

## **LEADER COMPETENCY ANALYSIS IN PROVIDING SOCIAL SERVICES AT LKSA AL MUTTAQIEN**

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### **Abstract**

In an organization, a reliable leader is needed who can bring the organization to achieve the desired goals. For that a leader must have managerial competence. The Child Welfare Institution is a social organization engaged in social services for children. This study aims to analyze the competency of the leadership role in providing social services at the Al Muttaqien Karawang Child Welfare Institution (LKSA). This study uses a qualitative approach by conducting in-depth interviews with respondents consisting of leaders, staff and residents of LKSA. The results of the study show that leadership role competencies have an important role in providing social services at LKSA Al Muttaqien Karawang while these competencies include having the ability to develop good programs and policies, having the ability to motivate staff and residents, having the ability to manage resources effectively and efficiently, improve the quality of social services and build good relationships with related parties. From the results of the analysis it was found that the leadership of LKSA Al Muttaqien was in accordance with the existing competencies.

Keywords: Competence, Leaders, Social Services, Child Welfare Institutions

### **A. INTRODUCTION**

A social organization is an entity established to carry out activities related to improving the social welfare of the community, especially the less fortunate. Social organizations have goals that are social or humanitarian, and not economic goals (Raharjo, 2002). The purpose of social organizations is to improve the quality of life of the community through implemented social programs. Activities carried out by social organizations can be in the form of providing social assistance, building health or education infrastructure, skills training, counseling, and so on (Hanifah & Unayah, 2011).

Social organizations can be government agencies, non-governmental organizations, or non-profit business entities. Government agencies responsible for the social welfare of the community include social services, health services, and education offices. Non-governmental organizations (NGOs) that have a focus on social welfare are generally founded by civil society or special interest groups. Meanwhile, non-profit business entities are established by individuals or groups that have certain social goals (Sektiono & Nugraheni, 2016).

LKSA (Children's Social Welfare Institution) is a type of social organization that aims to provide social welfare services to neglected children. LKSA is a non-profit organization established to provide protection,

care and care for children in need. As a social organization, LKSA is responsible for providing quality social welfare services to neglected children. The services provided by LKSA include meeting physical, psychological, educational, and other needs that can improve the welfare of these children (Munthe & Raharjo, 2018).

LKSA has a function as a child social welfare service center. LKSA is a place for foster children to meet primary needs for humans, namely clothing, food and shelter, health and education which may not be obtained from their home environment (Kasenda & Abidin, 2021). This has been regulated in the Regulation of the Minister of Social Affairs of the Republic of Indonesia No.30/HUK/2011. About “Standard National Child Care for Child Welfare Institutions”. Facilities provided by orphanages range from dormitories with supporting facilities for foster children, formal and non-formal education for foster children, as well as activities that add intellectual and social insights that can become capital for foster children in the future (Mubarok et al, 2018 ).

Foster children in LKSA are children who have hope to change their situation in the future. The aspirations of foster children in orphanages are the same as those of other children who are luckier out there. It is the duty of the Child Welfare Institution (LKSA) or orphanage to realize the dreams and hopes of disadvantaged children. by providing facilities that accommodate the needs of these children (Afni, 2022).

As a social organization, LKSA has a responsibility to provide quality social services to the community, especially children in need. To achieve this goal, a good managerial concept is needed in managing the organization. The importance of a social organization like LKSA having a good managerial concept is to increase effectiveness and efficiency in managing the organization where a good managerial concept will help LKSA to manage its resources more effectively and efficiently. By having a good managerial concept, LKSA can optimize organizational management and provide better social services to the community, especially children in need (Sumardika, 2015).

LKSA needs competent leadership that understands good managerial practices in order to implement those practices effectively. Leadership is an important aspect in strengthening institutions and improving the quality of services provided by LKSAs. A competent administrator can create an effective and efficient social service agency that produces the desired results, whereas an incompetent leader can hinder service and hinder staff performance. Therefore, a competent leader is needed to bring about the necessary changes to achieve organizational goals (Osborne, 2015; Banks, 2020).

A leader is someone who leads, directs, and takes responsibility for the decisions and actions of an organization. In the context of LKSAs, an effective and competent leader is needed to manage the institution and lead staff to provide quality social services to the community. The competencies required by a LKSA leader include a deep understanding of management principles, organizational strategy, problem solving, situation analysis, and the ability to communicate effectively. In addition, an LKSA leader must also be able to motivate and inspire staff, build strong relationships with the community and stakeholders, and have the ability to adapt to rapid environmental changes (Fitriyah & Suliyadi, 2018).

In addition to technical competence, an LKSA leader must also have high integrity, a proactive attitude, the ability to work in a team, and the ability to pay attention to community needs and problems. This will help build trust and good relations with the community and increase the success of institutions in providing social services (Siregar et al, 2020).

In order to enhance leadership competency, LKSA should provide appropriate training and development for its staff and leaders. LKSAs should also ensure that the process of recruiting leaders is carried out objectively and selectively, thus ensuring that only people with sufficient qualifications and necessary competencies can take on leadership roles within the institution. With competent and effective leadership, LKSA can provide quality and beneficial social services for people in need (Khasanah, 2019).

The Child Welfare Institution at the Al Muttaqien Orphanage is a human services organization whose role is to provide protection for children and to be able to fulfill children's rights which were previously denied these rights. The institution has implemented a program to assist the government in the field of social welfare for children. The Al Muttaqien Orphanage cares for and fosters children and provides formal education from elementary to high school levels. In addition to formal education, the children also receive a strong religious education. They are equipped with skills, including technology and computer skills, sewing, and farming.

The Al Muttaqien Karawang Child Welfare Institution (LKSA) has an important role in providing social services for neglected children. LKSA leaders have a very important role in ensuring the quality of social services provided to children. Therefore, this study aims to analyze the competency of the leadership role in providing social services at LKSA Al Muttaqien Karawang.

## **B. METHODS**

This study uses a qualitative approach by conducting in-depth interviews with respondents consisting of leaders, staff and residents of LKSA. The data obtained were analyzed using qualitative analysis methods. According to Creswell (2004) qualitative research is methods for exploring and understanding the meanings that a number of individuals or groups of people ascribe to social or humanitarian issues. The researcher chose the informants themselves in this interview using purposive sampling. Purposive sampling according to Soehartono (2011) is sampling based on objectives, namely informants who are taken as members of the sample are left to the consideration of data collection according to him in accordance with the aims and objectives of the research, where the purpose of selecting informants is to obtain comprehensive information. Data collection techniques used in this study were observation, in-depth interviews, and documentation studies.

## **C. RESULTS AND DISCUSSION**

### **1. Leader Competencies Needed in Social Organizations**

Leadership competence has an important role in providing social services at LKSA Al Muttaqien Karawang. Some of the competencies considered important by the author's research include: having the ability to develop good programs and policies, having the ability to motivate staff and residents, having the ability to manage resources effectively and efficiently, improving the quality of social services and building good relationships with related parties. The following is an explanation of each of these competencies

#### **a) Ability to develop good programs and policies**

The competence to develop good policies and skills is one of the key skills that must be possessed by a leader of a Child Welfare Institution (LKSA) like Al Muttaqien Karawang. This capability includes the ability to develop effective and efficient strategic plans and operational policies to achieve institutional goals. LKSA leaders who are able to develop good policies and ensure proper implementation will be able to ensure that the services provided to neglected children continue to improve.

A competent LKSA leader must be able to design social service programs that suit the needs of neglected children, as well as develop policies that ensure the effective implementation of these programs. This ability includes the ability to understand and analyze the problems faced by neglected children, as well as develop programs and policies that can provide solutions to these problems. In addition, competent LKSA leaders must also be able to evaluate and monitor the programs and policies that have been implemented, so that they can evaluate the institution's performance and take the necessary actions to improve service quality (Hayat, 2017). In this case, LKSA leaders must have good management knowledge and skills, such as strategic planning skills, financial management, human resource management, and program management. In addition, LKSA leaders must also be able to communicate well, both with institutional staff and with other stakeholders, such as the government, donors, and the general public. With these abilities and competencies, a LKSA leader can ensure that LKSA Al Muttaqien Karawang can provide the best social services for neglected children in the region.

**b) Have the ability to motivate staff and residents**

A good LKSA leader must be able to motivate staff and residents to provide good service and meet organizational goals. Leaders who are able to motivate staff and residents can create a positive and productive work environment, so that staff and residents feel involved and motivated to work well.

In the context of LKSAs, motivation is very important because staff and residents often work in difficult conditions and it requires high morale to keep up the good work. Leaders who are able to motivate staff and residents can help improve the performance of staff and residents, increase productivity, and build high morale among them (Kurniawan, 2014).

Therefore, LKSA leaders must have the ability to identify the factors that motivate staff and residents, and know ways to meet these needs. This can be done by providing rewards and appreciation, providing opportunities for development, and creating a positive and inspiring work environment. Thus, staff and residents will feel valued and motivated to provide the best service for neglected children.

**c) Ability to manage resources effectively and efficiently**

The ability to manage resources effectively and efficiently includes the ability to plan, organize, and direct the use of available resources in order to achieve the stated goals in an effective and efficient manner.

As a leader in LKSA, the resources in question can be in the form of human, financial, and physical resources. A good leader must be able to plan and allocate human resources so that they can be used effectively according to the needs of the institution. In addition, leaders must also be able to manage financial resources in an efficient and effective way, such as allocating funds for programs that are most needed and managing institutional expenses wisely (Ekosiswoyo, 2016)

Leaders who are able to manage physical resources effectively and efficiently are also very much needed in LKSA. Physical resources such as buildings, facilities and equipment must be managed properly in order to provide optimal and safe services for residents. Good leaders must be able to plan the proper use of physical resources, carry out routine maintenance and repairs, and ensure that buildings and facilities meet the required safety and security standards.

By managing resources effectively and efficiently, LKSAs can provide optimal service to their residents and achieve organizational goals in a more effective way. Therefore, the ability to manage resources well is very important for LKSA leaders.

**d) Ability to improve the quality of social services**

The ability to improve the quality of social services is one of the competencies that must be possessed by LKSA leaders. This is important because this institution is responsible for providing the best services for neglected children who need protection and assistance. LKSA leaders must be able to understand the needs of the children they serve, and be able to develop appropriate programs and activities to meet these needs (Draper & Sorell, 2017; Budiman, 2022).

To improve the quality of social services, LKSA leaders must be able to monitor and evaluate every activity carried out by the institution. Thus, leaders can identify weaknesses and strengths in implementing these activities, and then can take appropriate actions to improve the quality of services provided. Leaders must also be able to develop an accurate performance measurement system, so that they can measure the effectiveness of the programs that have been implemented.

In addition, LKSA leaders must be able to strengthen partnerships with related parties, such as the government, community organizations, and the private sector. In this case, leaders can obtain support and cooperation to improve the quality of social services, as well as expand the range of programs provided. The ability to build a good network with these stakeholders will be very beneficial in improving the quality of social services for children who need protection and assistance.

**e) Ability to build good relationships with related parties**

As the previous point, improving the quality of social services requires the ability to build good relationships with related parties. Building good relationships with related parties is also an important competency that must be possessed by LKSA leaders. LKSA leaders need to be able to establish good relations and cooperation with the government, community, and other related institutions. This is necessary to ensure the smooth running and sustainability of social programs carried out by LKSAs, as well as to expand the range of social services that can be provided.

In building good relations with related parties, an LKSA leader needs to have good and effective communication skills. This capability will assist LKSA leaders in establishing good communication with various related parties, such as the government, the community, and other related institutions. In addition, LKSA leaders also need to have good negotiating skills, so they can reach agreements that are profitable for LKSA and other related parties (Alfiyah & Syafrani, 2019; Greason, 2020).

In building good relations with related parties, an LKSA leader also needs to have the ability to build networks or cooperative networks. LKSA leaders can establish cooperation with various related parties, such as other social institutions, educational institutions, companies, and so on. By establishing this partnership, LKSA can expand the range of social services provided, as well as obtain support and assistance from related parties in carrying out their social programs.

Overall, the ability to build good relationships with related parties is very important for LKSA leaders. This will assist LKSAs in carrying out their social programs more effectively and efficiently, as well as ensuring the smooth running and sustainability of social programs carried out by LKSAs.

**2. Leader Competency Analysis in providing social services at LKSA Al Muttaqien**

The results of the analysis carried out in the application of leader competencies in providing social services at LKSA Al Muttaqien Karawang can be seen from several things. First, in terms of the ability to

develop and implement good policies, the leadership of LKSA Al Muttaqien Karawang has implemented various programs and activities that support the realization of institutional goals, such as child development programs, formal education, religious education, and skills training.

Second, in terms of the ability to motivate staff and residents, the leadership of LKSA Al Muttaqien Karawang always tries to provide encouragement and motivation to staff and residents so that they can be passionate about developing themselves and improving their quality of life. In addition, LKSA leaders also often give awards to staff and occupants who have succeeded in achieving achievements.

Third, in terms of the ability to manage resources, the leadership of LKSA Al Muttaqien Karawang is able to manage existing resources effectively and efficiently. In this case, the institution has a fundraising program from the community and donors to support children's social service activities. LKSA leaders are also able to optimally utilize available human and natural resources, so as to provide quality social services.

Fourth, in terms of the ability to improve the quality of social services, the leadership of LKSA Al Muttaqien Karawang always strives to improve the quality of services provided to the children under their care. This is done by providing training and development to staff and residents, as well as evaluating programs and activities that have been implemented.

Fifth, in terms of the ability to build good relationships with related parties, the leadership of LKSA Al Muttaqien Karawang has good relationships with related parties, such as the government, community and donors. This is done by carrying out good cooperation and partnerships with related parties, as well as providing clear and open information about the activities and programs implemented by the institution.

Thus, it can be concluded that the implementation of leader competencies in providing social services at LKSA Al Muttaqien Karawang has been carried out well and is able to have a positive impact on institutional development and improving the quality of life of children cared for by these institutions.

#### **D. CONCLUSION**

The role of the leadership in the Child Welfare Institution (LKSA) is very important to ensure the quality of social services provided to neglected children. LKSA leaders must have various competencies, such as the ability to develop good policies, motivate staff and residents, manage resources effectively and efficiently, improve the quality of social services, and build good relationships with related parties. LKSA Al Muttaqien Karawang is one of the LKSAs that has implemented these competencies properly, as seen from the effective and efficient management of LKSAs, coaching and education programs conducted for neglected children, and good cooperation with related parties. Therefore, to ensure that LKSAs can provide quality social services, leaders need to have these competencies and implement them effectively. Continuous education and training is also needed to improve the ability of leaders to provide better social services for neglected children.

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