



Da'wah Communication Management Through Leadership Culture at PT. Sygma Examedia Arkanleema

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ABSTRACT

The growth of leadership styles is triggered by one of the important roles of organizational culture. Leadership found that it can have a positive impact on improving employee performance. The task of a leader is to build an organizational culture to make it easier for the company to achieve its stated vision and mission. Organizational culture has the meaning of a structured pattern of behavior, consisting of language, thoughts, actions, habits, rules and principles. Various views on leadership from an Islamic perspective that occur in several institutions or companies as workplaces make the author interested. to examine the leadership style in the Syaamil Quran in deeper Islamic concepts. The aim of this study is to find out more about the habits carried out in companies that adhere to Islamic values, as well as looking at the organizational culture in the work environment at the Syaamil Quran company. This study approach uses documentation and text. According to Sujarweni, document study is written documentary material, which can be in the form of textbooks, newspapers, magazines, letters, films, diaries, manuscripts, articles and the like. However, in the context of this study, the author uses book and journal references as well as interviews. Data collection was carried out using reference data related to Islamic leadership.

Keywords: *Communication, Leadership Culture, Management Through*

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INTRODUCTION

Leadership and Organizational Culture are phenomena that are interrelated with each other, because each aspect of leadership will ultimately shape organizational culture (Baran, 2021). The task of a leader is to build an organizational culture to make it easier for the company to achieve its stated vision and mission (Akaberi dkk., 2020). Organizational culture is defined as a structured pattern of behavior, consisting of language, thoughts, actions, habits, rules and principles (Agboola dkk., 2020). For example, if we enter a company's work space, it will be different from another company's work space, because this can illustrate leadership with a different work culture in each company (Skrzypińska, 2021). In this context, organizational culture cannot be separated from the organizational perspective and leadership adopted by a company.

What about organizational culture and leadership in Indonesia, where the majority of the population is Muslim today? The online website Kompas.com (Basílio dkk., 2022), reported about a factory worker in the Cikarang area who was scolded by his boss when he was about to perform prayers in the detector room. The worker reasoned that because his company's prayer room was small and there was a queue, he finally decided to pray in the room (Anwar dkk., 2020). However, unexpectedly his superior became angry, which resulted in the termination of his employment rights (PHK) (Accessed 2 November 2023: 09.30 WIB). This incident is an example of a company that does not prioritize Islamic values, and even does not uphold human rights values regarding worship (Jena, 2022). expressed his view that in Indonesia in the current era, there are still not many companies or leaders who use Islamic principles in conducting their business.

However, not all companies do this, for example PT. Sygma Examedia Arkanleema or commonly known as Syaamil Quran, is one of the companies that applies the heavenly path leadership culture (Islamic leadership style) as the main foundation in its business (Daher-Nashif dkk., 2021). The Syaamil Company prioritizes Islamic values in managing its business and feels capable of providing solutions to the problems it faces (Reid dkk., 2019). The implementation of this leadership style can be seen in several programs, namely Duha prayers, congregational prayers, study, almsgiving, and listening to the recitation of verses from the holy Koran (Daher-Nashif dkk., 2021). So it became the author's interest in studying the leadership style in the Syaamil Quran in the concept of the Heavenly Way.

Aa Gym, in Republika.com, explained, "when we do business, in essence we should not disturb a Muslim's worship (Ikra dkk., 2021). Because, a Muslim's success in business cannot be separated from the permission of Allah SWT" (Accessed 24 November 2023: 07.00 WIB) (Lari dkk., 2019). So the function of a leader according to Al-Mawardi in Al-Hakam As-Sulthaniyah states that leaders actually protect religion to uphold the law of Allah SWT (Hassan dkk., 2021). Therefore, the task of a leader is apart from being firm in upholding the religion of Allah, he is also to determine the

direction and movement of an organization, as stated in the hadith of the Prophet Muhammad about the welfare of the people is the responsibility of a leader, namely:

"All of you are leaders and are responsible for the fate of those you lead, Amir is the leader of the people, and is responsible for their safety...". [Bukhari & Muslim Hadith].

These various views on leadership from an Islamic perspective have made the author interested in studying leadership styles in the Syaamil Quran in the concept of the Path of Heaven in more depth (Floren dkk., 2019). The aim of this study is to find out more about the habits carried out in companies that adhere to Islamic values, as well as looking at the organizational culture in the work environment at the Syaamil Quran company.

RESEARCH METHODOLOGY

This study approach uses documentation and text (Kuanova dkk., 2021). According to (Wiratna, 2014), document study is written documentary material, which can be in the form of textbooks, newspapers, magazines, letters, films, diaries, manuscripts, articles, and the like (Delle Foglie & Panetta, 2020). However, in the context of this study, the author uses book and journal references. Data collection was carried out using reference data related to Islamic leadership (Greenberg dkk., 2020). According to in qualitative writing the results of the data can be done in the form of charts, short descriptions and relationships between categories and the like. But what is usually used is narrative text.

RESULT AND DISCUSSION

According to Riza Zacharias, who is the owner and chairman of the Syaamil Group, the journey to build the Syaamil Quran has provided the opportunity to visit a number of regions in Indonesia (Aldulaimi, 2020). He described his journey as a roller coaster (Schunk & DiBenedetto, 2020). Walking, stumbling, falling, slamming, walking again, rising, growing, falling again, were extraordinary experiences he felt (Mdege dkk., 2019). The Syaamil Quran company started from a Friday bulletin called "Asy-Syaamil" (Jäger dkk., 2019), then developed into printing the Koran (El-Seedi dkk., 2019). His journey began when Syaamil received capital assistance which at first glance was cool (Cheong, 2020), so he was able to buy a former rubber factory from a non-sharia bank loan (Bingaman, 2020). After that, Syaamil tried to develop himself by increasing his turnover level as high as possible. However, month after month, something odd happened which was felt by the company leadership. As with finance, capital is always added, but in reality it is always lacking (Xiao dkk., 2020). The wages of employees at middle and top management levels are often paid in installments.

Cash on hand or cash in the bank is often not sufficient to pay that level when payday comes. After trying many things with unconventional paths and decision making, as well as "involving" Allah SWT in the entire process, various mistakes were finally revealed during this time (Lee dkk., 2020). Riza feels that all this time he has

carried out poor financial management, especially the impact of usury from non-sharia banks, leadership at the top management level which is full of ambiguity, piled up without clear authority and responsibility (Moafi dkk., 2021), still harbors feelings of resentment and envy between the top management levels which turns out to be all. This holds back steps to move forward, then other bad things become more open and clear.

Many unexpected problems came up, but every lesson encountered along the way was not considered trivial by Riza Zacharias as the owner of the company. Syaamil's problems became his experience and courage in taking the path as an entrepreneur (Gonçalves Júnior dkk., 2020). Failure does not deter even if it is repeated over and over again. Until you reach the point where you realize that everything you do must always be accompanied by the Almighty (Burton dkk., 2021). The following is Riza Zacharias' concept of the sky's path in instilling a test for every failure by comparing humans as they go through phases of development: babies, children, teenagers/youth, adults and old people. The process cannot be skipped, what can be accelerated is maturity, maturity, capacity and so on.



Figure.1 Illustration of Riza Zacharias' Thoughts in Islamic Leadership

Riza's thoughts have made him carry out reforms and transitions in the leadership and cultural concepts implemented in the Syaamil Quran. Now all his efforts are focused solely on achieving the pleasure of Allah SWT, which is termed leadership in the Path of Heaven. This is the strongest milestone that catapulted Syaamil Quran into a large and successful company to date. Firstly, when we started building a business it was always related to non-Sharia banks, now we have established cooperation with non-Sharia banks. Then, the implementation of the team style leadership style, this style is characterized by high attention to tasks and people. Leaders highly value acceptable and creative decisions that result from the understanding and agreement of organizational members. This leadership style listens and has strong beliefs about what should be done but responds to other people's logical ideas by changing their opinions (Faules, 2018).

In an Islamic perspective, the team style leadership style has the same meaning, namely that Islamic leaders adhere to the principles of leadership by always providing wide space to accommodate the creative ideas of their workers fairly without looking at

anyone who conveys them, then discussing all the ideas included in a special forum, namely deliberation to determine which ideas are suitable for use and ultimately continue to create new product innovations that have the usefulness and selling value of the product (Sulaiman, 2013). Thus, Islamic leadership is not tyrannical leadership and without coordination. Islamic leaders, always based on Islamic principles, deliberate objectively and respectfully, make decisions as fairly as possible, are responsible not only to their followers, but also more importantly to Allah SWT (Galanou, 2015).

People first, this is the term used by Syaamil Quran in one of his principles to prioritize human resources (HR). According to Riza Zacharias, human resources are the key to all efforts to bring benefits to as many people as possible. No matter how great and well-organized the company's system is, no matter how much cash it has, no matter how rich the company's assets are, without being managed by the best human resources, everything will be useless. In fact, it could be that all of it is used up and nothing is left, especially if those who manage it are bad people. On the other hand, if those present together are good and best people, the company system which is not yet good can be improved, cash and other assets are limited, but the benefits are still optimal and the products produced are still full of goodness and full of benefits. For this purpose, the Syaamil Qur'an has principles (Zacharias, 2018) which are carried out as follows:

1. The sustenance that Allah SWT gives to everyone He has willed is not hindered by anything. Therefore, the company should not be an obstacle. Hasn't Rasulullah SAW said that we should not delay the company team's sustenance until their sweat dries?
2. Everyone must have the opportunity to achieve the best achievements, not necessarily in the form of high positions because they are certainly limited by the number of positions and the mechanics of the game.
3. If a team asks for permission to leave the company, this is always based on two possibilities as well as two lessons, either he is not up to standards or the company is not up to his good standards. Meanwhile, the silver lining is that it could be that Allah SWT is choosing the best people who will continue to be together and it could be that Allah wants the company to provide better services related to HR governance.
4. The team is willing to share the company's dream, they attach their dream to the company's dream and exchange it for age. Therefore, companies must pay attention and ensure that the company has prepared benefits with a proportional justice approach for them.
5. In fact, Allah alone has the authority to unite all elements in the company with the best team.

In the current era, Syaamil Quran creates a culture that is carried out with the concept of the heavenly path from the perspective of Islamic values, such as, when entering the office and starting work, all employees are advised to perform the Dhuha prayer first and read the Koran for 15-20 minutes. Then perform congregational prayers

at the beginning of the time, and the lunch break is marked by the sound of chanting the Koran. Likewise, when the Asr prayer will arrive and it will be time to go home. Apart from that, Syaamil Quran has a regular study program for all employees once a month, and weekly studies in each field on Fridays. Syaamil Quran also creates activities aimed at strengthening faith, such as Al-Quran tourism, the method of memorizing with Tikrar, and the Tahfidz House. This activity is not only for employees, but is open to the wider community, such as the congregation of women studying at the taklim assembly, students from schools, even kindergarten age children are allowed.



Figure 2. Several activities of the Syaamil Quran Program
Source: Instagram @rizazacharias

By accustoming employees to an Islamic lifestyle like this, a good work environment will also have a good impact on business performance. Employees will experience a pleasant and comfortable working atmosphere, so that the results obtained can be satisfying and optimal. The business environment is a vulnerable environment that can cause a person's faith to decline (Tanri Abeng, 2014). The business environment is likened to a market, as the Prophet once mentioned in a hadith about the glory of mosques and the ugliness of markets, which means: "It was narrated from Abu Hurairah, that the Prophet SAW said: 'The land (place) that Allah loves most is its mosques and the place where Allah is most angry with is its markets,'" [H.R Muslim]. Therefore, a leader must increase faith-building activity programs for himself and his subordinates. So that religion is maintained and blessings will not be separated from it. This is something unique for Syaamil Quran, with leadership based on the Koran and As-Sunnah and holding activities that are very beneficial for a wide audience. The company's vision and mission are closely related, from printing the Koran to practicing the contents of the Koran. Of course, every organization certainly has its own habits and

culture because it has a vision and mission that will be achieved in accordance with the agreement that has been discussed. Likewise, the Syaamil Quran company has special aspirations, wanting to become a Muslim company that inspires, produces the greatest good and combines the three virtues (as well as being the basis for motivation in the Syaamil company work environment) as follows:

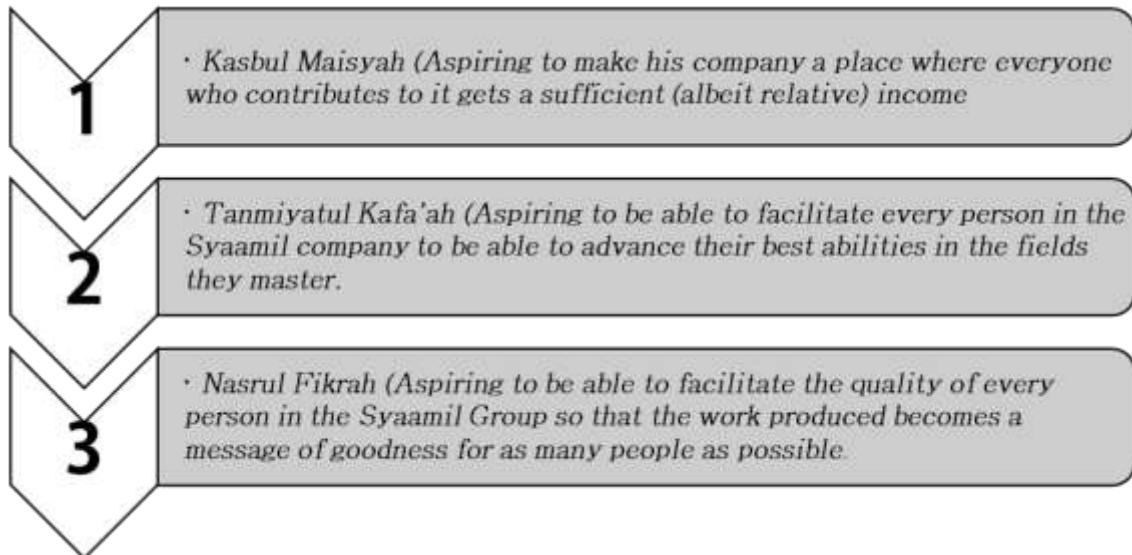


Figure 2. Basic Pattern of the Ideals of the Syaamil Quran
Source: Business Leadership Journey Book Through Heavenly Principles, 2018.

However, it is actually not enough to just have ideals and enthusiasm that are needed to develop a company. Without complete knowledge and good understanding, the results achieved may not match expectations. It's like we have mountains of data, without depth of knowledge and a complete understanding of how to manage that data, the final conclusions can be confusing. Therefore, from a business leadership perspective, it requires a heavenly path leadership concept that prioritizes Islamic values as established by the Syaamil Quran. Islamic values here are very important and influence business and employee performance. Occasionally the business may experience losses, because the business does not always make a profit. The role of Islamic leaders in dealing with this problem is to continue to believe in Allah SWT, that all business activities are carried out in accordance with His provisions (Muhammad Harifin Zuhdi, 2014). The Syaamil Quran has a foundation that refers to the foundation of Rasulullah SAW as the basis and philosophy for building success, including in business, including (1) Aqidah Foundation (2) Sharia Foundation (3) Moral Foundation and (4) Philosophical Awareness Foundation. Syaamil Quran is a business organization, so make sure the supporting pillars are sharia. The following is the foundation of the organization designed by the founder of Syaamil Quran, Riza Zacharias:

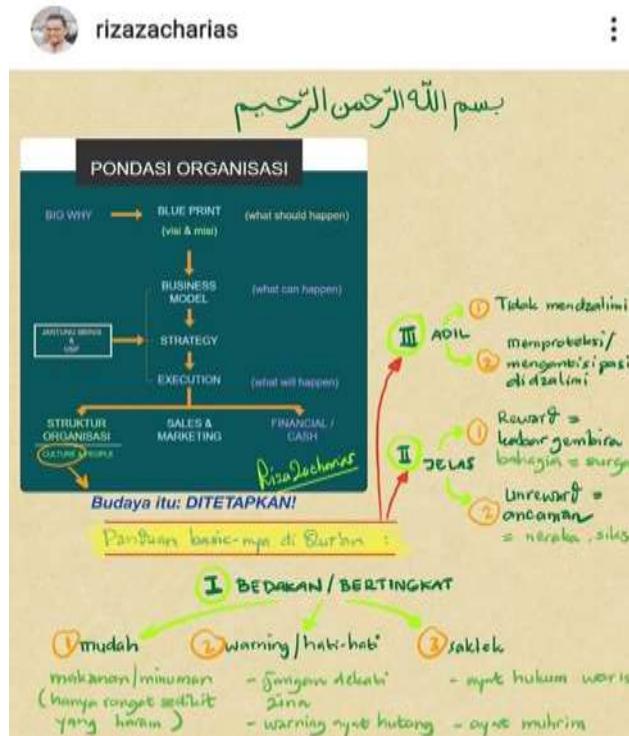


Figure 4. Foundation of the Syaamil Quran Organization

Source: Instagram @rizazacharias

As a comparison, according to (Arifin, 2009) there are several important characteristics that describe leadership in Islam, namely as follows:

1. Loyal, a leader and the person being led has the characteristic of loyalty to Allah SWT.
2. Bound to goals, when someone has been given the mandate to become a leader in an organization not only based on group interests, but also looking at the broader scope of Islamic goals.
3. Uphold Islamic Sharia and Morals, a leader must have a personality that does not easily waver in its stance, does not deviate from established Islamic sharia, must obey Islamic regulations, especially when dealing with opposition groups or people who disagree.
4. Holding Firmly to Trust, the character of a leader must have a sense that his trust comes from Allah SWT, accompanied by a full sense of responsibility. A leader must also reflect an attitude based on the Koran towards the people he leads.
5. Not arrogant, a leader must have a humble nature, so that he can protect the people he leads.
6. Discipline, consistency and consequence, this is a characteristic of leadership in Islam in all actions and actions of a leader. As the embodiment of a professional leader, he will adhere firmly to his promises, words and actions, because he realizes that Allah SWT. knowing everything he did no matter how hard he tried to hide it.

For Muslims, the leadership system taught by Rasulullah SAW and his companions is the best and most accurate system, without ignoring new systems which are in line with those exemplified by the Prophet and taught in the Koran. This means that we neither reject nor accept the western system as a whole, but filter it and adopt what is in line with the spirit of Islam. So that a leader who is prescribed by law is a leader who believes, then automatically the laws of Allah SWT can be enforced and applied. A leader must have a moral nature which, through increasing belief in Allah SWT, gives birth to four spiritual powers in the form of faith, Islam, piety, and ihsan. These four characteristics can be measured by five key parameters in the form of Islamic behavior related to justice, trying to improve oneself, trustworthiness, policy, and keeping promises. The spiritual values above are one of the performance dimensions for Islamic leadership. Likewise, the character built by Riza Zacharias as the leader of Syaamil Quran. From various experiences he felt, he finally formed a false self-image by having a firm but gentle attitude. He referred to the role model of the character of the Prophet Muhammad who was the most firm and gentle person, the most loving, the most caring, the most smiling, the most authoritative, the most egalitarian, all combinations of goodness gathered in him, without exception. In this context, Riza finally tried and learned to apply these things to herself when interacting with her employees. Assertiveness is a representation of strong direction maintenance, assertiveness is an image of strong pursuit of big goals. Firmness is discipline and courage and the face of confidence for a bright future, and firmness is a necessity for leadership. The following are some of the self-images built by the leadership of Syaamil Quran

Figure 5. Syaamil Qur'an Leadership Self-Image



CONCLUSION

Syaamil Quran, is a company that uses business methods with Islamic values both in its human performance process and its production process. Applying Islamic values in work culture, creating activity programs that strengthen faith, so as to truly implement the essence contained in the Koran to practice it to those who need it. With a leadership style, Team Style prioritizes Human Resources (HR), in line with the principles of leadership from an Islamic perspective which respects every idea from employees, and is decided by deliberation and objectively. Therefore, Islamic leaders are required to have the character to be responsible for their efforts. So, if there is a

problem with the company, the leader must take part in the problem and not delegate it entirely to his employees. Thus, business in Islam positions the definition of business as essentially a human effort to seek the pleasure of Allah SWT. Business does not aim for the short term, individual and solely profit based on mathematical calculations, but aims for the short term as well as the long term, namely personal and social responsibility towards society, the state and Allah SWT.

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