

## The Competency of Social Worker as a Leader in Managing the *Rumah Zakat* Social Service Institution and in the Success of the “*Kado Cinta Anak Disabilitas*” Program

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### ABSTRAK

Penelitian ini bertujuan untuk menginvestigasi secara deskriptif kompetensi pemimpin dan dampak hasilnya dalam Departemen Research and Program Development (RPD). Fokus penelitian adalah peran ganda pemimpin sebagai koordinator dan administrator pekerjaan sosial, mengatasi hambatan dalam proses administrasi lembaga yang sering terkendala oleh kurangnya sumber daya manusia. Masalah penelitian menyoroti kebutuhan akan kompetensi social worker sebagai koordinator dan administrator yang memahami tujuan, kebijakan, sumber daya, administrasi, pelayanan, fungsi manajemen, dan evaluasi. Penelitian mengidentifikasi kesenjangan terkait peran ganda pemimpin pekerja sosial dan menekankan kurangnya pemahaman dan penelitian tentang urgensi peran ini. Fokus penelitian adalah dampak kurangnya sumber daya manusia pada pelayanan administrasi lembaga, dengan penekanan pada pemahaman mendalam terhadap kompetensi social worker dalam konteks peran gandanya. Hasil penelitian menunjukkan bahwa pemimpin Departemen RPD memiliki kompetensi melalui pengetahuan, sikap, dan tindakan, kemudian dalam membersamai proses perancangan dan pelaksanaan program “Kado Cinta Anak Disabilitas”. Pentingnya pemahaman terhadap bagaimana kompetensi pemimpin memengaruhi kualitas pelayanan dan lingkungan kerja yang mendukung kesejahteraan pegawai dan kesehatan mental perlu ditekankan untuk kontribusi yang signifikan dalam pengembangan bidang ini.

### ABSTRACT

This research aims to descriptively investigate the competencies of leaders and their impact within the Department of Research and Program Development (RPD). The focus of the study is on the dual role of leaders as coordinators and administrators of social work, addressing barriers in the institution's administrative processes often hindered by a lack of human resources. The research problem highlights the need for social workers' competence as coordinators and administrators who understand the goals, policies, resources, administration, services, management functions, and evaluation. The study identifies gaps related to the dual role of social work leaders and emphasizes the lack of understanding and research on the urgency of this role. The research focuses on the impact of insufficient human resources on the administrative services of the institution, with an emphasis on a deep understanding of the competencies of social workers in their dual role. The results of the research indicate that leaders in the RPD Department have competencies through knowledge, attitudes, and actions, particularly in accompanying the design and implementation process of the “Kado Cinta Anak Disabilitas” program. The importance of understanding how leader competencies affect the quality of services and the work environment that supports employee well-being and mental health needs to be emphasized for a significant contribution to the development of this field.

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## INTRODUCTION

Indonesia is the country with the most variety of religions in the world; in this country, religion has an essential role in society (Azisi, A.M., 2020). People believe in the value and divine points contained in religion; it becomes a reference for religious organizations or groups in carrying out their existing social roles (Lendriyono, F., 2017). This is explained in regulation no. 24 of 2019 explaining about social work practices and competencies. In the article, it is explained that social work practices, apart from being carried out with individuals, families, and small groups, are also carried out within the scope of organizations, such as schools, clubs, businesses, and human organizations (Zastrow, 2017 ). Social work has targets that must be achieved in the ongoing organizational process. The purpose of social work is to build the social function of society and create the social function of social workers which refers to 3 elements of activity that are appropriate to the conditions and society in need (Taftazani, B.M. et al., 2020). Just like other conservative services, social work focuses on formulating and solving problems and focuses on healing steps. Social workers who work also apply personal aspects such as involving thinking abilities and reasoning, attitudes, and relying on a human perspective to approach and determine what methods and techniques should be used (Fathony, A., 2018).

Humans are social beings who require the presence of others to achieve their goals. These goals represent essential human needs that must be fulfilled, but due to limitations, not all of these needs can be satisfied. The biological constraints of the individual and the physical factors of the environment pose obstacles for humans in achieving their goals or fulfilling their needs. However, the limitations in reaching one's objectives can be overcome by joining groups or organizations (Iqbal, et al., 2021). In social work, spirituality is essential for any individual in carrying out his work, social workers and practitioners in the world loudly state that spirituality in social work is important; but from a historical perspective, many social workers do not receive training in the spiritual field (Fox, 2021). The practice of social workers is also increasingly undergoing alternates starting from the concept and workload of social workers. Formerly, social workers went conservatively into the community and assisted traditionally, yet recently the burden of social workers has increased due to other administrative requirements. The organization that is oriented towards social services has many forms and varieties in the form of organizations; one of which is the Zakat Institution (Fathony, A., 2018). Meanwhile, the definition of *amil zakat* institution can be found in the explanation of Article 7 Paragraph (1) of regulation number 38 of 1999 concerning Zakat Management, defining *amil zakat* institution as a zakat management institution which is completely formed on the initiative of the community and by the community (Fathony, A., 2018).

Organizational transformation is a process of organizational change encompassing both structure and processes to enhance performance in accordance with the dynamic developments in the organizational environment (Puspita, D.P., et al., 2023). Organizational transformation is a complex and dynamic process that requires meticulous planning, strong leadership, and a willingness to embrace change at all levels of the organization (Maryadi, et al., 2023). As for organizations, one of the important components is the role and condition of the leader. She/he has the task of leading, directing, and coordinating members so that they can work in line with the Company's provisions and targets. In an organization, a leader is required as someone who provides and manages the organization together with other members. In a massive organization, several departments and divisions facilitate the process of running the organization, and each department is led by a leader (Jones, B.E et al., 2019). According to Skidmore, a leader is a social worker whose theory is that a leader must have knowledge, attitudes, and actions. From the managerial perspective, social work administration where leadership is the process of influencing other people to achieve organizational goals should be well established (Skidmore,

1995). This theory is also supported by Sondang P. Siagian's leadership theory, where he states that a leader can influence other individuals (Sutrisno, 2017). Terry (Sutrisno, 2017) responded that leaders have a broad influence in a positive direction in achieving organizational goals. A leader is required to have a visionary soul and rely on a humanist view and a leader must be supported by administrator competence.

Administrator competency assists leaders in carrying out their duties as best as possible. The competencies referred to by Skidmore are knowledge, attitude, and action. (Skidmore, 1995) stated that adequate knowledge or insight into administration is essential in carrying out all social work programs. In this aspect, an administrator must have goals, service policies, and resources have knowledge of human resources and their relationship with the institution has management principles, processes, and techniques. In the attitude aspect, Skidmore also provides requirements that a social worker administrator must have adequate and professional competence in his work, including in terms of attitude. Attitude is a form of action that is influenced by rational emotions. Attitudes taken to determine something, there are several attitudes that a social worker administrator must have, namely: 1) Administrators must respect each other among staff, 2) Administrators must know and accept that humans are not perfect so that acceptance within the team becomes more flexible, and 3). Administrators have an open mind so they can accept new ideas, 4). Administrators know that the welfare of the Institution is a top priority (Nurwahyuliningsih, E & Nulhaqim, S.A., 2021). Actions according to Skidmore are, not only having insight and a competent attitude, but social worker administrators must also have managerial roles and actions. Actions according to Skidmore consist of several points, namely: 1) Acceptance, 2) Attention, 3) Trust, 4) Planning, 5) Organizing, 6) Determining priorities, 7) Interacting with the Community, 8) Making decisions, 9) Communication, and 10) Motivating (Nurwahyuliningsih, E & Nulhaqim, S.A., 2021).

In Skidmore's leadership theory, it was found many problems that plague social workers and social service institutions, including the competency of leaders as leaders in social work, as well as innovation in the process of social organization. Leaders are one of the many phenomena that often occur in organizational settings. Leadership has been studied a lot over the years and effective leadership is the key to success (Benmira & Agboola, 2021). This problem invisibly always occupies a position that cannot be ignored, the leader is a leader who moves and organizes as well as manages the whole with the help of other staff in the process (Sabir, Almas., 2017). So the existence and role of leaders is very required for leaders to provide direction to their members regarding future work programs. In the organizational structure of Rumah Zakat, each leader from various departments brings out their abilities and encourages their staff to develop. Not only is this the source of the problems and challenges faced by social workers, but the fact is that social worker organizations are always required to provide dynamic services, as well as compete in creating innovations in existing work programs and organizations. Plus scarcity of resources is one of the biggest obstacles for social work institutions to distribute existing programs, it would be good for institutions to have workers who have a good educational background (Mosley, J.E & Smith, S., 2018).

Human service-oriented organizations are currently starting to encounter new challenges and problems that arise along with technological developments and globalization, one of the challenges is the human service delivery model which is increasingly changing, in terms of how human service organizations adapt to the needs of clients, consumers, participants related to the situation currently experienced by consumers. These changes have encouraged social work organizations to further develop services innovatively and demonstrate effectiveness by measuring results (Mosley & Smith, 2018). Meanwhile, to realize this, human service organizations need employees who are qualified in the field of social services and can carry out

administrative functions to be able to increase value achieve organizational targets in a positive direction, and provide profitable effects.

Similar research conducted (Robbichau & Wang 2018) indicates that leaders who have insight into the fields of management and business tend to manage the course of human service organizations toward profitable operations. Looking at this, based on the brief description of the background above, social work organizations such as the Rumah Zakat Institute are human service institutions that were established with various divisions, one of which is the Research and Program Development division to fulfill humanitarian responsibilities which is led by someone with a bachelor's degree in Social Welfare Science. These encouraged researchers to compile research on the competence of social workers at the Rumah Zakat Institution based on field orientation, the researcher focused on describing the abilities of a head of the Research and Program Development division as one of the divisions at Rumah Zakat. This research question goes: what is the competency of the Rumah Zakat Institution Leader in managing social worker administrators? The purpose of this research is to describe the extent of the leader's competence and what results were obtained.

This study aims to explore the competence of leaders in social work organizations, particularly within the Research and Program Development (RPD) division of the Rumah Zakat Institution. The focus will be on examining the competencies of the RPD division leader, with a specific emphasis on the implementation processes of the "*Kado Cinta Anak Disabilitas*" work program. The research seeks to provide insights into the leader's competencies and the outcomes of their leadership within this specific organizational context.

### Literature Review

The article titled "The Competency of Social Worker as a Leader in Managing the Rumah Zakat Social Service Institution and in the Success of the "*Kado Cinta Anak Disabilitas*" Program" discusses the success of the leader of the Research and Program Development (RPD) department at Rumah Zakat in accepting and directing employee staff so that an innovative work program entitled "*Kado Cinta Anak Disabilitas*" could be implemented and received a campaign. The program is aimed at deaf children, and the leader directed it to run through several techniques, including assessment techniques, problem disclosure, and preparation of interventions. The article also highlights the importance of good leadership in managing resources to achieve an institution's targets. The leader of the Rumah Zakat Institution department possesses good knowledge, attitude, and action as a leader, and always prioritizes meetings and discussions and listens, accepts, and accommodates every suggestion that comes in and then decides through a SWOT analysis by knowing the advantages and disadvantages of the suggestions to minimize risks. The article cites several sources, including books and journals, such as "Introduction to Social Work and Social Welfare: Empowering People" by Charles Zastrow (2017) "Manajemen Sumber Daya Manusia" by E. Sutrisno (2017) and "Peran Kepemimpinan Dalam Organisasi Lembaga Pendidikan Islam" by Y. Yustika and S. N. Syamsiyah (2020).

A similar research was also carried out by Gina Indah Permata Sari and Soni Akhmad Nulhaqim, in 2022 who studied the competency of social administrators at the Children's Learning Palace in Banten. In this research, they examined the competency of leaders based on Skidmore's leadership theory, the methods used were qualitative descriptive methods and The results obtained are that the leader of the Banten Children's Learning Palace fulfills the community in terms of leadership by Skidmore's

theory, that leaders who double as social administrators must have competent knowledge, attitudes and actions.

Commonly, the research above is almost similar to this research, the similarity between the research above and this research is that it examines the competency of leaders, specifically in the Research and Program Development Department at the Rumah Zakat Institution, the method used is also similar, namely qualitative descriptive, but this research has the latest in terms of years and existing research data, this research does not only focus on the study of leader competency, but also examines the methods and regulations of RPD department leaders in carrying out work programs, one of which is the *"Kado Cinta Anak Disabilitas"* work program, with a focus on series of implementation processes.

Overall, the literature review highlights the importance of effective management and leadership skills in social institutions like Rumah Zakat. Social workers must possess a range of competencies, including decision-making, communication, and leadership skills, to effectively manage these institutions and provide quality services to the community.

## RESEARCH METHODS

In this research, a qualitative descriptive approach was employed to investigate the functioning of the Rumah Zakat Institution's Research and Program Development (RPD) department. Data collection encompassed a comprehensive process involving observation, field practice, and document study. Both primary and secondary data were utilized to enrich the depth and breadth of the study. Primary data emanated from on-site research at the Rumah Zakat Institution, specifically within the RPD department, while secondary data were drawn from the institution's legal documents and relevant prior research.

The research spanned a duration of approximately three months, commencing from May 10, 2023, to July 27, 2023. After the meticulous collection of essential data through the observation process, a systematic data analysis was conducted employing a thematic model. This model, as articulated by Braun and Clarke (cited in Nastia, G.I.P & Nulhaqim, S.A., 2022), facilitated the identification of patterns and themes inherent in the collected data. The analytical stages included data reduction, data classification, and the formulation of conclusions.

To enhance the comprehensiveness of the study, in-depth interviews were incorporated, involving three individuals associated with the RPD department. These interviews sought to delve into their perspectives on the leadership within the RPD department. The content of the in-depth interviews centered on their opinions and insights regarding the qualities, effectiveness, and managerial style of the leader in the RPD department. Participants were encouraged to share specific instances or experiences that shaped their perceptions of the leader's capabilities and impact on the department's research and program development initiatives.

**Figure 1. and 2.**  
**In-depth Interviews with workers at Rumah Zakat**



The incorporation of in-depth interviews adds a qualitative dimension to the research, providing nuanced insights into the interpersonal dynamics and leadership effectiveness within the RPD department. This methodological enhancement aims to capture the subjective experiences and viewpoints of individuals directly involved with, and impacted by, the leadership practices within the specified department.

## RESULTS AND DISCUSSIONS

### Background Knowledge

Knowledge turns to be the most essential point in an organization or institution so that tasks can be operated well. The knowledge that a social work administrator must know the goals, service policies, and organizational resources. An administrator is required to have basic knowledge about the attitudes and problems that exist in society so that they can be handled and connected with related institutions (Skidmore, 1995). Based on the research results, in the knowledge aspect, Rumah Zakat leaders have insight into the goals, policies, services, and resources of the institution. Furthermore, the Zakat House is a means of managing alms, infaq, zakat, and humanitarian funds, the aim of which is to be distributed to people in need through existing work programs in terms of policy and planning, the Zakat House is divided into long-term planning, strategic planning, and program planning.

Those three aspects of planning are all carried out in an orderly and strategic manner so that social workers can carry out their work well according to their abilities. The leader of the Zakat house has a policy, which is a media relation. It is an activity which in principle refers to the media, where activities within the Institution are published or communicated with the media to report on the organization. Apart from this, leaders have an intake of knowledge regarding the services they have, including establishing a reading corner and empowerment programs appropriate to their field, such as the empowerment program in Berdaya Village which is realized in 4 activities: Healthy smile (Health), Independent smile (Economy), Sustainable Smile (Environment), Champion Smile (Education), and other humanitarian programs that focus on children with disabilities with the "*Kado Cinta Anak Disabilitas*" program. Furthermore, the Institution's leaders have knowledge and support in the form of human resources consisting of community groups which include youth organizations, for example *Karang Taruna* (youth community organization), Community Leaders, and other stakeholders.

Their relationship with the Rumah Zakat Institution is that the community contributes and collaborates with the Rumah Zakat Institution in carrying out the program. This activity runs by first contacting and confirming with the Village officers, *Rukun Warga*, and others. About knowledge about leaders, they also know interventions in social work, in implementing programs from the Research and Program Development division, leaders always use service



methods, namely Community Organization & Community Development, where leaders encourage and motivate their employees to join and propose innovative ideas about programs. Other humanitarian issues, and requires all employees and the community to be involved in this process.

The RPD Division Leader also has analytical knowledge of the implementation of the Institution's management functions, where the leader carries out programs using Planning, Human Resources, Fundraising, Information Systems, and Monitoring and Evaluation processes. In carrying out his role, a social service administrator needs to have the values contained in the Institution (Hansenfeld, 2015). In the Planning process, the RPD division plays a role in designing and creating program innovations based on analysis of relevant social, economic, and humanitarian issues, leaders and staff also design goals, strategies, and steps needed in this process. Furthermore, in the Human Resources section, RPD leaders and other staff always involve themselves in human resource management and development, the RPD department also designs workforce needs and recruits employees who will be placed according to their needs and competencies. Furthermore, the Fundraising process of RPD leaders always involves themselves together with staff and volunteers to raise funds to support the program. This is also in line with the policy adopted by the Institution, namely Media Relations. Fundraising is also carried out using media relations, namely collecting funds through social media reporting. , and in the Fundraising process, other joint leaders create a planned strategy to obtain effective funds for the program.

Furthermore, the Information Systems section, Research and Program Development division always ensures that there is an information system that supports designing and managing the required business data. The RPD department also plays a role in ensuring the security and confidentiality of existing data. Furthermore, for the Monitoring and Evaluation process, in this process, the leader always contributes to each program and is responsible for carrying out monitoring and evaluation. The RPD department also develops performance indicators, monitoring methods, and evaluation instruments to measure the achievement of program objectives.

### **Attitude**

According to Skidmore (1995) apart from knowledge, a competent social work administrator also needs to have a set of professional attitudes, these professional attitudes are important for his relationships with staff and the community. These attitudes include respect for each team member as an individual who has unique characteristics; knowing that no one is perfect and accepting this premise for his team and himself; hopes to provide a physical condition and mental atmosphere that will help each team member to be able to give their best; realize the importance of values; have an open mind and accept new ideas and realities; and knowing that the welfare of the institution is more important than the welfare of other employees, including himself. Judging from his attitude, the leader of the Research and Program Development (RPD) division has a respectful attitude and is open-minded in accepting all ideas and input from employees in the Rumah Zakat Institution.

In this case, the leader understands the characteristics and character of each staff and knows the potential of each member so that the leader has more freedom in assigning employees to certain divisions according to the employee's potential and abilities. Not only do those, leaders also not differentiate between one staff and another, between staff from other divisions and RPD division staff, between permanent employees and interns. Everyone is treated equally; this is proven by the acceptance of an idea from the interns in the form of an innovative "*Kado Cinta Anak Disabilitas*" program. Not only that, department division leaders also had high hopes for

creating a work environment that supports physical activity and good mental health. This is reflected in communication patterns with team members, good and polite leader communication, and always motivating employees. This creates an atmosphere that makes employees comfortable and allows them to openly communicate with leaders regarding the obstacles they are experiencing. Furthermore, leaders always apply the RESPECT values (Respect, Empathy, Special, Engage, Collaboration, and Trust). These values in RESPECT are always the basis for thinking and behaving.

In connection with this value, leaders always act like friends, relatives, and even parents, leaders always trust to their members to be confident and seize opportunities to develop together with the Institution. The department leader is also very open and loyal, the leader can accept input and criticism from various directions, namely from staff, other department staff, and the community. This attitude was implemented to produce innovative ideas which were adopted into new programs in this department, such as the "*Kado Cinta Anak Disabilitas*" program which was well received by the leadership and can be realized. The Research and Program Development (RPD) Department and other leaders at the Rumah Zakat Institution always put the interests of other members before their interests, and the leaders always prioritize the interests of the Institution above personal interests and those of other members.

### Action

Based on Skidmore's theory, the knowledge and attitudes of a leader do not necessarily make him a reliable leader; there is one more component, namely the action part. In Skidmore's (1995) view, a social worker administrator is required to take a role in implementing the manager's actions. The actions of a social worker administrator move in time. According to Skidmore (1995), there are 18 actions that a competent and effective social work administrator needs to have. However, this research will only examine 5 actions, the actions of social work administrators that are associated with decision-making. This is because decision-making is one of the important factors required by every activity in an institution that determines the achievements, results, and outputs that will be achieved by an institution.

The leader of the *Rumah Zakat* institution, together with its members, always exchanges ideas and opinions regarding meetings and findings in discussions. Leaders often discuss simply to ask for advice and find out the views of their members in taking action. Leaders are always calm and careful in formulating actions and listen to and accept suggestions from employees as a form of concern for each member. The planning process carried out by the RPD Department leader is always held in an association and, the ideas that come from each member are discussed and well received, the leader always sets out the objectives of the proposed program and explains the benefits that will be obtained not only for the Institution but rather for the community and other potential beneficiaries. When the program initiated is appropriate and meets the requirements, the leader forms a planning team consisting of several members. Department leaders are also assisted by other administrators and do not work alone, within the Rumah Zakat Institution.

The Resources and Program Development (RPD) Department not only works alone, but is supported by other departments, namely: the Proposal Department, the Empowerment Department, and the Distribution Department. In terms of decision-making, the leader of the Rumah Zakat Institution department always first collects suggestions and ideas that come in and then makes an analysis which will later become the final decision made by the leader. This analysis is in the form of a SWOT analysis which considers the strengths and weaknesses of a decision to minimize risks. A good leader is a leader who can organize and manage the resources he has to achieve the Institution's targets from the start. One of the successes of the leader of



the Research and Program Development (RPD) department at Rumah Zakat was accepting and directing employee staff so that one of the suggestions from intern students regarding an innovative work program entitled "*Kado Cinta Anak Disabilitas*" could be implemented and received a campaign, this is proof the existing leadership in the department can produce capable staff.

*Kado Cinta Anak Disabilitas* work program is aimed at deaf children. Deafness is a form of hearing impairment, that makes it difficult for sufferers to hear, and speak, and has an impact on disrupting communication and interaction between deaf people and others (Meirista, et al., 2020). Ordinary people say that deafness is a trivial form of disorder compared to other disorders. Even the smallest abnormality or problem can have big consequences and also affect the quality of life of deaf people (Lestari, 2016). The leader directs this program to run through several techniques as follows:

## 1. Assessment Techniques

The first action taken by the leader of the zakat institution in implementing the "*Kado Cinta Anak Disabilitas*" program was to carry out an assessment process as a requirement given by the leader to assess the overall conditions in this program (Ramdani, I., 2020). At this assessment stage, the Institutional leader directs the use of the LFA (Logical framework) matrix as a form of analysis that contains technical direction in managing a program; LFA is used in creating program designs and evaluation. Logical Frame Analysis is generally presented in the form of a table containing a *log farm* matrix containing points, namely: 1). Relationship between goals, objectives, input, outputs, and activities, 2). Vertical logic and horizontal logic.

**Figure 3.**  
**Matrix of Logical Framework Analysis (LFA)**

Nama Program : Kado Cinta Anak Disabilitas			
		VARIABLE INDICATOR	MEANS OF VERIFICATION
Goals	Meningkatnya kemandirian anak disabilitas tunarungu	Tingkat peningkatan kemandirian dalam aktivitas sehari-hari, dan tingkat keberhasilan penggunaan alat bantu dengar	Evaluasi tingkat peningkatan kemandirian dalam aktivitas sehari-hari dan penggunaan alat bantu dengar
	Meningkatkan kemandirian anak disabilitas tunarungu dalam aktivitas sehari-hari	Jumlah alat bantu dengar yang sesuai dengan kebutuhan anak disabilitas tunarungu	Laporan implementasi
Outcome	Peralatan medis (alat bantu dengar) yang tersedia	Jumlah peralatan medis yang tersedia sesuai dengan kebutuhan anak disabilitas tunarungu, dan tingkat ketersediaan peralatan medis dalam kurun waktu tertentu	Daftar peralatan medis yang tersedia dan sesuai dengan kebutuhan anak disabilitas tunarungu
	Pendampingan terhadap orang tua dilaksanakan	Jumlah orang tua yang dibina tentang penggunaan alat bantu dengar	Survei kepuasan orang tua terhadap hasil pembinaan
Outputs	Memberikan aksesibilitas peralatan medis	Jumlah peralatan medis yang tersedia dan jumlah anak disabilitas tunarungu yang dapat mengakses peralatan tersebut	Evaluasi jumlah dan jenis peralatan medis yang tersedia
	Survei untuk menentukan kebutuhan peralatan medis	Hasil analisis survei tentang kebutuhan peralatan medis	Laporan hasil survei kebutuhan peralatan medis
Activities	Memperoleh dana untuk membeli peralatan medis yang dibutuhkan	Jumlah dana yang terkumpul dari berbagai sumber	Data hasil pengumpulan dana dari berbagai donatur
	Membeli peralatan medis yang sesuai dengan kebutuhan anak disabilitas tunarungu	Jumlah peralatan medis yang dibeli sesuai dengan kebutuhan anak disabilitas di lokasi tertentu	Laporan hasil pembelian peralatan medis
Input	Informasi mengenai jenis dan spesifikasi peralatan medis yang dibutuhkan	Jenis dan spesifikasi peralatan medis yang dibutuhkan	Laporan hasil survei kebutuhan peralatan medis
	Ketersediaan dana program	Ketersediaan dana yang cukup untuk membeli peralatan medis yang dibutuhkan	Laporan dana yang telah disepakati oleh Rumah Zakat

## 2. Problems Disclosure

Revealing problems in implementing the "*Kado Cinta Anak Disabilitas*" program is the next stage after carrying out the assessment. In the process of disclosing this problem, the focus is on knowing and revealing the extent of the condition of Deaf disabled children in living their daily lives and disclosing data on Deaf disabled children as a first step in determining who the intended target prospective Beneficiaries (CPM) are. this program. Social workers dig up information from community data around Jabodetabek areas that can be reached by Rumah Zakat, and discuss this with doctors as a further step in implementing the program. Not only that, social workers also provide full response and attention to the condition of deaf children with disabilities.

### 3. Preparation of Interventions

Information data was collected regarding the number of children with hearing impairments around the Jabodetabek area. Then an intervention plan was held. This intervention plan relied on a campaign as a form of social media promotion that attracted donations from people out there to provide donations, as part of the cost of purchasing hearing aids. In preparing problem plans and interventions. The leader of the Zakat house institution provides other compensation that is adjusted to the economic situation of the prospective beneficiary, so not only are hearing aids provided but other compensation is also added such as the provision of basic food items.

For its implementation, the team implementing *Kado Cinta Anak Disabilitas* program went to the first location, namely in Jakarta, to the home of the prospective beneficiary. When we arrived at the location, the team was greeted well and before we handed over assistance in the form of hearing aids, we took the time to chat about the life and activities of Zidane's younger brother, who is 17 months old. The handover of the hearing aids to the prospective recipients went smoothly, and filled with happiness. It is hoped that by giving these hearing aids, Zidane's younger brother will be helped in carrying out his current activities.

**Figure 4.**  
**The process of handing over hearing aids to Zidane's brother**



Then the journey of the RPD department team and other teams from the Rumah Zakat Institution did not stop there, the distribution of hearing aids continued to the next location which was located in Bekasi. At this moment, we visited the homes of potential beneficiaries to hand over necessities and aid to April's 11-year-old sister.

**Figure 5.**  
**The process of handling basic necessities and hearing aids**



The activity of giving Gifts of Love to Children with Disabilities went smoothly, many parties helped and supported them well. Rumah Zakat employees are also in the process of planning and implementing this program continuing to encourage and provide enthusiasm so that this program can be carried out. The implementation of this activity is also inseparable from the role and opportunities provided by department heads.

Rumah Zakat is a social service institution that is committed to becoming a professional and trusted institution. One of the functions and roles of the institution is to create empowerment and distribute aid funds to people in need. Rumah Zakat has a long history of being established, starting with a sincere intention to share with the community and now this sincere intention has been realized in the form of the Rumah Zakat Institution, better known as LAZNAZ. This institution was founded on July 2, 1998, which was started by an organization called the Ummul Quro Social Wallet (DSUQ), and was based on the Decree of the Minister of Religion of the Republic of Indonesia No. 42 of 2007, Rumah Zakat was officially recognized as LAZNAS. The institution aims to empower community welfare through several programs from various fields, one of which is the environmental sector, namely the "Sustainable Smile" program. Apart from that, the institution has the authority to regulate and manage infaq funds, zakat, alms, and other charitable funds. Rumah Zakat's vision is to become an internationally philanthropic institution based on competent and professional empowerment. The mission raised is to a) Play an active role in building international philanthropic networks, b) Facilitate community independence, and c). Optimizing all aspects of resources through human excellence.

One of the reasons why the Institution can run by the rules vision and mission that have been developed is due to the competence and contribution of the employees in the institution as well as the role of the leader in managing the Rumah Zakat Institution, the leader has a big role and his decisions can influence the Institution he runs. The role of the leader is to invite participants to participate voluntarily to achieve targets, according to A Robert Baron "leadership is the process whereby one individual influences or her group members toward the attainment of defined group or organizational goals" Leadership is a process where individuals influence group members others are about achieving goals that have been decided by a group or organization (Yustika, Y & Syamsiyah, S.N., 2020). In an institution that focuses on social services, the problems faced are quite diverse starting from competitive demands for innovation plus the problem of inadequate human resources which is also a serious problem, because limited resources can hinder the optimal function of social workers (Nastia, G.I.P & Nulhaqim, S.A. 2022).

Leaders are required to have aspects such as knowledge, attitudes, and actions to be able to support work and administrative functions (Skidmore, 1995). The social worker administrator, who refers to the department leader of the Rumah Zakat Institution, from the research results above, shows that the leader has good knowledge of the Rumah Zakat Institution and runs it by management procedures and functions. The knowledge possessed by Institutional leaders includes objectives, member character, implementation methods, and evaluation. Apart from knowledge, the leader of the Rumah Zakat Institution department also has a good attitude as a leader. This can be seen from the attitude of leaders who always respect, appreciate, and openly accept ideas, suggestions, and criticism from members and the community.

Leaders also create a good working environment which is reflected through interpersonal communication and organizational communication that is well established between leaders and other members and always upholds and prioritizes the goals and interests of the organization. In the action aspect which is seen from various aspects of decision-making, the leader of the Rumah Zakat Institution Department, in every decision he makes, always prioritizes meetings and discussions and always listens, accepts, and accommodates every suggestion that comes in and then decides through a SWOT analysis by knowing the advantages and disadvantages of the suggestions. to minimize risks. Apart from that, the leader of the Rumah Zakat Institution department in leading, he also has good abilities and competence as a leader in carrying out the leadership function as an administrator in a human services organization.

## CONCLUSIONS

In Skidmore's theoretical framework, effective leadership within a social work administration context is contingent upon the integration of competencies across three key dimensions: knowledge, attitudes, and actions. The empirical findings of this study indicate that the leader of the Research and Program Development Department, functioning both as a leader and a social worker, demonstrates a comprehensive fulfillment of these competency requirements. Firstly, with regard to knowledge, the leader exhibits a robust understanding of essential components such as policies, objectives, available resources, and service intervention methods. This knowledge encompasses proficiency in areas such as strategic planning, human resources management, fundraising strategies, information systems, and monitoring and evaluation. The leader's adeptness in navigating these domains underscores a solid foundation in the requisite knowledge base for effective social work administration. Secondly, the leader's attitudes exemplify the attributes essential for competent institutional leadership. The creation of a positive work environment is a testament to the leader's commitment to fostering effective communication, wherein respect for team members, openness to diverse ideas, and a welcoming atmosphere for contributions are evident. These attitudes contribute significantly to the overall organizational culture, reflecting the leader's adeptness at integrating leadership principles into daily interactions and team dynamics. In terms of actions, the leader demonstrates a praiseworthy execution of key leadership functions. Notably, the planning process is marked by meticulous attention to detail, prioritization, and decision-making prowess. These actions resonate with the leader's ability to translate conceptual understanding into tangible, strategic initiatives that drive the Research and Program Development Department towards its goals.

Moreover, it is imperative to recognize that this research extends beyond a mere validation of Skidmore's theory. Instead, it engages in an exploration and development of the theory within the specific context of the Rumah Zakat Institution. While Skidmore's framework provides a theoretical foundation, the empirical findings of this study contribute unique insights and adaptations tailored to the nuances of the Research and Program Development Department. This research not only validates Skidmore's theory but also enriches it through the contextual lens of the Rumah Zakat Institution. The exploration and development of the theory within this organizational setting underscore the dynamic nature of effective leadership in social work administration. These findings contribute to the evolving discourse on leadership within the field, emphasizing the importance of adapting theoretical frameworks to diverse organizational contexts and shedding light on the practical nuances that shape competent leadership within the realm of social work administration.

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