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## Assertive Behavior of Women Leaders Create Excellent Performance (Case study at Pondok Pesantren Al Husna Al Alawi Senori Tuban)

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### Abstract

Today's women's leadership has become a public conversation. Various controversies regarding women's leadership began to emerge. Even among the fuqoha' up to Islamic philosophers also debated about the law of female leadership. This is due to the development of world civilization so that it shifts the entire order of life. Leaders who have assertive behavior are needed in an organization. This assertive behavior tends to be possessed by a male leader because by nature a man is a firm, confident, and firm person. In contrast to the nature of a woman who is always considered weak and does not have the ability to lead. However, the fact is that currently women are able to compete with men by sticking to their feminine behavior in the domestic sphere and being tough figures in the public sphere. The researchers also found this assertive behavior in the head of the Al-Husna Al-Alawi Putri Islamic boarding school. This type of research is descriptive qualitative research in which all data and findings will be presented in descriptive form. Sources of data researchers obtained through the process of interviews, observation, and documentation. The results of the study showed that the head of the Al-Husna Al-Alawi Putri Islamic boarding school had assertive behavior in which the existence of this assertive behavior made the performance of the administrators increase. This assertive behavior can be seen from the way of leading, communicating, coordinating, giving directions, to giving warnings and motivation to all members of the board. Efforts made by the head of the Al-Husna Al-Alawi Putri Islamic boarding school in creating superior performance include through education and training, incentives, providing motivation, and creating a clean and comfortable learning environment.

**Keywords:** Assertive, Female Leaders, Management Performance

## I. INTRODUCTION

Women with their feminine nature are able to position themselves both in the domestic sphere and in public. Along with the development of the times, the nature of women as housewives began to erode little by little and began to transform into career women. It is not uncommon; a woman is in front of men who at first glance seem stronger. In fact, women are also able to replace men as leaders with a style that is unique to women themselves. Although many scholars are still against women's leadership, there are not a few scholars who allow this with various considerations accompanied by several conditions. Meanwhile, women in the 5.0 era have started to change their femininity to become masculine, or sometimes collaborations between the two styles.

Women who are always considered weak on the other hand also have high empathy. It is this empathetic nature that will make women's leadership unique so that women can easily create a harmonious and open work atmosphere. Today's women are very different from before. Today, women are more courageous and have strong mentality and confidence. So that it can give birth to assertive / assertive behavior in him. However, the courage and self-confidence of these women are still limited to domestic ones. When in the public sphere, women's mental tends to decline. Therefore, assertive leaders, especially women leaders, are

needed in an organization. Many women have assertive behavior in the domestic sphere, but not many women leaders have this assertive behavior.

Women leaders who have assertive behavior will find it easy to express their opinions and point out faults and deficiencies that exist within the organization. So that the organization can continue to evaluate and reform for the better. The head of the Al-Husna Al-Alawi Islamic boarding school has assertive behavior and applies it in creating superior performance. Efforts made by the head of the Al-Husna Al-Alawi Islamic boarding school include education and training, work motivation, incentives, and the creation of a clean and comfortable work environment.

## II. METHOD

This research uses a type of descriptive qualitative research. Qualitative research as an approach that allows researchers to observe experiences in detail using specific methods such as in-depth interviews, Focus Discussion Group (FGD), observation, content analysis, virtual methods, and life history (biography) (Haryono, 2020). Descriptive is the presentation of data in the form of a description through the study of activity forms, characteristics, changes, relationships, similarities, and differences with other phenomena. The main object of this study is the chairman of the Al-Husna AL-Alawi Putri Islamic boarding school. So, in this study the researcher will try to dig up

the data and present it in the form of a description.

### III. RESULTS AND DISCUSSION

#### Women's Leadership

A leader is someone who has a big responsibility in organizing, mobilizing, controlling, and evaluating its members in order to achieve organizational goals effectively and efficiently. In the book *At-Tarbiyah Wat-Tahdi Explained* that the leader is a person who becomes an intermediary in helping religion, enforcing the law, making decisions, preventing evil, governing the area, etc. While leadership is defined as a person's ability to move, direct, as well as influence the mindset, way of working of each member so that each member acts independently in work, especially in making decisions for the benefit of accelerating the achievement of predetermined goals. Griffin and Ebert also said that leadership is the process of motivating others to want to work in order to achieve the goals that have been set (Wijono, 2018). So, the leader is the actor while leadership is the process of leading itself.

#### Women Leaders in the Perspective of Islamic Law

Women are gentle and have high empathy for anyone. Biologically, women will become weak when they menstruate, give birth, and breastfeed, causing controversy regarding the law of leadership. Many scholars salaf which does not allow a

woman to become a leader because of her caution in enforcing Islamic sharia laws. The law is based on the Al-Qur'an (An-Nisa' verse 34); *"The men are the leaders of the women, because God has preferred some of them (men) over others (women)"*

In the verse above it is stated that Allah has made men as leaders over women and gave advantages between the two. This verse is interpreted by Al-Zamakhsary in his book that some of the advantages possessed by men include potential intellect, courage and will, determination and strength. Given these advantages, God chose them to be prophets and apostles, scholars', muadzin, preacher, etc (Arsal & Imran, 2020). Therefore, it is appropriate for a man to be a leader.

However, afterwards there is the word "Allah exalted some of them over the others" which can be interpreted that these advantages cannot be a barrier for a woman to become a leader. Because of the advantages that God has given to each individual, both male and female. So, it can be concluded that leaders are not determined by gender, race, and ethnicity. Rather, based on the strengths he has, he is able to become a role model, leader and role model for everyone. The study of the interpretation of Surah An-Nisa' above is reinforced by the explanation in Surah Al-Anbiya' verse 73: *"We made them the leaders who give guidance at Our command and We revealed to them (command) to do good, to establish prayer, and to pay zakat, and only to Us they worship"*.

In the interpretation of Al-Misbah, “aimmah” is the plural form of imam which means role model. A priest must have privilege over his followers. He not only has the ability to explain instructions, but also the ability to guide his followers in a good direction. The requirement to become a leader or priest is to have a noble personality. In addition, the interpretation also explains that leadership and exemplary leadership must be based on faith, piety, knowledge, and success in various exams. That's why leadership is not bestowed upon tyrannical people.

Apart from those two verses, in the book Riyadlus Sholihin There is a hadith about leadership on the authority of Ibn Omar: (All of you are guardians and each of you is responsible for his guardian, and the prince is a guardian, and the man is a guardian of her household, and the woman is a guardian of her husband's house and his children, so all of you are guardians, and each of you is responsible for his caretaker). *"It was narrated from ibn Umar R.A. from the Prophet Muhammad SAW. said: everyone is a leader, and will be held accountable for his leadership. A ruler is a leader. Men are also leaders over their families, and women are leaders over their husbands' homes and their children. So, everyone is a leader and will be held accountable for his leadership. [H.R. Muttafaqun Alaih]*

In this hadith, it has been explained that everyone is a leader and will be held

accountable for his leadership. There is no specific context for a man to become a woman. In fact, it is also explained that women can be leaders for their husband's house and their children. From this statement, it can be interpreted that a woman is allowed to be a leader. Why is it said that women lead the house of their husbands and their children? Because in general women are experts in the field of taking care of the house and children. In the sense that as long as a woman has the ability to take care of, manage, coordinate anything, she deserves to be made a leader. Not only in the domestic sphere but in the public sphere.

From the two studies of interpretation and hadith above, it can be concluded that a leader is not based on gender. All are equal before God. What distinguishes it is the level of piety and closeness to Allah. This is in accordance with the study of Sufism which states that the relationship between men and women appears fair and equal. Because the main teachings of Sufism are cleanliness of the heart and closeness to God.

Thus, discrimination against women has been eliminated. Gender equality was created by R.A. Kartini through her emancipation of women. Stereotypes about women's duties for cooking, dress up and giving birth have shifted. And starting to be able to position yourself to become a public figure in the public sphere as well as being a friendly housewife in the domestic sphere.

So, Islamic law never prohibits a woman from becoming a leader as long as she has the ability and still maintains her nature as a woman.

### Characteristics of Female Leaders

In essence, a woman has a gentle character, is not confident, and does not stand firm. In terms of biology, a woman will become weak during menstruation, childbirth, breastfeeding, etc. Therefore, women are often discriminated against by men so they are not given the opportunity to become a leader. However, the fact is that currently great women have gone global and occupy the front seats beating men. Women when leading will have their own characteristics and use a distinctive leadership style as well. In general, there are 3 leadership characteristics, namely:

#### 1. Standard bearer

This means that a leader must be able to create a fun working and learning environment. A beautiful work environment will bring comfort to the people around it.

#### 2. Developer (Developer)

This means that a leader is able to develop human resources and achieve superior performance in the context of organizational growth. In developing human resources, professional leaders are needed. Because, in developing human resources, training or special programs are needed so that there is a significant increase in the performance of members.

#### 3. Unifier

That is, leaders are able to organize, condition, and control all types of activities that have been programmed in an organization. In addition, leaders are also able to unite all members in one container which is able to cooperate and compete in a healthy manner in achieving organizational goals.

In addition, Imam Al-Farabi said that a leader must have 12 characteristics, including: physically healthy, intellectual perfection, the ability to speak, have good morals, be wise, understand the traditions and culture of his people, and the ability to make the right rules (Anshori, 2015). Meanwhile, based on the researcher's analysis, there are several special characters possessed by the leader of the Al-Husna Al-Alawi Islamic boarding school. These leadership characteristics include:

#### 1. Pioneer

An effective leader is a leader who is able to mobilize, direct, and influence the morale of his members in order to optimize the achievement of organizational goals. A good leader will be able to move his members so that they are able to always work together in completing tasks. As was done by the chairman of the Al-Husna Al-Alawi Islamic boarding school

#### 2. Desire to lead

Desire is someone's desire to do something. A leader sometimes has the desire to lead and sometimes not. This is because sometimes a leader leads out of compulsion,

thus making him lack the desire to lead. In contrast to a leader who has the desire to lead, he will be able to mobilize and manage his members to work actively and transparently in order to achieve goals optimally.

### 3. Honest

Honest nature must be owned by everyone, especially owned by a leader. This trait is related to the openness characteristic that is not only owned by the leader but also by its members. With these properties, it can minimize the emergence of risks in a job. Because if there is openness, honesty, and consistency in work, all problems will be solved easily. Based on the data collected by the researchers, it can be concluded that the chairman of the Al-Husna Al-Alawi Islamic boarding school has high honesty and integrity.

### 4. Be confident

Leaders who have high self-confidence tend to have a strong mentality so that they will be resilient when facing any problems that exist. In addition, a leader who has high self-confidence will not make his members hesitate in making him a motivator and role model at work. The self-confidence possessed by the chairman of the Al-Husna Al-Alawi Islamic boarding school can be seen from his style when leading in deliberations and outside deliberations.

### 5. Intelligent

Intelligent, Agile, And Responsive Are The Characteristics That A Leader Must

Have. Intelligent Leaders Are Needed In An Organization. Because, with his intelligence, he will bring up brilliant ideas so that he can improve the optimization of organizational goals. Based on the results of the researcher's observations, it shows that the head of the Al-Husna Al-Alawi Islamic Boarding School is quite intelligent and responsive in carrying out and coordinating all activities in this Islamic boarding school.

### 6. Relevant knowledge

It is fitting for a leader to know in detail about his work and have sufficient knowledge to lead him in completing his work. If the leader understands the work of his members, he will be able to provide direction and coordination easily. This trait is also shared by the chairman of the Al-Husna Al-Alawi Islamic boarding school.

### 7. Extraversion

As explained in the first point. A leader who has high morale will automatically increase the morale of his members as well. This high work ethic can be triggered by several things, such as giving work motivation, giving appreciation (reward), and be professional. Chairman of the Al-Husna Al-Alawi Islamic boarding school also has high morale and is able to provide good motivation to all board members and students.

### Female Leadership Style

Leadership style is one of the important elements in determining the success of achieving the goals of an

organization. According to Heidjrachman and S. Husnan, leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals. Leadership style greatly influences the quality of member performance. Leaders who have a good leadership style will be able to direct, coordinate and create good relationships with their members (Fitriani, 2015). In general, leadership styles are divided into three, namely:

### 1. Autocratic Leadership Style

This leadership style makes the leader a source of policy. All members must submit and comply with all policies of the leader. Members are very restrained by organizational regulations and are not allowed to express their opinions. Thus, there is no openness between members and leaders so it is difficult to establish a good relationship between the two.

### 2. Democratic Leadership Style

This leadership style states equality between the leader and the led. Members are free to express their opinion. While the leader is only in charge of directing, guiding, and controlling the course of activities within an organization. In this leadership. Leaders and members are both active so that equality and good teamwork arise between the two.

### 3. Leadership Style Let it be

This leadership style gives freedom to members, so that all decisions are also left to

members. In this leadership, the leader is passive and cannot be an example for his members (Karwati & Priansa, 2017).

Based on the meta-analysis of gender and leadership style by Eagly and Johson

feminine	Masculine
Not aggressive	Aggressive
Depends	Does not depend
Emotional	Not emotional
Very subjective	Very objective
Easily influenced Passive	Not easily influenced Active
Not competitive	competitive
It's hard to make a decision	Easy to make decisions
Not independent	Independent
Needs a sense of security	Not really in need of a sense of security

concluded that women's leadership styles are more democratic than men in the same organization. Eagly and Johson also mentioned that gender differences in leadership lie in the leadership style. Female leaders tend to lead with feminine and masculine leadership styles, as shown in the table below.

### Feminine and Masculine characteristics

According to the contingency theory, leadership states that there is a relationship between leadership styles and certain situations that are required. According to

these tori, an effective leader is determined by a leadership style that is appropriate to the situation that occurs. This approach suggests that two sets of task behavior and relationship behavior are needed. Thus, allowing the birth of four leadership styles, namely:

1. Directing, meaning that this style has a high task behavior but has a low relationship.
2. Selling, meaning that this style has the same high task behavior and relationship behavior.
3. Participate, meaning that this style has low task behavior but has high relationship behavior.
4. delegating, meaning that both task behavior and relationship behavior are equally low (Fatimah, 2020).

The head of the Al-Husna Al-Alawi Islamic boarding school uses a democratic leadership style with a mixed leadership type between feminine and masculine. Because in this modern era, women are able to position themselves in the domestic and public spheres. Women will be feminine when they are in the domestic sphere and tend to lead in a masculine style when in the public sphere.

The head of the Al-Husna Al-Alawi Islamic boarding school uses a democratic leadership style by prioritizing deliberation in every decision-making. Because, the chairman of the Al-Husna Al-Alawi Islamic boarding school practiced the Al-Qur'an surah Al-Imron verse 159:

فَبِمَا رَحْمَةٍ مِّنَ اللَّهِ لِنْتَ لَهُمْ ۗ وَلَوْ كُنْتَ فَظًّا غَلِيظَ الْقَلْبِ لَانْتَضُوا مِنْ حَوْلِكَ ۗ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِي الْأَمْرِ ۗ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ ۗ إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ (آل عمران: 159)

It means: "Then, thanks to the grace of God, you (Prophet Muhammad) behave gently towards them. If you are harsh and rude, of course they will stay away from you. Therefore, forgive them, ask forgiveness for them, and consult with them in all (important) matters. Then, when you have made up your mind, put your trust in God. Indeed, Allah loves those who trust." (Ali 'Imran: 159)

From the verse above, it is explained that there is a recommendation to lead gently and a prohibition to be rude and harsh because it will make everyone stay away from you. In addition, there is also a recommendation to forgive each other and consult in all matters. So, consultation is very necessary in an organization in order to create openness between leaders and members. So that there is no conflict and misunderstanding arising from the existence of a set policy. Having a consultation will cause several positive impacts, including:

1. Problem solved easily
2. Get the best solution for every problem
3. Policy can be well received by all members

In this case, the chairman of the Al-Husna Al-Alawi Islamic boarding school held meetings with the administrators to discuss the work program and evaluate the work program every month. As for internal issues, he will consult with the core board of



the Al-Husna Al-Alawi Islamic boarding school.

### Assertive Behavior

According to Rini, assertive behavior is an ability to communicate what one wants, feels and thinks about to others, but still maintains and respects the rights of others. Meanwhile, according to Lloyd, assertive behavior is behavior that is active, direct, and honest. This means that this behavior is able to communicate an impression of respect to oneself and others so that one can view the wants, needs and rights of others when interacting.

Assertive behavior tends to be owned by a male leader compared to a female leader. Because the nature of women who are feminine tends to be difficult to have assertive behavior. female leaders will always feel shy towards their members when asking for help, giving reprimands and expressing opinions according to their wishes. In addition, women also have a high sense of empathy so it is difficult to behave assertively and stand firm. Women who have assertive behavior will turn 180 from its original nature.

Leaders who have assertive behavior will be able to build harmonious relationships with their members, resulting in intimacy and openness between the two (Aziz, 2019a). In addition, with assertive behavior, leaders will be able to give direct warnings and point out mistakes made by members so that all errors and deficiencies

that exist in the organization can be corrected. Thus, assertive behavior is needed by a leader in order to be able to move the wheels of the organization effectively and optimally. According to Fenster Hein and Baer, there are several characteristics of assertive behavior including:

#### 1. Free to express opinions

Expressing opinions is the right of all Indonesian citizens. However, not everyone is able to express their opinion well in public. In expressing opinions, it takes courage and a strong mentality in order to have high self-confidence.

The leader of the Al-Husna Al-Alawi Putri Islamic boarding school has the courage and high self-confidence so that he is able to express his opinion freely and is able to lead deliberations well. In addition, the head of the Al-Husna Al-Alawi female Islamic boarding school also applies a democratic leadership style so that it gives freedom to its members in expressing opinions. This leadership style can lead to familiarity and openness between the two.

#### 2. Able to communicate well

Everyone is capable of being a leader. But not everyone is capable of being a good leader. A good leader is a leader who is able to speak well when in public. Ability Multitasking tends to be owned by a woman. As Helen and Fisher argue in Anisa Fitriani's Journal that: *“Basically, women have the basic characteristics to be successful as leaders. They tend to be more patient, empathetic, and multitasking-*

able to work on several things at once and also have a talent for interweaving, networking and negotiating” (Fitriani, 2015). In communicating, you must also pay attention to the manners in communicating, including:

a. Should speak well and politely

Someone who speaks should be able to adjust to the other person. so that the interlocutor is able to digest all the conversation properly. Speaking also must be adjusted to who we are talking to. Like maqola "Speak to people according to their intellect" according to their intellectual abilities. Manners like this have been explained in the book At-Tarbiyah Wattahdiib that should speak with good and useful speech. Like a poem which means: *"There is nothing left of enjoyment except talking to someone who has sense."*

So, in speaking, you must be able to adjust to the other person and be able to adjust to the situation when speaking.

b. Speak in detail / in detail

In speaking, one needs to clarify what he says and detail it so that the other person can easily understand it. This is already implied in the hadith of the Prophet, which means: *"Narrated from Sayyidah Aisyah R.A. said, Rasulullah SAW. when speaking he uses detailed speech so that everyone who listens to him understands."* [H.R. Abu Dawud]

c. Speak with a friendly intonation and facial expression

Intonation when speaking is very necessary. Because, even though our language is polite, the high intonation will give a different impression to the other person. In the book At-tarbiyah Wattahdiib explained that there is a prohibition to speak in a loud voice. Speaking must use a moderate voice according to needs. In the book there is also a prohibition to speak very fast so as to confuse the other person. So, intention and facial expressions must be arranged in such a way as to provide comfort to the other person.

d. Look at the other person (eye contact)

Eyes can express a person. In psychology, a person who lies will have their pupils dilated. Therefore, we need to look at the other person so that we know the expression he emits through those eyes. Talking with eye contact will appear more polite and provide comfort for the other person.

3. Able to start, continue, and end a conversation

Someone who has the ability to multitask can vary the conditions and situations in speaking. In starting a conversation, especially in greeting forums, the head of the Al-Husna Al-Alawi Islamic Boarding School greets its members first so as to create a relaxed atmosphere of deliberation. Because the chairman of the Al-Husna Al-Alawi Putri Islamic boarding school is a humorous person, he also gives a little reflection and joke with its members.

As well as at the end of the forum he also provides an opportunity for its members to express complaints and opinions so that all problems can be solved easily.

4. Has the ability to reject things that are not feasible

A good leader is a sportsman like leader, able to properly reject something that is less problematic, and able to provide solutions to any existing problems (Aziz, 2020). Women leaders tend to be feminine support and too empathetic to others that he is unable to reject anything that is not worthy. However, a leader who has assertive behavior will be able to easily reject anything that is inappropriate because he is able to position himself according to the conditions of the organization. The head of the Al-Husna Al-Alawi Islamic boarding school for girls is also able to refuse anything that can cause trouble while maintaining the rights of its members. He will give a warning and reject the inappropriate opinion in a subtle way, either directly or indirectly, as well as when in the forum or outside the forum.

5. Can ask for help or give help

As in the previous point, women tend to have character support, so he also does not have the courage to ask others for help. Even women prefer to do all the work themselves rather than asking others for help. Leaders who have assertive behavior are able to ask for and provide assistance easily to their members so they can get all the work done easily. The need for mental strengthening

and self-training for women leaders to be able to ask for help properly (Khairani et al., 2017).

In the Al-Quran it has been explained about the importance of helping fellow human beings in matters of virtue. It means: *"Help each other in (doing) virtue and piety, and do not help each other in committing sins and enmity. Fear Allah, verily Allah is very severe in His punishment."* (Al-Ma'idah/5:2)

Based on the characteristics of assertive behavior above, it can be concluded that this behavior is very important to grow in the soul of a leader, especially in female leaders. Because her gentle nature requires her to be able to transform into a strong woman when in the public sphere. The suggestion to have an assertive attitude has also been stated in the Al-Quran Surah An-Nahl verse 125: Meaning: *"Call (people) to the path of your Lord with wisdom and good teaching and debate them in a better way. Indeed, your Lord knows best who is lost from His path and He knows best who is guided."* (An-Nahl/16:125)

The word wisdom in the verse can be interpreted as a firm and wise behavior so that one is able to distinguish between one and the others and which is valid. Based on the verse above, a good leader is recommended to have assertive behavior, be able to give good teachings, and be able to debate and deliberate well too.

**Creating Superior Performance**

Performance is the result of a job. According to Robbins, performance is a result achieved by employees in their work according to certain criteria that apply to a job. Meanwhile Dessler stated that employee performance is work performance, namely the comparison between work results that are seen in real terms with predetermined work standards (Khairani et al., 2017). That is, this performance will be a benchmark in assessing the success of an organization in achieving its goals (Prasetyani, 2020).

In measuring work success, it can be seen from the following indicators:

1. Work quality

Quality of work is how well an employee/administrator does what he is supposed to do.

2. Working quantity

Work quantity is how long an employee/administrator works in one day. The quantity of this work can be seen from the work speed of each employee/administrator.

3. Task execution

Implementation of tasks is how far employees are able to do their work accurately and without errors.

4. Responsibility

Responsibility for work is awareness of the employee's obligation to carry out the work given by a company/institution. The chairman of the Al-Husna Al-Alawi Islamic boarding school in creating superior

performance has made several efforts, including:

1. Education and Training

This education and training are an effort to increase general knowledge and understanding of the work environment as a whole. Education itself means an effort to increase understanding in general either through direct teaching, observation, or in other ways. There are differences in the process of education and training in formal and non-formal institutions. In formal institutions, education and training are carried out through programs such as seminars, workshop, etc.

In educational and training institutions it is simpler. Like the education and training carried out at the Al-Husna Al-Alawi Islamic boarding school. This education and training were carried out before the change of management from the old order to the new order. The concept of implementing education and training includes:

- a. Overhauling the management and moving members to other sections that are deemed more appropriate
- b. Assistance for prospective new management by the old management for one month
- c. Evaluate the performance of prospective managers
- d. Selecting suitable candidates for new management

All of these implementation processes are carried out in an effort to improve the performance of the management. Some administrators will explore new sections every year. In order to gain various organizational experiences.

## 2. Work motivation

Motivation is a support and encouragement given to someone in the hope of increasing enthusiasm for work (Aziz, 2019b). Motivation itself can be in the form of direct speech or narrative, action, or in the form of writing. A leader who is able to motivate his members will be a role model and be Top Leader in an organization. So, members will be motivated by the leader's actions that should be emulated. As explained in Surah Al-Ahzab verse 21: *Indeed, in the Messenger of God, you have a good example for those who hope in God and the Last Day, and remember God much (Al-Ahzab: 21).*

Meaning: *"Indeed, in (self) Rasulullah really there is a good role model for you, (namely) for those who hope (grace) Allah and (arrival) Day of Judgment and who remember Allah a lot." (Al-Ahzab:21)*

Motivation is needed in creating harmony in an organization and influencing the quality of work of employees. The head of the Al-Husna Al-Alawi Islamic boarding school also provides motivation to board members through direct speech both inside and outside the forum as well as through their daily actions.

## 3. Incentives

Incentives are an attraction that is deliberately given by a manager to its members in order to increase member performance. That is, this incentive is like a gift reward to members of the board as an appreciation for the quality of their work. As a reward This can increase the spirit of competitiveness of board members in achieving organizational goals optimally.

## 4. Work environment

The work environment is a very internal thing in an organization. A clean and comfortable work and study environment greatly influences organizational performance. Procurement of a clean and comfortable work environment is carried out by the chairman of the Al-Husna Al-Alawi Islamic boarding school by cooperating with all members of the management, especially the cleanliness section in its implementation. The chairman gives directions and tasks to the cleaning section to coordinate the daily picket. In addition to procuring daily pickets, all board members are also encouraged to provide a comfortable learning environment through planting flowers, and providing adequate facilities to make it easier for students to reach any access. The provision of these facilities includes television as entertainment for the students, a washing machine to make it easier for the students and shorten their time and energy, fans in every corner of the room and room to provide comfort for the students

and planting flowers to make it look beautiful.

## Conclusion

Assertive behavior is a firm behavior that is owned by a person and is able to convey mistakes to others without fear but while still respecting the rights of others. Assertive behavior tends to be owned by male leaders rather than female leaders. Because, women have feminine characteristics, making it difficult to implement this assertive behavior. However, the fact is that the chairman of the Al-Husna Al-Alawi Islamic boarding school is able to behave assertively in driving his organization and strives to create superior performance so that organizational goals can be achieved optimally.

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