
Improvements in Tutor Efficiency at Non-Profit TOMOHON Community Learning Centres as a Function of Management and Leadership Style

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Abstract: The Leadership Style of the Chairperson in Improving Tutor Performance at PKBM Charity Tomohon. 2) To find out how the head manager improves tutor performance at PKBM Charity Tomohon. This research method uses a qualitative descriptive approach. Sources of research data as many as 4 people. Data collected by interview techniques, observation and documentation. Data were analyzed using interactive data analysis techniques. Data collected by interview techniques, observation and documentation. Data were analyzed using interactive data analysis techniques. Data Validity Testing Techniques using Data Triangulation Techniques. The conclusion of the research from the thesis title of the leadership style of the managing director is that the leadership style applied by the managing chairman is a democratic leadership style and the way the managing chairman improves tutor performance is 1) does not discriminate in the distribution of tasks and is fair in the distribution of salaries, 2) gives awards in the form of praise , 3) providing training to hone tutor skills 4) and providing responses to the constraints experienced by tutors. Data were analyzed using interactive data analysis techniques. Data Validity Testing Techniques using Data Triangulation Techniques. The conclusion of the research from the thesis title of the leadership style of the managing director is that the leadership style applied by the managing chairman is a democratic leadership style and the way the managing chairman improves tutor performance is 1) does not discriminate in the distribution of tasks and is fair in the distribution of salaries, 2) gives awards in the form of praise , 3) providing training to hone tutor skills 4) and providing responses to the constraints experienced by tutors. Data were analyzed using interactive data analysis techniques. Data Validity Testing Techniques using Data Triangulation Techniques. The conclusion of the research from the thesis title of the leadership style of the managing director is that the leadership style applied by the managing chairman is a democratic leadership style and the way the managing chairman improves tutor performance is 1) does not discriminate in the distribution of tasks and is fair in the distribution of salaries, 2) gives awards in the form of praise , 3) providing training to hone tutor skills 4) and providing responses to the constraints experienced by tutors.

Key words: Efficacy, Leadership, and Fashion as Key Concepts

INTRODUCTION

Every human being basically has the desire to become a leader. At least if you want to be a leader, at least you can lead yourself. Strength is an important thing that a leader must have in order to manage as an effective leader. The essence of leadership is essentially following the will of other people or subordinates to follow the wishes of the leader. In other words, leaders will not be formed if there are no subordinates. The success of an educational institution essentially lies in the efficiency and effectiveness of the appearance of a managing director.

Leadership is a very important thing in managing educational institutions, from this institution human resources will be created that are ready and able to compete with local and global situations, namely through education in them. Robbin in (Octavia, 2016) argued that, "leadership is the ability to influence a group toward the achievement goals". Leadership is needed to influence a group towards achieving goals. To achieve an organizational goal, leadership absolutely must be carried out by an organizational leader. In realizing a good organization a leader needs to have a leadership style as a tool in influencing subordinates to achieve organizational goals. The leader in this educational institution is the chief manager, it is in the hands of the policy holders that the fate of the educational institution (PKBM) is at stake.

As is well known, the Center for Community Learning Activities is a type of organization that is often called a non-formal education organization. One of the most important elements of an organization is its people. PKBM internal organizational personnel consist of the head of management, tutors, learning residents and staff. The main activity carried out is teaching and learning activities. In the context of achieving organizational goals, without a cooperative effort from all organizational personnel and supported by the availability of facilities and infrastructure, it is very unlikely that the goals of an educational institution can be achieved. Educational leaders as Top Leaders in an educational institution formulate and communicate a clear vision and mission in advancing education.

The head of PKBM management is an education unit level leader who must be responsible for all activities in PKBM. The presence of the head of management is very important in the organizational system at PKBM. The managing leader must try to maintain rules and discipline, provide the necessary materials, implement and improve the PKBM program, and select and develop the performance of tutors. The head of PKBM management has expertise, responsibility and a sense of community supported by strong ethics and profession. To achieve PKBM goals, administrators become the spearhead in the success of education and become a key factor in non-formal education. (Job, 2014)

The chief manager is an organ that should be able to influence the attitudes and behavior of his subordinates. In this case the target is tutors who are expected to improve their work after receiving influence from their superiors. In order for the influencing process to run smoothly, leaders must treat tutors humanely. Basically, subordinates will always carry out their activities influenced by different personalities, for example traits, attitudes, values, desires and interests, for this will affect leadership style as well as work.

In principle, the leadership process is regulation. If mastered properly, it will be the key to success for the managing director. In carrying out his duties as a coordinator and motivator who directs tutors to remain optimal in carrying out their duties and roles. The general task of the head manager is to motivate tutors to carry out their duties properly. So that in the teaching and learning process properly it does not harm the learning citizens.

A leader has an important role in an organization or institution. When the term role is used in a work environment, especially a leader, someone who is given (or gets) a position is also expected

to carry out his role in accordance with what is expected of the job. That's why there is what is called role expectation. Expectations regarding a person's role in his position, can be differentiated from the expectations of the assignor and the expectations of those who receive benefits from the job/position.

According to Harbani (2010: 33) Leaders have a fairly strong role in achieving organizational goals. The leadership roles are as follows, namely: a) Decision Making Role. b) The Influencing Role. The role of the bureaucratic leader must be able to influence the continuity of the organization. c) The Role of Motivation. The role of motivation is a role that aims as a structural motivator in an organization to improve member performance. In other words, leaders must be able to motivate members in carrying out organizational goals. d) Interpersonal Roles. The interpersonal role in question is the role of the leader and the members personally, this is to increase the sense of togetherness between the leader and the members.

In addition to the managing chairman, the competence of a tutor is needed in advancing an educational organization. The tutor is an important and very influential organ in the teaching and learning process. A tutor has several very important roles, because he has important responsibilities. A tutor greatly influences the level of success in achieving this goal. The goal of implementing equality education, both in teaching and learning activities and administration (Estafianto, 2020). Therefore tutors can ideally prepare themselves to be more progressive and productive in all processes of teaching and learning activities.

In the leadership process, it is known that the leadership style is commonly used by leaders in carrying out the duties and responsibilities of leading an organization. Leadership style is basically defined as a consistent pattern of behavior played by a leader when influencing group members or subordinates. According to Mulyadi and Rivai (2009:42), defines that "Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often set by a leader.

Leadership style is a set of characteristics that leaders use to influence subordinates to achieve goals. Leadership style is a pattern of behavior and strategies that are preferred and often implemented by a leader, (Nadira Kartika, 2014:228). Through this leadership style a leader will be able to transfer several values such as an emphasis on groups, providing support to tutors and staff, tolerance for risk, criteria for change and so on. On the other hand, the tutor will form a perception to adjust the values that the leader wants to convey through his leadership style. To adjust between values, a process called socialization is needed.

According to preliminary observations made by researchers at the Charity Tomohon Community Learning Activity Center, the leadership style of the head of management in improving the performance or professionalism of tutors is still relatively simple and unsupportive. This can be seen from the lack of effort and ability of the managing director in providing support and motivation to tutors to improve performance and the lack of providing various facilities needed to improve tutor performance, such as salaries and facilities and infrastructure. The style or method of a managing director in his capacity as a leader will determine the success of improving the performance of tutors under his leadership.

Based on the description of the background above, the researcher is interested in conducting research with the title: "Leadership Style of the Chief Manager in Improving Tutor Performance at the Charity Tomohon Community Learning Activity Center".

RESEARCH METHODS

The type of research used is a qualitative method with a descriptive research model by describing objects as they are. Qualitative research according to Bogdan and Taylor (1975:5), defines "Qualitative Methodology as a research procedure that produces descriptive data in the form of written or spoken words from people and behaviors that can be experienced". The reason for using qualitative methods is because qualitative research is essentially observing people in their environment, interacting with them, trying to understand their language and interpretation of the world around them. The following is the paradigm in this study:

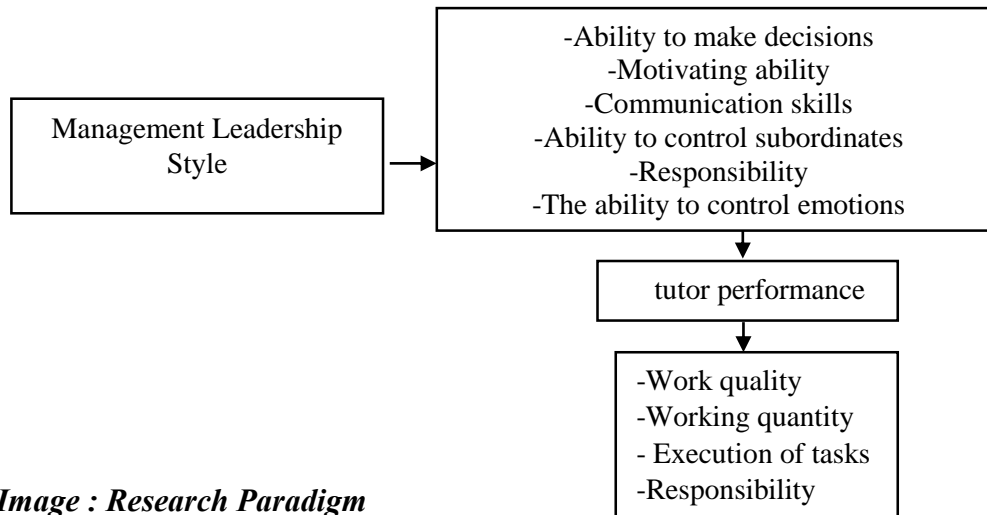


Image : Research Paradigm

The place/location of research is the Charity Tomohon Community Learning Activity Center. Data sources are anything that can provide information about related research. The data used in this study uses two types of data sources, namely Primary Data and Secondary Data. Primary data, namely the main data source, amounted to 1 person, namely the chief manager. Secondary data in this study which became secondary data sources were 2 tutors and learning residents, recommendations from institutions and books that were considered supportive of the research process.

In this study, data collection was carried out by the researcher himself. Researchers as tools are sensitive and can react to any stimulus from the environment that must be estimated to be meaningful or not for researchers. To obtain the data needed by the researcher, he had to visit informants, namely the head of management, Indonesian tutors, English tutors and study residents, as well as collect the required documents. Researchers collect their own data on research informants. To support the data collection process, researchers try to establish good relationships with informants who are the source of data so that the data obtained is truly valid. Researchers try to approach and be directly involved in various activities carried out by research subjects in the research location.

TechniqueCollectionThe data used are: Observations, interviews, and documentation. The data analysis technique used in this study consisted of three streams of activities that occurred simultaneously, namely: data reduction, data presentation, drawing conclusions/verification. Regarding the three lines in more detail are as follows:

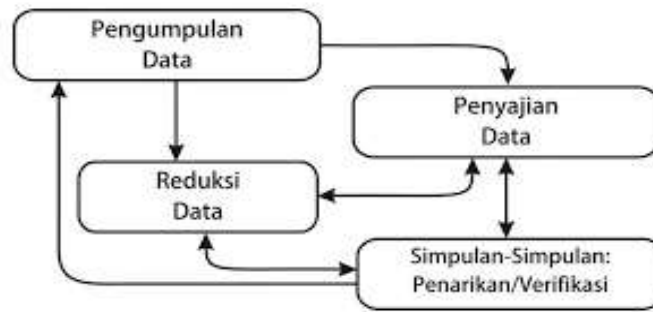


Figure : Data Analysis Model

DISCUSSION

Based on the results of research on the leadership style of the head of management in improving the performance of tutors at PKBM Charity Tomohon, it went very well and was directed. This can be seen from:

1. Leadership Style of PKBM Manager Charity Tomohon

The application of the leadership style of the chairman of the Pkbm Charity Tomohon management is to apply a democratic leadership style. Where this style has the characteristics of leaders who are honest, intelligent, courageous, creative, competent and fair, the ability of the chief manager in making decisions always involves all parties such as tutors to assist in giving opinions or inputs freely in accordance with democratic principles, the ability to motivate the chairman the manager is very good the way the head manager provides encouragement or motivation from outside by expressing words that can move the tutor's enthusiasm in working as an educator so that they want to work together, work effectively, and be integrated with all their efforts to achieve the desired goals together, the chief manager in communicating is a good leader who will ensure that each of his subordinates can do their job properly. The communication that occurs between the head manager and the tutor is very open and the way the head manager communicates with subordinates is by letting the tutor tell everything he wants to convey then the manager head will listen carefully and appreciate every word conveyed by the tutor, the manager head is a leader who can controlling subordinates in their own way, not controlling by using the power or position they have but controlling by inviting cooperation, the manager head is the leader who is responsible for everything that is done, always remain firm and able to think tactically to accept all the risks that arise from the decisions taken, have a big heart, accept criticism, the managing director is able to show stability. The emotional stability of a leader is the basic foundation for showing his quality as a leader. Emotionally stable leaders will use their anger or anger or disappointment well and wisely. Leaders will also take advantage of how to express emotions quickly.

The results of this study are in accordance with the research Sanjani(2018) where in the results of his research the democratic leadership style pays a lot of attention both in efforts to improve the welfare of teachers and employees. It is characterized by high task behavior patterns and high tolerance behavior patterns. In a democratic leadership style, the principal/leader plays an active role in determining the duties and responsibilities of each teacher, and continues to supervise in an adequate proportion.

Supported by research from Leunupun (2021), Yugusna (2016) where democratic leadership style has a positive and significant effect on employee performance. This means that the application of a democratic leadership style will improve employee performance.

The results of the above research are also in line with research from Aisha(2020), Jalaludi (2017), Khairizah (2018), Wardhani (2016), where leadership style has a significant effect on improving performance. Where a person's leadership style in leading is very influential and becomes a determining factor for increasing and decreasing performance.

2. The Way of the Head of PKBM Charity Tomohon Management in Improving Tutor Performance

The way for the head of management to improve the performance of tutors is not to discriminate against tutors. An example is fair distribution of tasks to tutors by looking at the capabilities of each tutor and salary distribution is done fairly regardless of differences in age, race, skin color. The head of the Pkbn Charity Tomohon management gave awards in the form of praise to tutors by giving words of thanks and good job greetings for today. The head of the management provides training for tutors with the aim that tutors have the knowledge, abilities and skills in accordance with the demands of the work being done. By Karen, tutors need to add skills, that is the importance of training. The training provided by the head of management is public speaking training, the purpose of this training is to equip tutors with self-mastery when dealing with the public. The head of the Pkbn Charity Tomohon management is a leader who is always open and appreciates every conversation he has with tutors, especially about the obstacles tutors experience while working. The managing director will always be ready to help find a way out together in solving this problem.

In line with the results of Hafifi's research (2020) leadership style has a significant positive effect on employee performance. This means that a leadership style that includes the humane attitudes of a leader towards employees, maintaining a friendly working relationship with employees and always respecting the opinions of employees is a leadership style that can improve employee performance.

This is supported by research results Muizu(2014) which stated that leaders must be responsible and willing to develop themselves, especially in elements that include idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, to increase motivation, self-confidence, ability to complete assigned tasks, willingness to working hard, increasing a sense of optimism, increasing learning activities for employees, and increasing innovative thoughts for employees.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the research as described above, it can be concluded that the leadership style of the head manager in improving the performance of tutors at the Tomohon Community Learning Activity Center is as follows:

1. The leadership style adopted by the managing director in improving the performance of tutors at the Charity Tomohon Community Learning Activity Center is a democratic leadership style. Because the leadership of the chief manager involves subordinates in making decisions, hears every opinion and input from subordinates such as tutors and other staff that residents learn too, gives tutors freedom to take roles in meetings or discussions and can be a good role model and can be imitated by subordinates.

2. The way for the head manager to improve the performance of tutors is by way of fair distribution of tasks to tutors by looking at the capabilities of each tutor, the obstacle for the head of PKBM Charity Tomohon management is when distributing salaries because there are financial

problems that have not been able to be fixed to date, despite the distribution salaries are still carried out fairly by discussing it in a family manner, the manager's head is very fair regardless of differences in age, race, skin color, the manager's head gives awards only in the form of praise to tutors by giving words of thanks and good job today. The training provided by the head of management is public speaking training, this training is to equip tutors with self-mastery when dealing with the public,

Looking at the research results that have been found in the previous section, some suggestions can be given, as follows:

1. To the head of the manager at the Charity Tomohon Community Learning Activity Center, he should pay more attention to the needs of tutors in terms of financing salaries and complementing existing facilities and infrastructure.

2. Tutors can improve performance by dividing their time between working at PKBM Charity Tomohon and outside work.

3. Citizens learn to give themselves more to be active in learning even though they are old, but there is nothing wrong with actively asking questions about lessons that they have not understood and giving themselves more to follow the learning process.

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