DESCRIPTION OF PARTICIPATORY LEADERSHIP STYLE ON THE PERFORMANCE OF THE ACCOMPANYING TEACHER FOR THE MILLENNIAL TYPE AT THE DARUL HIKAM MALE STUDENT DORMITORY

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Abstract: Description and Influence of Participative Leadership Style Implementation on the Performance of Milenieal Guardian type is held for 7 months in Dormitory Putera Darul Hikam, Jl. Dago Giri Lembang regency of West Java. Objectives This scientific article illustrates the application of participative leadership process and its effect on the performance of the Teacher Boardinger of Darul Hikam son of the Y (Milenial) work force. The process of data retrieval using daily observation methods conducted directly by the boarding house and ended with a filling questionnaire satisfaction by foster parent. The data is processed using Excel software to produce the average value. Based on the research that has been implemented, it can be concluded that the participative leadership style applied in Darul Hikam Boarding House is in accordance with the character and able to improve the performance of foster mother millenial generation.

Keywords: leadership, participative, millenial

INTRODUCTION

Each leader has their own style or style to be able to influence the human resources under them. Some are democratic, delegative or dictatorial. The three styles are essentially a method of being able to transform ideas or instructions from leaders to subordinates. Likewise, leaders in educational institutions at the Putera Darul Hikam Dormitory, which currently have 100% human resources (foster caregivers) consisting of the Y or millennial workforce. The most prominent characteristics of the millennial generation are: having a very open communication pattern compared to previous generations, skilled social media users and their lives are very influenced by technological developments, so they look very reactive to environmental changes that occur around them.

Dormitory leaders as the main carriage in determining the direction and policies of the institution, of course, have a very big role in managing and improving the performance of the millennial generation foster care at the Putera Darul Hikam Dormitory. Strategic steps have been taken, namely applying a participatory leadership style through aligning perceptions among individuals which are useful for influencing work behavior. Based on the information above, the authors are interested in conducting research on the description and influence of the application of participatory leadership styles on the performance of millennial type foster caregivers at the Putera Darul Hikam Dormitory.

According to Daft (2014), leadership is an influencing relationship between leaders and followers that aims to achieve real change and obtain results that are in accordance with common goals. In addition, Yulk (2010) states that leadership is an individual's ability to influence, motivate and make others able to contribute to the effectiveness and success of the organization. The success of employees in work performance can be influenced by the leadership style of their superiors (Regina, 2010). This achievement includes many things, including: work comfort, target achievement and the fulfillment of an institution's performance index. Therefore, the expertise and skills of a leader in processing human resources is something that is absolutely owned by every leader. One of the outstanding skills a leader must possess is the ability to motivate. Hasibuan (2011) states that motivation can increase productivity, discipline, and can enhance the sense of responsibility of human resources for their duties.

According to Syamsuddinnor (2014), human resources are one of the main capitals in an organization, which can make an invaluable contribution to the strategy for achieving organizational goals. Human resources in an institution generally consist of 4 different generations. According to De Meuse et al. (2010), there are four generations of the workforce in the company, namely (i) matures, born between 1920 and 1939; (ii) Boomers, born 1940 to 1959; (iii) Xers, born 1960 to 1979; and (iv) Generation Y or millennials born in 1980 to the end of 2000.

Darul Hikam boys' dormitory is an educational institution under the auspices of the Darul Hikam College which has the following targets: 1. To produce students who are strong in their faith, committed to Islam and are accustomed to obligatory worship and sunnah, 2. Fluent in reading the Qur'an, memorizing and practicing according to the Prophet's Sunnah. 3. Achieving the target of 7 Taqwa values, namely: sincere, patient, trustworthy, disciplined, caring, intelligent and ihsan in daily activities and 4. Having good communication and social skills with their environment and having life skills that are useful for the future. These targets are implemented through exemplary and mentoring by human resources who are commonly called foster caregivers. The foster care guardian is fully tasked with completing these targets by cultivating independence and fostering daily discipline for his students.

The guardian of the Darul Hikam male hostel consists of 100% millennials who were born in 1980 to the end of 2000. Abbas (2014) said that the millennial generation tends to be dissatisfied with their education level and wants a higher education. This of course gives advantages to institutions because normally the higher a person's education, the more intellectual abilities and problem solving skills will be honed. Therefore, to maximize its potential, it is necessary to facilitate by providing time to continue higher education. So that they will be facilitated, if not, it will be easy for them to move from one place to another

(Baldonado and Spangenburg, 2009). According to Solnet (2008), generation Y will usually prioritize themselves and require feedback on the performance that has been done.

One of the leadership styles that is relevant to the conditions of the millennial workforce is to use a participatory leadership style. Dessler (2002: 27) says that being a participatory leader means involving team members in decision making. This is especially important when the creative thinking that emerges in the millennial working generation is needed to solve complex problems or make joint decisions about team performance. Participatory leadership is defined as equality of strength and sharing of problem solving between leaders and subordinates through consultation with subordinates before making decisions (Bass, in Zhang, 2005; 25). So that based on the information above, the hypothesis can be raised that "Participatory leadership style can improve the performance of Millennial generation foster caregivers at the Putera Darul Hikam Dormitory"

METHOD

This research was conducted at the Putera Darul Hikam hostel. The location selection is done purposively (purposive) based on the researcher's workplace, as well as the consideration of the willingness of foster caregivers who are included in the Y generation age group to work in the hostel so that they can provide the necessary information according to the research objectives. Observations were made within 7 months from August 2017 to February 2018 through direct observation of daily activities carried out in the dormitory, then at the end of the observation, all foster caregivers (6 people) filled out a questionnaire to get feedback on the application of participatory leadership styles during the study.

The data collection technique uses a closed questionnaire instrument that is prepared by providing complete answer choices, then the respondent gives the answer by giving a check list (√) on the alternative answer choices that are deemed appropriate or appropriate as what happened in the field consisting of 4 value categories. Grade 4 = very good; 3 = good; 2 = enough and the value category 1 = not good. Hypothesis testing and conclusion drawing use simple analysis in the form of MS Excel application by calculating the average of each question item of all respondents (foster caregivers) to find out how much influence participatory leadership style has on foster caregiver satisfaction.

RESULT AND DISCUSSION

1. An overview of the application of participatory leadership styles to millennial foster caregivers based on their age and activities.

Based on the results of the questionnaire obtained, it can be seen that the guardians of the Putera Darul Hikam hostel were born between 1989 and 1994 (Table 1), meaning that all foster caregivers belong to the millennial workforce or Y generation, as stated by De Meuse. et al (2010) stated that generation Y or millennials were born in 1980 to the end of 2000.

Table 1. Data on the Birth of the Guardian of the Putera Darul Hikam hostel

No	Responden (wali asuh)	Tanggal/Bulan/Tahun Lahir
1	Wn	19 April 1994
2	Ir	5 March1993
3	Hsn	8 Mei 1991
4	Nn	15 December 1991
5	Hrs	7 August 1989
6	Ddn	11 August 1989

Furthermore, based on Table 1, it can be illustrated that the highest age of carers is 29 years old and the youngest is 24 years. This relatively close age range (5 years) indicates that the dormitory guardians tend to have the same work characteristics, work characteristics and work styles among other individuals. That way, the dormitory leadership has enough space to apply as well as pay attention to explore and improve their ability to manage this foster care by using a participatory leadership style.

The participatory leadership style always provides opportunities for subordinates to advance and improve their performance which of course will later be applied in the dormitory to be able to carry out their main duties as foster caregivers. One of the steps taken by the leadership of the Putera Darul Hikam Dormitory is to encourage their human resources to increase their capacity through participating in activities outside the dormitory working hours. Table 2 below shows the activities outside the working hours of foster care based on the results of interviews and observations that have been carried out during the research.

Tabel 2. Foster care activities outside their main duties and functions (Main Duties and Functions).

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No	Responden (Wali asuh)	Activities other than being a Foster Caregiver
1	Hrs	Teaching (Graduated S2 UIN Bandung)
2	Ir	Currently Studying S2 at UPI Bdg
3	Nn	Currently Studying S2 at Unpad
4	Wn	Currently Studying S2 at Unla
5	Hsn	Currently Studying at Ma'had AlImarat
6	Ddn	----

Table 2 above illustrates that of the 6 foster caregivers, 4 of them have activities outside the dormitory working hours as S2 students, 1 person works as a teacher (has passed S2) and 1 person does not have activities other than in the dormitory. This means that 83% of dormitory guardians have activities outside the dormitory which are dominated by lecture activities. This is in accordance with the opinion of Abbas (2014) who stated that the millennial generation tends to be dissatisfied with their education level and wants a higher education.

2. Overview of Strategies to Maximize the Balance of Operational Systems and Management Monitoring at the Putera Darul Hikam Dormitory.

The leadership of the Putera Darul Hikam Dormitory in implementing a participatory management style for millennial type foster caregivers, namely by: 1. Utilizing the balance factor of supervision and, 2. Optimizing togetherness in the decision-making process. This step, in fact, was felt to be quite effective in being able to create a positive bond between the leader and the guardians, so that in the field it would facilitate the participation of subordinates in making decisions, improve communication, encourage cooperation and facilitate conflict resolution. This method is very suitable for the characteristics of the millennial generation, which generally have the nature of openness and integrity of information. This is reinforced by the opinion of Solnet (2008) which states that a generation called millennial usually requires feedback from their superiors.

The implementation pattern and management control function at the Darul Hikam Boys Dormitory uses a tiered supervision system, namely by optimizing the structural position of the position in the process of carrying out daily activities. Furthermore, collaboration is carried out through leadership instructions to subordinates and also reporting from each foster caregiver of activities that have been carried out by utilizing internet media facilities in the form of Japri's WA (WhatsApp) or groups that are monitored by the leadership. This instruction starts from the highest level or position to the lowest position.

The supervisory balance process is carried out through instruction and monitoring of the dormitory leaders to 2 deputy heads using the WA Japri facility, then each deputy head will interact and directly instruct the human resources under him Furthermore, to monitor daily work, the dormitory leadership will randomly call one foster guardian and an employee who will then report the activities that have been carried out based on instructions or received from their superiors at night or the next day to the boarding leader (Figure 1) .

The benefits generated by involving the role of carers in this supervisory process include: fostering an attitude of responsibility and creativity for each individual. With the tiered instruction based on this position, foster caregivers feel given special trust from their superiors to be able to carry out activities properly. In addition, with the monitoring and monitoring at the lowest level by the dormitory leadership, it will be easy to find out and evaluate weaknesses or if there is a process that does not work as it should. This is because the dormitory leaders impose a random summoning process to lower level foster caregivers to provide feedback, so that the leadership can directly supervise and motivate the foster caregivers to immediately correct their mistakes or weaknesses. This pattern is felt to be quite effective in enhancing the roles of foster caregivers to optimize their duties and functions, because this generation uses a lot of instant communication technologies such as email, SMS, instant messaging and social media such as Facebook and Twitter, in other words Generation Y is a growing generation. in the era of the internet boom (Lyons, 2004).

Figure 1. A tiered instruction and monitoring mechanism using the balance principle
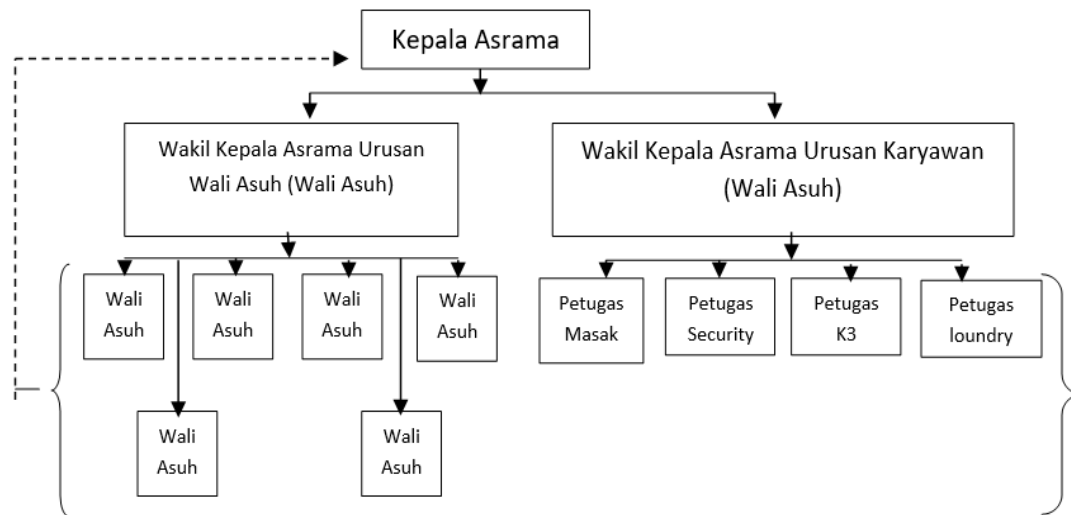
Keterangan :
    : Shows instructions and monitoring from leaders to subordinates
 - -> : Shows reports from guardians and employees to the board of directors

3. Overview of the Mutual Process in the Decision Making Process

The togetherness factor in the decision-making process is a strategic step in implementing participatory leadership patterns for millennial generation foster caregivers at Darul Hikam Putra Dormitory. The decision itself is a very vital element of activity. A person's leadership spirit can be seen from the expertise in overcoming problems and choosing fast and correct decisions. Quick decisions are decisions that are straightforward and do not take too long to make decisions, while the right decisions are decisions that have weight and can be accepted by subordinates.

The process of togetherness in decision-making is implemented in the Darul Hikam boys' hostel through weekly routine meetings and non-routine meetings. In principle, this meeting is held so that all foster caregivers feel involved in the decision-making process. No matter how small the problem of the Dormitory is sought to be decided collectively, aka not the personal decision of the head of the hostel. The participation of subordinates in making decisions tends to result in higher satisfaction and performance (Esrael, Walter Crasg, 1992).

Weekly regular meetings are held once a week. This routine meeting must be attended by all foster careers, usually discussing student problems and their solutions. Meanwhile, meetings are not routinely held if there are urgent matters and must be decided immediately, therefore it is sufficient that only the deputy head of the hostel is involved. Apart from routine and non-routine meetings, the Darul Hikam boarding house leadership also implements a peer-to-peer scoring system, where each carer chooses 1 name of a colleague who has a good performance, then the results will be announced at a monthly meeting with all elements of foster caregivers and employees to be awarded awards. in the form of office equipment and household furniture. This step feels quite effective in motivating all foster caregivers to continue working by achieving good performance. This is in accordance with what was

conveyed by Solnet (2008), that the generation called millennial will usually put themselves first and need constant appreciation and praise from their superiors.

4. Foster caregiver feedback on leadership in the hostel

The final observation made is by distributing a closed questionnaire to all foster careers of the Putera Darul Hikam hostel, which are presented in Table 3 below.

Tabel 3. Results of Foster Caregiver Satisfaction Questionnaires on Boarding Leadership Question Average

Question	Average
1. Do you feel that the head of the hostel has given you the opportunity to upgrade to a higher education level?	3.83
2. Do you feel that the head of the dormitory has accommodated your opinions / ideas when making your decision as foster care?	3.17
3. Do you feel that the head of the dormitory has given you motivation to work as a guardian?	3.50
4. Do you feel that the head of the dorm has given you the opportunity to express your potential in the Dagir's dormitory?	3.67
5. Do you feel that the current leadership style of the head of the dormitory can improve your performance as a carer?	3.83
Overall Average	3.6

Description of average value:
4 = Very Good
3 = Good
2 = Enough
1 = Not Good

Based on Table 3 above, in general, millennial type foster caregivers give a value above average (3.6) for the questions asked. This indicates that the foster caregivers are satisfied with the application of the participatory leadership style at the Putera Darul Hikam hostel. In addition, this value illustrates that the leadership is able to manage foster care according to their main duties and duties by paying attention to the characteristics and nature of the millennial generation.

Furthermore, in the first question it is known that on average foster caregivers feel they have had the opportunity to continue to a higher education level (3.83 = almost very good). This is in line with table 2, where as many as 4 out of 6 people (67%) have the opportunity to be able to continue studying at a higher level, so that foster caregivers as the millennial workforce feel facilitated to continue studying in accordance with the expectations and basic characteristics of the millennial generation. Meanwhile, in the fifth question it can be concluded that the leadership style of the hostel leadership is able to improve the performance as foster careers in the Putera Darul Hikam hostel with an average score of 3.83. Another word is that the millennial generation of carers has unique characteristics and work characteristics, but the dorm leadership is able to apply the appropriate participatory leadership style so that it is suitable for the current condition of the dormitory guardians and is able to improve the performance of the guardians at work.

CONCLUSION

The participatory leadership style applied at the Putera Dormitory is in accordance with the character of the millennial generation foster care. Participatory leadership style is able to improve the performance of millennial generation foster careers at the Putera Darul Hikam Dormitory.

This type of participatory leadership style can be applied in other agencies / institutions, especially human resources who come from the Millennial generation. There is a need for further research on the relationship or influence of leadership style in dormitories with student output.

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