

# LEADERSHIP OF THE HEAD OF THE COMMUNITY LEARNING CENTER AS A MOTIVATOR IN COMMUNITY LEARNING (Case Study on Papua Sejahtera Community Learning Center in Manokwari Regency)

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## ABSTRACT

This study aims to: (1) analyse the advantages of flexible and innovative leaders, (2) analyse the advantages of leaders who are able to manage and organize, and (3) analyse the advantages of leaders who are able to communicate well in ensuring that information about education programs can be conveyed well to the community. This research uses a qualitative approach with a case study research type. Data collection methods were conducted using interviews, observations and documentation studies. Data analysis was conducted through the stages of data condensation, data display, and verification and conclusion drawing. The data validity test was carried out using the triangulation method. The results showed that: (1) The head of PKBM Papua Sejahtera has adopted a democratic leadership approach that allows for member participation in decision-making, while also demonstrating flexibility and responsibility towards change. The head of PKBM, evident through his responsiveness to behavioral changes and openness to suggestions and inputs, affirms his commitment to adaptive and sustainable learning, especially in the context of implementing an independent curriculum and online and offline learning during the Covid-19 pandemic, (2) The Head of PKBM Papua Sejahtera applies innovative leadership that integrates various leadership theories, including inclusive and collaborative approaches in decision making, wise task delegation strategies, and handling difficult situations with various strategies, (3) Good and effective communication skills possessed by the Head of PKBM Papua Sejahtera are a key element in the successful management of the education unit. His inclusive communication approach, various means of communication used, and consistency in communication ensure that information is conveyed well and on time to the PKBM community. The honest, transparent, trustworthy and understanding attitude shown by the leadership builds a strong foundation of trust, which then opens up space for openness and positive participation from PKBM members. A holistic approach to conveying information, including the use of various media and in-person interaction, helps ensure communication effectiveness, especially in the face of change or uncertainty. Effective communication is a key driver in creating an enabling environment for the growth, participation and successful management of PKBM.

**Keywords:** Leadership, Motivator, Community Learning

## INTRODUCTION

An ideal Community Learning Activity Center (PKBM) leader according to the science of out-of-school education must have several traits and qualities that support the success of the education program being run. The traits and qualities of a leader needed in

PKBM are leaders who have: (1) credibility and community trust (a PKBM leader must have credibility and community trust, so as to ensure the success of education programs and community involvement in learning activities), (2) strong leadership (a PKBM leader must have strong leadership and be able to inspire his team), (3) good leadership can ensure the goals and vision of PKBM can be achieved, (4) good communication skills (a PKBM leader must have good communication skills), good communication skills ensure that information about education programs can be conveyed well to the community, (5) have extensive knowledge and experience (a PKBM leader must have extensive knowledge and experience in out-of-school education and non-formal education, thus enabling the PKBM leader to design and run effective and efficient education programs, (6) ability to manage and organize (a PKBM leader must have the ability to manage and organize education programs, thus enabling education programs to run smoothly and effectively), (7) flexible and innovative (a PKBM leader must be flexible and innovative in designing education programs and enabling education programs to be adapted to the needs and expectations of the community), (8) results-oriented (a PKBM leader must be results-oriented, so as to ensure that education programs achieve their goals and provide benefits to the community. Thus, a PKBM leader must have credibility, strong leadership, good communication skills, extensive knowledge and experience, the ability to manage and organize, be flexible and innovative, and be results-oriented. With these traits and qualities, a PKBM leader can ensure the success of the education program and provide significant benefits to the community.

From the observation, it was found that: "PKBMs in Manokwari Regency generally have minimal educational facilities and infrastructure, so that the existing learning space is inadequate for teaching and learning activities" (O/20/12/2022). From this data, it is known that PKBMs are led by people who do not have the ability to manage and organize PKBMs. Interview results elsewhere showed that: "yes, here in general the heads of PKBMs are still not flexible and innovative in the implementation of their learning activities (W/14/01/2023).

However, there is a community learning center that has an ideal leader, namely PKBM Papua Sejahtera. PKBM Papua Sejahtera is 1 (one) of 14 (fourteen) PKBMs in Manokwari Regency. PKBM Papua Sejahtera is located in the West Manokwari district and Prafi district of Manokwari Regency which organizes equivalency education programs, namely package A programs equivalent to elementary school, package B programs equivalent to junior high school and package C programs equivalent to high school. The role of the head of PKBM Papua Sejahtera is to plan, organize and evaluate the education program implemented at PKBM Papua Sejahtera, in its implementation the head of PKBM Papua Sejahtera is assisted by 1 (one) administrative person (TU) and 1 (one) dapodik operator and assisted by 12 (twelve) teaching staff or tutors with good competence in the implementation of equivalency education programs.

The existence of PKBM Papua Sejahtera is representative for other PKBMs, besides that it is also a model for other PKBMs because it is orderly in administration, and orderly in implementing learning programs. PKBM Papua Sejahtera not only provides cognitive teaching but also conducts facilitation or training to its students, including basic workshop training, training in processing herbal tea drinks from ant nests of typical Papuan plants, PCO training, namely managing coconut oil into various kinds of processed products, and training in processing red fruit oil which is also a typical Papuan plant into traditional medicines and other processed forms. Students are provided with skills as capital for

entrepreneurship, providing training or learning entrepreneurial skills based on local wisdom has a very good and positive impact. As the statement (Ishaq, 2017) explains, job training to improve entrepreneurial skills in PKBM is an important strategy, because the organizers of the Paket C program will be able to provide superior learning services and produce high quality graduates if the strategy for improving the quality of graduates is mature and supported by adequate data and brilliant thinking.

The head of PKBM Papua Sejahtera identifies needs before creating a learning program so as to be able to manage PKBM amid the challenges of competition between PKBM and the quality of PKBM in organizing programs based on community needs for education. The head of PKBM Papua Sejahtera is a leader who has credibility and community trust, strong leadership, able to communicate well to ensure that information about education programs can be conveyed well to the community, has extensive knowledge and experience, the ability to manage and organize, flexible and innovative leadership and results oriented.

The head of PKBM Papua Sejahtera has good communication skills, where communication is the core of a leadership function. In order to fulfill the leadership function well, a leader also needs to have good communication skills. A leader needs to be a skilled communicator and master the ability of effective skills, because they will interact with many people both inside and outside the organization, good communication will increase the effectiveness of leadership to the organization. As Mrozková & Bednaříková (2014) explain, we can see that communication is considered an important leadership skill. In every scientific work on leadership, that a leader must be a good communicator, that he must have the ability to articulate his vision to his followers, and so on. This is also in line with Luthra (2015) statement that effective and accurate communication acts as an important factor to grow as an efficient and successful leader or manager. To achieve professional success, leaders must be effective and convincing communicators. It is important for the leader and his team to learn how to communicate well as this will not only help the team complete their projects successfully, but also enable the organization to achieve success and growth.

In the implementation and management of the organization, the head of PKBM Papua Sejahtera is flexible and innovative, a flexible leader is a leader who is able to adapt to any situation and condition. A flexible leader will be stronger and faster to adjust to the situation. Good & Sharma (2010) view leader flexibility as the ability to respond in different ways according to the situation does not provide much insight into the specific flexibility that may be required in dynamic situations. Effective leadership requires one to adapt according to the needs of the situation.

In addition, a central aspect of leadership is motivating people to achieve a common goal. Leaders who are also motivated are usually better equipped to be motivators. Motivated leaders are often passionate about their work, which can set an example and encourage similar motivation in their team members, thus encouraging them to perform better. A leader who exudes motivation can promote good morale and encourage their employees to perform well (Indeed, 2024). Intrinsic motivation is the desire to do or achieve something because one really wants to and finds pleasure or sees value in doing so. Extrinsic motivation is the desire to do or achieve something not for the pleasure itself, but because doing so will lead to certain results (Usher & Kober, 2012). From this explanation, motivation is a reason that can also be an encouragement for everyone to do, complete, complete an activity that they start to achieve the goals / objectives that have been determined by the motivation.

## METHOD

This research uses a qualitative approach with a case study research type and uses domain analysis techniques. Domain analysis is essentially the researcher's effort to obtain an overview of the data to answer the research focus. The method of data collection through interviews, observations, and documentation studies to informants consisting of PKBM heads, teaching staff or tutors, administration, dapodik operators, community leaders, and students. Meanwhile, data analysis was carried out through interactive analysis as mandated by (Miles & A.M, 1994). The data validity test was carried out using the triangulation method.

## DISCUSSIONS

Based on the analysis of informants' answers (source triangulation), the following field data were obtained:

**The head of PKBM Papua Sejahtera has flexible and innovative leadership in leading the education unit: (a) flexible leadership, and (b) innovative leadership.**

### *Flexible leadership*

PKBM heads have flexible leadership in leading education units with the following indicators: (1) Democratic leadership. The majority of informants expressed a positive view of the leadership of the PKBM Head describing a democratic leadership style. This creates an environment where every member, including tutors and PKBM residents feel involved in the decision-making process, (2) Flexibility and Deliberation. Leaders do not rely solely on one behavior but adopt a flexible nature, are open to change, and encourage deliberation. This flexibility is reflected in adjustments to the Merdeka Curriculum, changes to new rules or regulations, and adaptation to the COVID-19 pandemic situation, (3) Alternative Approaches to Problem Solving. Leaders actively consider alternative approaches to solving problems, involving all PKBM residents in discussions and deliberations. The implementation of mutually agreed alternative ideas demonstrates a democratic approach and collective involvement in the decision-making process, (4) Open to Suggestions and Inputs. Leaders are not only open to suggestions and input from internal PKBM residents, but also from external elements such as involving community leaders and religious leaders. This reflects a desire to enrich ideas and perspectives, and create an inclusive and diverse environment, (5) Responsive to Behavior Change. Leaders are not only aware of changes in behavior but also pay attention and respond positively. Awareness of the need for open communication in the face of change reflects leadership that is adaptive and oriented to the needs of PKBM residents, and (6) Encouraging Flexibility in Facing Change. Leaders actively encourage PKBM members to be flexible, especially in dealing with changes related to curriculum, competencies, regulations, and crisis situations such as the COVID-19 pandemic. This proactive approach reflects a commitment to continuous learning and service quality improvement.

### *Innovative leadership*

The head of PKBM Papua Sejahtera has innovative leadership in the education unit with the following indicators: (1) Inclusive and Collaborative Approach. The head of PKBM applies coordination, communication and collaboration to respond to problems, creating an

inclusive atmosphere that opens space for active participation from PKBM residents. This reflects leadership that is responsive to the needs and aspirations of the community, (2) Judicious Delegation of Tasks. The head of PKBM delegates tasks by taking into account the abilities of each individual, placing people according to their competence. This reflects wise leadership that recognizes the importance of developing individual potential in the organization, (3) Handling Difficult Situations with Diverse Strategies. The PKBM head overcomes difficult situations with various strategies, including direct communication, sharing experiences, meeting with PKBM residents, and deciding on agreements through a majority vote. This reflects collaboration-oriented and participatory leadership, (4) Motivation for New Approaches. PKBM leaders use motivation as a tool to encourage community members to try new approaches, creating a positive atmosphere that stimulates innovation and change to improve the quality of education at PKBM, (5) Clarity in Communication. PKBM leaders demonstrate clarity in their communication by using official documents, determining focus, and conveying information clearly. Clarity of communication is an important aspect of leadership in PKBM, (6) Significant Role in Resolving Problems or Conflicts. The PKBM leader has an active role in helping people resolve problems or conflicts with presence, wisdom, and concrete solutions, creating a supportive and effective environment, (7) Appreciation of Creativity. The PKBM leader shows appreciation for critical and creative PKBM residents in various forms, such as providing allowances, uniforms, and participation in competency development activities, (8) Encourager of Cooperation. PKBM leaders use various approaches to encourage cooperation, such as the values of gotong royong, involvement in decision-making, emphasis on communication and coordination. All approaches aim to create a harmonious and productive working environment at PKBM, (9) Support for Proposed Changes. The PKBM head shows support for proposals for change from the PKBM community, reflecting openness, responsiveness, and a collaborative spirit to achieve progress and innovation, (10) Acceptance of Dissenting Opinions. The PKBM head shows an open attitude towards different opinions and tries to accommodate ideas from people who disagree with him through various mechanisms, such as voting, meetings, and open dialog, (11) Innovations Involving Diverse Aspects. PKBM has innovations that cover various aspects, from opening learning centers in two locations to implementing flexible learning modes (online and offline). The involvement of tutors with diverse educational backgrounds is also an added value, and (12) Support and Encouragement for Innovation. The Head of PKBM provides support and encouragement to PKBM members to innovate, especially related to self-development, learning tools, and learning models.

**The head of PKBM Papua Sejahtera has the ability to organize work with the following indicators:**

***Providing clear task information***

The PKBM Chairperson has successfully provided clear task information to PKBM members through various methods, including regular meetings, use of digital media, and social media. This reflects an effective strategy to ensure the understanding and engagement of PKBM residents in carrying out their duties and responsibilities

***Strategy for New Residents***

Leaders use specific strategies to help new PKBM residents understand their roles and responsibilities. A holistic approach involving task explanation, intensive

communication, emphasis on spiritual values, and socialization through local religious and community leaders demonstrates a commitment to good integration for new residents

### ***Management Skills and Development Strategies***

The PKBM head has good management skills, supported by development strategies and experience in education. Intensive communication, value-based motivation, and the use of a calling approach are key elements that support leadership effectiveness at PKBM

### ***Prioritization of work***

To help the people of PKBM prioritize work, leaders use a combination of strategies, including focus on core tasks, personal motivation, intensive communication, and motivating by passion. These approaches create an environment that supports the achievement of PKBM's main objectives

### ***Performance Feedback and Evaluation***

By providing appreciation, training, direct evaluation, and structured feedback, leaders create an environment that supports personal development and improved performance of PKBM members

### ***Evaluating and Managing Conflict***

Leaders are involved in evaluating the performance of PKBM members through various mechanisms, including evaluation of administration and learning tools, direct observation, academic supervision, and annual evaluations. This reflects a commitment to ensuring the quality and effectiveness of activities at PKBM

### ***Supporting Skills and Knowledge Development***

Leaders support the development of skills and knowledge of PKBM residents through organizing training, training support for all staff, actively seeking sources of information, and assisting in marketing production. The approach reflects a commitment to improving the quality of non-formal education as well as empowering PKBM residents holistically, (8) Innovations and Changes for Management Efficiency. PKBM heads have made various innovations and changes to improve the efficiency of managing PKBM residents, including flexibility in learning, digital-based data management, facilitation of offline and online learning models, and changing the image of equivalency education. This shows adaptability and commitment to the times.

**The Head of PKBM Papua Sejahtera has the ability to communicate effectively with the following indicators:**

### ***Effectiveness in Communication***

The head of PKBM proved to be effective in communicating and sharing information with PKBM residents. The utilization of WhatsApp groups, active participation in face-to-face meetings, and consistency in communication reflect intelligence in the selection of communication means. This helps to ensure that information is delivered in a timely manner and to the right recipients

### ***Honest, Transparent, Trustworthy, and Understanding Attitudes***

The honest, transparent, trustworthy, and understanding attitudes shown by the PKBM Head in communicating create a strong foundation of trust. These attitudes build openness and positive participation from PKBM residents which are important elements in the management of PKBM

### ***Holistic Approach in Delivering Information***

PKBM leaders use a holistic approach in conveying the latest information. The utilization of digital media, direct meetings or meeting forums, making decision letters, and joint socialization are effective strategies in ensuring that information can be conveyed thoroughly and effectively, especially in situations of change or uncertainty

### ***The Explanation or Impetus Behind the Decision***

PKBM leaders are active and consistent in explaining the reasons or impetus behind decision-making. This shows a commitment to implementing transparency practices in communication and involving residents in the decision-making process. Awareness of the importance of this explanation can improve residents' understanding of the policies implemented.

## **Flexible and Innovative Leadership in PKBM Papua Sejahtera**

### ***Flexible Leadership***

This research produced field findings that the Head of PKBM Papua Sejahtera has flexible leadership in the education unit. A positive view of democratic leadership. The Chairperson demonstrates a participatory environment that involves members in decision-making. Flexibility, openness to change, and deliberation are important features, as seen in the adaptation to the independent curriculum and the Covid-19 pandemic. Alternative approaches to problem-solving and the involvement of all PKBM residents demonstrate an inclusive and collective results-oriented attitude. Leaders are also open to suggestions and input from both internal and external sources, illustrating a commitment to diverse ideas and perspectives. Positive responses to behavior change and the encouragement to be flexible reflect adaptability and a focus on the needs of the PKBM community.

Theories supporting the concept of flexible leadership highlight the importance of adaptation to environmental changes, employee needs, and situational changes. Research findings at PKBM Papua Sejahtera consistently show that the PKBM Chair applies flexible leadership.

Flexible transformational leadership can improve organizational performance in non-formal education institutions (Yang & Choi, 2019). This finding can be seen in the democratic leadership practices of the Chairperson of PKBM Papua Sejahtera, where every member is involved in decision-making. His flexibility is reflected in adjustments to curriculum changes, regulations, and critical situations (such as during the Covid-19 pandemic). Flexibility is the essence of effective leadership (Vaari, 2015). Leaders who are open to suggestions and input, as demonstrated by the PKBM Chairperson, reflect a desire to enrich ideas and perspectives. A positive response to behavioral change shows awareness of the need for adaptation and open communication in the face of change.

### ***Innovative Leadership***

It was found that the Head of PKBM Papua Sejahtera demonstrated innovative leadership in leading the education unit. His inclusive and collaborative approach enables active participation of PKBM members in decision-making. Through judicious delegation of tasks, handling difficult situations with diverse strategies, and motivation for new approaches, he encourages innovation and change to improve the quality of education. Clarity in communication, an active role in problem solving, appreciation of creativity, and support for proposed changes also reflect progressive leadership. An open attitude to dissent, innovation involving diverse aspects, and support and encouragement for innovation confirm the commitment of the PKBM head in creating an inclusive, responsive and progressive environment at PKBM Papua Sejahtera.

The theory of innovative leadership provides useful insights for understanding leadership practices at PKBM Papua Sejahtera. The following is an in-depth discussion that integrates the research findings with the theoretical basis used:

Innovative leadership can increase employee participation in decision-making (Fitriyatunur, 2024; Yousafzai & Shakil, 2019). The field findings show that PKBM leaders use an inclusive and collaborative approach to decision-making. This creates an environment where every member's idea and aspiration are valued and integrated into policies and strategies at PKBM. Innovative leadership allows leaders to provide sufficient space for employees to innovate and participate in decision-making (Khalili, 2017). In the context of PKBM Papua Sejahtera, the PKBM Chair demonstrates wise leadership in responding to difficult situations with various strategies, creating a collaborative and participatory atmosphere.

The finding that the Head of PKBM Papua Sejahtera uses motivation as a tool to encourage PKBM residents to try new approaches reflects the concept of innovative leadership as described by Kim & Han (2019) that Creativity and innovation are rewarded and strengthened through recognition and support from leadership. Support for organizational learning, as stated by (Shoham & Bar, 2018), is a key element in innovative leadership. In PKBM Papua Sejahtera, where leaders provide support for innovation by creating an environment that supports organizational learning, encourages active participation, and provides space for the development of new ideas.

### **Leadership that is able to organize work at PKBM Papua Sejahtera**

This study found that the Head of PKBM provides clear task information to PKBM residents, creating a learning environment that supports growth and innovation. A holistic approach involving task explanation, intensive communication, and the use of spiritual values demonstrates the leadership's commitment to good integration for new residents. This is in line with Dwi (2023) view on the importance of leaders guiding and sensitizing employees on their duties and responsibilities. Involvement in providing feedback, training, and performance evaluation are effective leadership practices. At PKBM Papua Sejahtera, leaders use various approaches to provide feedback on the performance of PKBM members, creating an environment that supports personal development and performance improvement. Leaders are actively involved in supporting the development of skills and knowledge of PKBM residents. This is in line with the concept of transformational leadership which emphasizes long-term development and improvement of organizational capabilities (Sattayaraksa & Boon-Itt, 2016). Innovations and changes made by PKBM



leaders reflect adaptability and commitment to the times (Ali, 2023; Suryadi et al., 2023). This is in line with the view that effective leadership must also be able to manage change and adapt to evolving conditions (Sattayaraksa & Boon-Itt, 2016). Meanwhile, according to Duynhoven (2023), a good relationship between leaders and employees is important in organizing work. The research findings support this concept, showing that PKBM Papua Sejahtera leaders have good relationships with PKBM residents, creating an environment where open questions and discussions occur. (Indiani et al., 2020) on commitment and togetherness approaches are relevant in the context of PKBM Papua Sejahtera. Leaders use this approach to create a positive work environment, support creative ideas, and motivate through togetherness.

### **Leadership that is able to communicate effectively at PKBM Papua Sejahtera**

This research also obtained field findings that the head of PKBM Papua Sejahtera has good and effective communication skills. The head of PKBM proved to be effective in communicating and sharing information with PKBM residents through the utilization of WhatsApp (WA) group application, active participation in face-to-face meetings, and consistency in communication, ensuring information is delivered on time and to the right recipient. The honest, transparent, trustworthy, and understanding attitude demonstrated creates a strong foundation of trust, building openness and positive participation from PKBM residents. The use of a holistic approach in conveying information, through digital media, in-person meetings, decision letters, and joint socialization, also helps to ensure information is conveyed thoroughly and effectively, especially in situations of change or uncertainty. Having an explanation or impetus behind decisions demonstrates a commitment to implementing transparency practices in communication and involving residents in the decision-making process, improving their understanding of the policies being implemented.

The field findings above can be analyzed based on the opinion of Duynhoven (2023), good communication skills are the key to a leader's success. Leaders who are able to communicate effectively can keep their subordinates and peers informed, inspire trust, and foster a shared vision. Good communication skills also include filtering strategic information from the top of the organization to the employee level, ensuring a holistic understanding (Pare & Sihotang, 2023; Sembiring et al., 2024). Barnhill (2023) adds deeper dimensions to communication skills, creating a framework that includes curiosity, listening, empathy, awareness, respect, presence, authenticity, communicating with power and purpose, and providing space for self-development. This suggests that skillful communication is not only about conveying information, but also about building strong relationships and making a positive impact.

The discussion above confirms that the Head of PKBM Papua Sejahtera has good and effective communication skills, which are the main key to his success in managing the education unit. His approach, which includes the use of various means of communication, such as WhatsApp (WA) groups and face-to-face meetings, as well as consistency in communication, ensures that information is conveyed well and on time. The honest, transparent, trustworthy and understanding attitude demonstrated creates a strong foundation of trust, building openness and positive participation from PKBM residents. A holistic approach to conveying information, utilizing various media and direct interaction, also helps ensure information is conveyed effectively, especially in situations of change or uncertainty. The encouragement and explanation behind decisions demonstrates a commitment to the practice of transparency in communication and involving residents in the

decision-making process. With reference to the theory that good communication skills are not only about conveying information, but also about building strong relationships, creating trust and making a positive impact. Effective communication is a key driver of success in managing PKBM, creating an environment that supports the growth, participation and success of non-formal education organizations. Therefore, good communication skills by the Head of PKBM Papua Sejahtera play a crucial role in ensuring the overall success and welfare of the community.

## CONCLUSSION

Based on the results of the discussion, the following conclusions can be drawn: 1) The head of PKBM Papua Sejahtera has adopted a democratic leadership approach that allows members' participation in decision-making, while also showing flexibility and responsibility towards changes, such as the independent curriculum and during the Covid-19 pandemic. These practices are in line with transformational leadership theory which emphasizes adaptation to environmental changes and employee needs, (2) The head of PKBM Papua Sejahtera highlights innovative leadership in managing the education unit, with an inclusive, collaborative, and strategic approach to decision-making. His practices, such as judicious task delegation and handling difficult situations with various strategies, reflect his commitment to innovation and change to improve the quality of education, (3) The head of PKBM Papua Sejahtera highlights innovative leadership in managing the education unit, with an inclusive, collaborative and strategic approach to decision-making. His practices, such as judicious task delegation and handling difficult situations with various strategies, reflect his commitment to innovation and change to improve the quality of education, and (4) Good and effective communication skills possessed by the Head of PKBM Papua Sejahtera are a key element in the successful management of the education unit. His inclusive communication approach, various means of communication used, and consistency in communication ensure that information is delivered on time and appropriately to all PKBM members. The honest, transparent, trustworthy and understanding attitude shown by the PKBM chairperson builds a strong foundation of trust, which then opens up space for openness and positive participation from PKBM members. A holistic approach to conveying information, including the use of various media and direct interaction, helps ensure communication effectiveness, especially in the face of change or uncertainty.

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