

**THE INFLUENCE OF LEADERSHIP AND DECISION MAKING ON SOCIAL LIFE IN
PIONEER ORGANIZATIONS OF GOOD IN WEST SUMATRA**

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ABSTRACT

This study looks at how leadership and decision-making affect the social aspects of the Pelopor Kebaikan organization in West Sumatra. The research takes a qualitative approach with descriptive methods. Data were gathered through in-depth interviews, observations, and document collection. The Branch Coordinator of Pelopor Kebaikan in West Sumatra was the main informant for this study. The findings reveal that leadership significantly impacts solidarity, member quality, and the organization's sustainability. Leaders play a crucial role in creating an effective system. They achieve this by providing regular training, rewarding active members, and offering discussion forums for all members to share their opinions and feedback. The organization uses two methods for decision-making. First, it involves members through deliberation for certain decisions. Second, the leader makes special decisions to ensure the organization runs smoothly and maintains confidentiality. Decision evaluations occur by assessing impacts, conducting surveys among members, and revising decisions if necessary. From the research results, we can conclude that democratic leadership and an open decision-making process foster better social interactions within the organization. This is clear from effective communication, a heightened sense of responsibility among members, and strong solidarity during the organization's social activities.

Keywords: Leadership, Decision Making, Social Organization, Social Life, Pioneer of Goodness in West Sumatra.

INTRODUCTION

Leadership and decision-making are two important elements for the sustainability of an entity. This is especially applicable to social organizations that focus on humanity and community service. Social organizations are not only places to carry out social activities, but also spaces for interaction, collaboration, and dynamics among their members in order to achieve common goals. In this context, leaders play an important role in directing the organization to continue operating in accordance with its vision and values. According to Syukran and colleagues (2022), an organization can be understood as a management process established to fulfill human interests collectively. The decision-making process within organizations is often neither easy nor entirely rational. The concept of bounded rationality introduced by Herbert A. Simon explains that humans have limitations in analyzing information. Therefore, the choices made are often influenced by social factors, particular interests, and conditions within the organization (Desfa & Pradana, 2023). A leader needs to consider various factors before making decisions so that those decisions can be accepted by members.

In practice, social organizations face various interests that emerge from both individuals and groups. These differences in interests can affect interactions among members and the decision-making process. If not managed properly, they can lead to internal conflicts that negatively affect organizational effectiveness. Therefore, leaders are needed who can maintain a balance between internal interests and the social objectives that the organization seeks to achieve (Nuryani et al., 2021). Leadership is not only defined as a formal position within the organizational structure; it also includes an individual's ability to influence, direct, and motivate organizational members toward established goals. A leader must be able to build effective communication, facilitate collaboration among members, and make appropriate decisions by considering the organizational situation. Syarifudin (2004) states that leadership is a process of interaction between leaders and their members that creates influence to achieve organizational goals. In addition to leadership, the decision-making process also plays an important role in organizational activities. Every decision made will affect policy direction, interactions among members, and the sustainability of the organization. In social organizations, the decision-making process must consider program efficiency, social values, and the interests of its members. Bhudianto (2015) argues that decision-making is the core of leadership activities considering the significant influence leaders have on the decisions that are made.

The decision-making process within organizations is often neither easy nor entirely rational. The concept of bounded rationality introduced by Herbert A. Simon explains that humans have limitations in analyzing information. Therefore, the choices made are often influenced by social factors, particular interests, and conditions within the organization (Desfa & Pradana, 2023). A leader needs to consider various factors before making decisions so that those decisions can be accepted by members. In the context of social organizations in West Sumatra, leadership and decision-making are also influenced by the deliberative culture and social values of the Minangkabau community. Minangkabau culture upholds the principle of *adat basandi syarak, syarak basandi Kitabullah*. This principle emphasizes the importance of cooperation, communication, and consensus in determining organizational decisions (Mariana et al., 2024). This causes social organizations in West Sumatra to prefer participatory leadership that is open to input from members. One of the active social institutions in West Sumatra is Pelopor Kebaikan Sumatera Barat. This institution focuses on education, health, and social activities for the community. In implementing its programs, the organization requires effective leadership and an appropriate decision-making process so that relationships among members remain harmonious and organizational goals can be achieved. From a preliminary interview with the Branch Coordinator of Pelopor Kebaikan Sumatera Barat, it was revealed that the organization applies a discussion-based system in decision-making, provides opportunities for members to express their opinions, and conducts evaluations of decisions that have been made.

Based on the explanation above, this research is very important to conduct in order to understand the extent of the influence of leadership and decision-making processes on social life within the Pelopor Kebaikan Sumatera Barat organization. This study is expected to provide insights into the role of leadership in creating positive social relationships and how decision-making processes influence solidarity and the sustainability of social institutions.

RESEARCH METHODS

This study employed a qualitative approach using a descriptive research method. The qualitative approach was selected to gain an in-depth understanding of how leadership and decision-making influence social dynamics within the Pelopor Kebaikan Organization in West Sumatra. Through this approach, the researchers were able to obtain a comprehensive understanding of the social phenomena occurring within the organization based on real conditions in the field. According to Rijali (2018), qualitative research aims to understand social phenomena by collecting in-depth data, enabling researchers to develop interpretations that reflect actual social realities. This research was conducted at the Pelopor Kebaikan Organization in West Sumatra, specifically in Padang City. The location was selected because the organization is actively engaged in educational, health, and various social activities. Furthermore, the organization exhibits leadership practices and decision-making dynamics that are highly relevant to the focus of this study.

The informants were selected using a purposive sampling technique, in which participants were chosen based on criteria relevant to the research objectives. The primary informant was the Branch Coordinator of Pelopor Kebaikan in West Sumatra, who possesses extensive knowledge regarding leadership processes, organizational decision-making, and the internal dynamics of the organization. The selection of this informant was based on their direct involvement in policy formulation and organizational activities. By selecting appropriate informants, the researchers expected to obtain accurate and relevant data aligned with the objectives of the study.

The data were collected through in-depth interviews, observations, and documentation. In-depth interviews were conducted to obtain information regarding leadership systems, decision-making processes, and interpersonal relationships among organization members. Observations were carried out by directly examining organizational activities and interactions among members in the field. Documentation was utilized to complement the research data, including organizational records, activity reports, and other relevant documents. Hasanah (2016) states that observation enables researchers to gain a deeper understanding of social situations occurring in the field.

Data analysis was conducted using the interactive analysis model, which consists of data reduction, data display, and conclusion drawing. According to Rijali (2018), qualitative data analysis is a continuous and ongoing process throughout the research. To ensure the trustworthiness and validity of the findings, this study applied source triangulation and technique triangulation by comparing data obtained from interviews, observations, and documentation, thereby enhancing the credibility and reliability of the research results.

Theoretical Study

The Concept of Leadership in Organizations

Leadership is a crucial element in an organization because it involves an individual's ability to direct, influence, and motivate members to achieve common goals. In the context of social organizations, leadership not only regulates operations but also connects members to create cooperation and good social relationships. According to Syarifudin (2004), leadership is a process of interaction between leaders and organizational members aimed at creating influence to achieve common goals. In other words, leadership is more than just a position or title; it is about the leader's ability to build communication and trust with members. Iswahyudi and colleagues (2023) also stated that modern leadership focuses more on participation and collaboration. Leaders not only act as controllers but also as motivators who provide opportunities for members to contribute to the organization. In social organizations, a participatory leadership model is crucial because it can increase a sense of responsibility and solidarity among members. Leadership is closely related to the social conditions within the organization. A leader who can create effective communication and provide opportunities for members to express their opinions will strengthen harmonious social relations. On the other hand, non-transparent leadership can cause conflict and reduce members' level of trust in the organization.

Decision-Making Theory

Decision-making is the process of selecting the best course of action or option to address issues within an organization. Every decision made impacts the organization's operations, both in program implementation and in social relationships among members. Bhudianto (2015) states that decision-making is a key component of leadership because organizational policies are determined through decisions made by leaders. Therefore, the quality of decisions is greatly influenced by the leader's ability to consider various situations and organizational needs. Herbert A. Simon, through the concept of bounded rationality, demonstrated that humans are limited in their ability to receive and process information, so decisions are not always perfect or completely rational (Desfa and Pradana,

2023). In an organizational context, decisions are often influenced by social conditions, member interests, and the prevailing situation. Generally, the decision-making process involves several stages, including understanding the problem, seeking alternative solutions, selecting the best option, and evaluating the decision. Decisions made openly and involving members are more easily accepted because members feel part of the process.

The Relationship Between Leadership and Decision-Making

Leadership and decision-making are two interrelated elements within an organization. Leaders play a crucial role in determining the direction of the organization through the decisions they make. Appropriate decisions will help the organization achieve its goals and maintain harmonious social relations among members. According to Ramadhan and colleagues (2022), leadership style significantly influences the decision-making process within an organization. Leaders who adopt a democratic or participatory leadership style tend to involve members in decision-making; as a result, decisions are more widely accepted by all members. Bhudianto (2015) explains that member participation in the decision-making process can improve decision quality and strengthen members' sense of responsibility towards the organization. With member involvement, social relations within the organization will also improve, as communication and cooperation can be more open. Conversely, if decisions are made unilaterally without involving members, this can lead to dissatisfaction and conflict within the organization. Therefore, leaders must be able to adapt their leadership style to the situation within the organization so that decisions are implemented effectively and accepted by all members.

Social Life in Organizations

Social life in organizations encompasses the interactions that occur between members while carrying out organizational activities. Positive social relationships can create a harmonious organizational atmosphere, encourage cooperation, and strengthen solidarity among members. According to Syukran and colleagues (2022), an organization is a place where social interactions occur, involving collaboration between individuals to achieve common goals. In social organizations, the quality of relationships between members is crucial because the organization's success depends not only on its work programs but also on the quality of social relationships among members. Social life in an organization is influenced by various factors, including leadership and decision-making processes. Leaders who are open to member input and able to build good communication will create a more comfortable and supportive organizational environment. Conversely, a lack of communication and member participation can lead to less harmonious social relationships. In the context of social organizations in West Sumatra, social life is also influenced by the tradition of deliberation and the strong value of collectivism in Minangkabau society. Mariana and team (2024) explain that the adat principle of *basandi syarak, syarak basandi Kitabullah*, highlights the importance of balance between social values, religion, and interaction within society. Therefore, social organizations in West Sumatra usually emphasize cooperation, communication, and deliberation in their operations.

RESULTS AND DISCUSSION

Leadership in Social Organizations Promoting Goodness in West Sumatra

Based on observations and initial interviews with the leadership of Pelopor Kebaikan West Sumatra, it appears that the leadership style employed is inclusive. Leaders in this organization not only direct programs but also foster social relationships among members. In every activity, members are given the opportunity to share ideas, criticisms, and suggestions before final decisions are made. This inclusive leadership style aligns with the views of Syarifudin (2004). He states that leadership is a process of interaction between leaders and members to achieve organizational goals. A leader in a social organization is expected not only to possess formal authority but also to be able to foster open communication and build strong emotional bonds with members.

At Pelopor Kebaikan West Sumatra, leaders are actively building interpersonal relationships with members. This is achieved through regular discussions, activity evaluations, and informal communication. This fosters a more transparent organizational atmosphere and promotes social solidarity. Additionally, the leadership style adopted is influenced by the cultural values of the Minangkabau people, who highly value deliberation and consensus. The principle of *adat basandi syarak, syarak basandi Kitabullah* serves as the foundation for establishing social relationships and communication within the organization. Leaders do not make unilateral decisions but consider members' opinions as part of the collective culture of West Sumatra society.

The Decision-Making Process in Organizations

Research findings indicate that decision-making at Pelopor Kebaikan West Sumatra is carried out through deliberation and collective discussion. Every social program to be implemented is first discussed in an organizational meeting. In this process, all members have an equal opportunity to offer opinions and input. This collective decision-making mechanism aims to foster a sense of ownership regarding the agreed-upon decisions. Member involvement makes organizational decisions easier to accept and implement collectively. However, the decision-making process does not always run smoothly. There are differences of opinion among members influenced by each individual's background, experience, perspectives, and interests. This situation aligns with the concept of bounded rationality proposed by Herbert A. Simon. He asserts that humans have limitations in fully understanding information, so decisions made are often influenced by social conditions and the organizational environment (Desfa and Pradana, 2023).

In certain situations, leaders need to act as mediators to resolve conflicts of opinion among members. Leaders strive to find solutions acceptable to all parties through communication and compromise. This demonstrates that decision-making ability is closely linked to leadership skills in managing organizational dynamics. Bhudianto's (2015) assertion that decision-making is at the heart of leadership activities is also evident in this organization. Every decision made by a leader impacts the continuity of the program, social relationships among members, and the overall effectiveness of the organization.

The Influence of Leadership on Organizational Social Life

Open and communicative leadership has a positive impact on the social lives of organizational members. Members feel valued because they are involved in the organizational process. This fosters harmonious social relationships and a high level of solidarity. According to research, members of Pelopor Kebaikan in West Sumatra demonstrate strong collaborative skills in carrying out social activities. Interactions among members are not limited to organizational activities but have evolved into social bonds that bring them closer together, much like a family. This dynamic has emerged thanks to leadership that fosters a sense of community and mutual trust.

In addition, leaders also play a crucial role in maintaining the stability of social relationships when differences of opinion arise. They strive to create a supportive environment so that conflicts do not become internal issues that disrupt organizational activities. Therefore, leadership is essential for maintaining social harmony within an organization. The view expressed by Nuryani and colleagues (2021) that leaders need to maintain a balance between individual interests and organizational goals is highly relevant in this context. A leader is expected to act fairly, transparently, and be sensitive to members' needs so that social life within the organization can function smoothly.

The Impact of Decision-Making on Organizational Sustainability

A decision-making process that involves members has a positive impact on the organization's sustainability. Decisions made through discussion tend to be more readily accepted by members because they feel they are part of the process. In addition to increasing member participation, a collective decision-making system also strengthens members' sense of responsibility toward the organization's programs. This makes members more active in carrying out activities because the decisions are the result of a mutual agreement.

However, the deliberative decision-making process also has its drawbacks, namely that it takes longer than decisions made directly by a leader. Disagreements among members sometimes cause the discussion process to take quite a long time before an agreement is reached. Nevertheless, the organization maintains the deliberative system because it is considered to align with the social values of the Minangkabau people, who prioritize unity and consensus. Through this open decision-making process, the organization is able to maintain social relationships among members while ensuring the sustainability of the social programs it implements.

CONCLUSIONS

Based on the series of research and discussions conducted, it can be concluded that leadership and the decision-making process are crucial in the social life of the Pelopor Kebaikan West Sumatra organization. Within this organization, leadership tends to be collaborative and involves members in every stage of activities. This leadership style fosters balanced social relationships, enhances solidarity, and strengthens a sense of community among members. The decision-making process within the organization is carried out through deliberation and dialogue. This method provides members with the opportunity to voice their opinions and suggestions before a final decision is made. By involving members in this process, the organization can foster a sense of shared responsibility for

the implementation of the social programs it undertakes. Furthermore, the Minangkabau cultural tradition, which values the principles of deliberation and consensus, also influences leadership patterns and decision-making within the organization. Traditional principles rooted in Sharia law which in turn is grounded in the Quran serve as the foundation for building interactions, cooperation, and social relationships among organizational members. Although there are differences in views and interests among members, organizational leaders can still function as mediators who maintain the balance of social relationships. Therefore, the success of a social organization depends not only on the leader's ability to guide but also on their ability

Recommendations

Based on the results of this study, the following recommendations are proposed:

The Pelopor Kebaikan West Sumatra organization is encouraged to continue maintaining a participatory leadership style and a culture of deliberation to ensure that social relationships among members remain harmonious and strong. Organizational leaders are advised to improve their communication skills and conflict management abilities so that differences of opinion among members can be resolved effectively without triggering internal conflict. The organization needs to improve its evaluation of every decision made so that the social programs implemented are more effective and aligned with the organization's objectives. For future researchers, this study is expected to serve as a reference in developing research on leadership, decision-making, and organizational social life, particularly within social organizations in other regions.

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