader cannot stand alone without any things or factors that trigger it, well in this article there are three main factors that can affect the openness of the leader to his subordinates or institutions is a sense of trust of the leader in his subordinates and it gets that his subordinates must have high integrity with his work and qualified loyalty, then the openness of the leader is very easy to get if the leader has intellectuality or intelligence because leaders like this when making a decision and policy he must be based on arguments that are rooted strongly so that the decision is issued, and the third leader who is open is also influenced by the leadership style and in this case the leader who is a democratic style type is very open to his subordinates and when equipped with the intellectual attitude of the leader it will be a strong unity in taking action especially coupled with the competence of his subordinates who are truly competent in their respective fields and have high loyalty will greatly support the birth of openness from a leader.

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