The Role of Youth Leadership Communication at the Lembang Grand Mosque to Foster Solidity and Solidarity between Member

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A R T I C L E I N F O

A B S T R A C T

This study examines the role of leadership communication in the Lembang Grand Mosque Youth organization, West Bandung, in fostering solidity and solidarity among its members. Effective communication is considered one of the main keys to strengthening relationships between members, building trust, and achieving common goals in the organization. This study uses qualitative methods with interviews and observations to get an idea of how leadership communication plays a role in strengthening group cohesion. The results of the study show that open and inclusive communication by mosque youth leadership is very important in building unity and cohesiveness among members.

INTRODUCTION

Mosque youth have a strategic role in strengthening Islamic teachings and fostering a young generation with noble character. One of the key factors in the success of mosque youth organizations is the quality of communication between leaders and members. Effective leadership is not only determined by the ability to manage activities, but also by the ability to communicate well in fostering strong, solid, and harmonious relationships between members. Solidity and solidarity in an organization depend heavily on how established communication can open up various points of view, form a common orientation, and foster a sense of belonging among members. Good communication allows leaders to align organizational goals with individual interests, while maintaining the integrity of the group. Therefore, this study focuses on the role of leadership communication in forming solidity and solidarity among the youth of the Lembang Grand Mosque.

Mosque youth have a vital role in strengthening Islamic teachings and shaping the character of the young generation with noble character. One of the most influential factors in the success of mosque youth organizations is the quality of communication between leaders and members. Effective communication can lead members to a common orientation, strengthen a sense of belonging, and foster harmonious, solid, and cohesive relationships. Transformational Leadership is one of the theories that is often used to understand the role of leaders in building solidity and solidarity in an organization, including mosque youth. According to Bass & Riggio (2006), "transformational leaders motivate their members to go beyond personal interests for the common good and the larger vision of the organization".

Transformational leaders have four main components, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of mosque youth, leaders who can inspire members through a shared vision and commitment to Islamic teachings are able to foster solidity. "Idealistic influence allows members to trust their leaders, resulting in strong group cohesion" (Northouse, 2019: 67).

In addition, the leadership communication theory "emphasizes the importance of honest, transparent, and open communication in creating a healthy organizational climate. In mosque youth, openness in communication between leaders and members will facilitate productive interactions, strengthen social cohesion, and increase a sense of solidarity. A good leader must be able to communicate the vision and mission of the organization in a way that is easy to understand, relevant, and motivates members to take an active role" (Hackman & Johnson, 2018: 120).

Solidity is the strength of cohesion between members in a group or organization. "Solidity in a group is characterized by mutual trust, common goals, and a shared commitment to achieving the organization's vision" (Robbins & Judge, 2017: 259). Solidarity, on the other hand, involves the willingness of individuals to sacrifice for the benefit of the group, demonstrating a strong sense of belonging and deep social involvement. In mosque youth organizations, good communication can create the shared orientation necessary for solidity. Mosque

youth as a dynamic institution faces different challenges from other groups, especially because its members are in the phase of identity formation. Therefore, "strong and consistent leadership communication is essential to bringing members from different backgrounds and views, forming a solid collective orientation" (Burns, 2019: 45).

Empirical research shows that open and transparent communication is directly related to solidarity and solidity in organizations. "Religious organizations in Indonesia show that inclusive and participatory leadership communication is able to increase social cohesion and a sense of solidarity between members" (Wahyudi & Rahmawati, 2020: 88-89). Based on observations and interviews conducted at the Lembang Grand Mosque Youth, it was found that the organization's leaders used several communication approaches that succeeded in increasing solidity and solidarity among its members. *First*, the use of dialogical communication where leaders actively listen to members' views and suggestions creates an inclusive and open atmosphere. "Members feel involved in every decision-making, which reinforces a sense of belonging and shared responsibility for the success of the organization" (Fikri, 2021: 122).

Second, mosque youth leaders in Lembang are also adopting digital communication, such as through WhatsApp groups and other social media platforms, to strengthen interaction and connectivity between members. "The use of technology in leadership communication increases member participation and engagement, especially among adolescents" (Hasibuan, 2021: 93). Third, the leaders at the Lembang Grand Mosque Youth consistently promote a clear vision and mission of the organization, which encourages all members to have a common goal in developing the mosque community. They often emphasize the importance of Islamic teachings as a shared responsibility, which inspires members to work more closely and compactly in every da'wah activity.

As well as "mosque youth in Yogyakarta, they found that organizations that have good leadership communication are more likely to show a high level of solidity, especially in overcoming internal conflicts. Leaders who are able to resolve differences through open dialogue create a more stable and coherent organization" (Santosa, 2019, pp. 89-90). In comparison, a study by Ibrahim (2020) in "Jakarta" revealed that mosque youth organizations that do not have good communication between leaders and members experience fragmentation and division. The lack of effective communication leads to confusion of goals and weakening solidarity between members" (Ibrahim, 2020: 101). From the results of the theoretical review and empirical evidence, it can be concluded that effective leadership communication plays a very important role in building solidity and solidarity in mosque youth organizations. Transparent, inclusive, and participatory communication is able to unite members, foster a sense of belonging, and strengthen social cohesion. In the Lembang Grand Mosque Youth, leaders have successfully leveraged digital communication and direct communication to strengthen relationships between members and achieve common goals.

LITERATURE REVIEW

Transformational Leadership Theory by Burns (1978) and Bass (1985) provides an important basis for understanding how a leader can inspire his or her members through effective communication. Transformational leaders not only give orders, but also create an environment where open dialogue, clear vision, and real example are the cornerstones of organizational behavior. In the context of religious organizations, such as mosque youth, this kind of leadership is very relevant because it helps to form a solid and compact organization with strong religious values. Transformational leaders play a role in creating inspiration and motivation through four main components: idealistic influence, inspirational motivation, intellectual stimulation, and individual attention.

"Leaders who show idealistic influence build respect and trust, while inspirational motivation helps members of the organization understand and align themselves with the organization's vision. In mosque youth organizations, leaders who are able to articulate a clear religious vision can encourage their members to be more committed to the religious and social activities that are carried out" (Bass & Riggio, 2006, pp. 5-7).

Open dialogue conducted by transformational leaders also helps to create a sense of shared responsibility and form strong cohesion among members. "Solidity within a group is largely determined by the quality of communication that is able to unite the views and orientation of members" (Robbins & Judge, 2019: 276). In this case, mosque youth leaders must be able to create an inclusive communication space, where all members feel involved in decision-making and the implementation of activities. Transformational Leadership Theory by Burns (1978) and Bass (1985) emphasizes the importance of leaders who are able to inspire and motivate their members through effective communication. Transformational leaders not only give orders, but also guide and influence members' behavior through open dialogue, clear vision, and setting a real example. This is relevant to the role of mosque youth leaders who aim to build a solid and compact organization.

Solidarity in the organization is a form of social concern that arises from the active involvement of each member. Participatory and transparent communication plays an important role in building this sense of solidarity. "Religious organizations such as mosque youth, inclusive leadership communication can increase the sense of belonging among members. This happens because of the trust built from two-way dialogue and close collaboration between leaders and members" (Aslam, 2020: 133). In this context, mosque youth leaders not only act as directors, but also as facilitators who help their members find ways to actively contribute. Leaders who are open to input and suggestions from members can create a more dynamic organizational climate, where each member feels the same responsibility in achieving a common goal. This is essential for building solidarity, where members feel an integral part of the organization and have a deep concern for the group's well-being.

In the Lembang Grand Mosque Youth, participatory leadership communication seems to have succeeded in building cohesion among its members. Based on interviews with several mosque youth members, they feel that their leaders always encourage open dialogue, especially in terms of planning da'wah and social activities. This reinforces the findings of Wahyudi's (2019) research, which states that "inclusive communication can increase member engagement and strengthen a sense of solidarity" (Wahyudi, 2019: 88). Field conditions also show that mosque youth leaders in Lembang often use digital media such as WhatsApp groups to communicate with their members. This medium allows members to share information, discuss activities, and give each other input more quickly and effectively.

This creates a stronger sense of togetherness, where each member feels involved in every activity carried out. Transformational leadership has a significant impact in building solidity and solidarity within mosque youth organizations. Leaders who are able to communicate openly, inclusively, and transparently will create a harmonious organizational climate, where all members feel that they have the same responsibility in achieving common goals. Solidity formed from communication effectively strengthens organizational cohesion, while solidarity built from a sense of social concern strengthens unity and a sense of belonging among members.

According to Robbins (2003), solidity is cohesion within a group, resulting from communication that is able to unite the views and orientations of members. Solidarity, on the other hand, is a sense of social responsibility and concern between members of the organization that strengthens unity. Both of these things require communication based on openness, active involvement of members, and common goals. Research by Aslam (2020) shows that inclusive and participatory leadership communication is able to increase a sense of belonging among organizational members, especially in the context of religious organizations such as mosque youth. This is due to the trust built from transparent and collaborative two-way dialogue.

METHODOLOGY

This study uses a qualitative method with a case study approach that aims to examine the role of leadership communication in building solidity and solidarity among members of the Lembang Grand Mosque Youth, West Bandung. The study involved in-depth interviews with active mosque youth leaders as well as several members who regularly participated in the organization's activities. In addition to interviews, participatory observation was carried out to capture direct interactions during the activity.

Data Collection Techniques

In-depth interviews serve to explore the perspectives of leaders and members regarding the role of communication in their organization. The researcher selects respondents purposively, taking into account active involvement in the organization. The mosque youth leaders selected for the interview are those who often play a role in designing and leading da'wah activities and social programs. The participatory observation method allows researchers to be directly involved in the activities of mosque youth. Observations are carried out in various activities such as religious discussions, meetings, and social events. This is in line with Creswell's (2018) "suggestion that participatory observation can help researchers understand social contexts and dynamics in more depth" (Creswell, 2018: 89). These observations also provide insight into how communication in the field can create solidity and solidarity. Teknik Analisis Data

The data was analyzed using thematic analysis techniques, with a focus on communication patterns that affect organizational cohesion. This study uses a model from Braun & Clarke (2019), which "emphasizes the identification of recurring and important themes in interviews and observations" (Braun & Clarke, 2019: 77-81). The main focus is on finding how leadership communication can encourage active member engagement and increase a sense of belonging to the organization.

Results of Interviews and Observations

From interviews with mosque youth leaders, it was found that they prioritized open dialogue and active participation of members in organizational decision-making. Leaders feel that inclusive communication can build a sense of togetherness, which contributes to the solidity of the organization. "Open and participatory leadership communication increases a sense of belonging among members of religious organizations" (Aslam, 2020: 134). Participatory observation showed that mosque youth members were more involved in activities when they felt their opinions were heard. During regular meetings, leaders always open up space for members to speak, provide input, and be actively involved in planning programs. Group cohesion increases when members feel that their contributions are recognized. "Active engagement and two-way communication are key in building solidity within the group" (Robbins & Judge, 2019: 281).

RESEARCH RESULT

Effective leadership in religious organizations, such as mosque youth, is largely determined by the quality of communication that is able to form cohesion and solidarity among members. The theory of transformational leadership by Burns (1978) and Bass (1985) is particularly relevant in this context, where leaders are expected not only to instruct, but also to be able to inspire and motivate members through inclusive communication, open dialogue, and an emphasis on a shared vision. Burns (1978) emphasized that transformational leadership encourages positive changes in members' behavior and motivation, especially by creating relationships based on shared trust, commitment, and goals.

Bass (1985) expands on this theory by stating that transformational leaders act as catalysts capable of moving members towards the achievement of common goals through a participatory and vision-based approach. "According to recent research, transformational leadership is also increasingly relevant in the context of modern organizations that demand open and inclusive communication to encourage active member engagement" (Bass & Riggio, 2006: 6-8).

The results of this study revealed that the youth leaders of the Lembang Grand Mosque use several communication strategies to build solidity and solidarity among members, including: *First*, Inclusive Communication: Mosque youth leaders try to involve all members in the decision-making process through deliberation. This increases the sense of involvement and shared responsibility for every decision taken. The members felt their opinions were valued, which ultimately strengthened the solidity of the group. This study reveals that one of the main strategies used by youth leaders of the Lembang Grand Mosque is inclusive communication. Leaders always involve all members in decision-making, especially through deliberative forums. This is in accordance with the principle of participatory leadership, where each member is given the opportunity to express his or her views. "Active involvement of members in the decision-making process increases a sense of belonging and responsibility, which in turn strengthens group cohesion" (Robbins & Judge, 2019: 280). Interviews with mosque youth leaders revealed that they actively seek to involve all members in every stage of activity planning. Leaders strive to create an atmosphere that supports active participation, especially in discussions related to da'wah and social activities.

Second, Open Dialogue: Leaders actively encourage members to express opinions, suggestions, and criticisms related to the activities carried out. This open dialogue creates an open organizational climate, where all members feel they have the same rights and responsibilities in developing the organization. Leaders also use open dialogue as a means to encourage transparency and openness among members. This open dialogue allows members to freely submit suggestions, criticisms, and inputs related to organizational activities. "Open dialogue creates a transparent organizational climate and strengthens a sense of involvement, which is important in building solidity and solidarity within the group" (Robbins & Judge, 2019: 281). In-depth interviews with some members showed that they felt more valued and listened to by leaders. They are free to express their opinions without fear of being punished or ignored. This creates a collaborative environment, where each member feels they have an important role in determining the direction of the organization. "The importance of open dialogue in creating a climate of trust that can encourage active participation of members" (Creswell, 2018: 89).

Third, Shared Vision: One of the factors found to be important in building solidity is leadership communication that always emphasizes the organization's shared goals and vision. This provides a clear direction for members, so that they have the same orientation and can unite in an effort to achieve common goals. Youth leaders of mosques in Lembang consistently emphasized the importance of a shared vision in building a solid organization. They always direct the activities of the organization to achieve common goals, such as improving the spiritual quality of members and expanding the teachings of Islam. "According to transformational leadership theory, a shared vision plays an important role in creating a clear sense of direction and purpose for the organization" (Bass & Riggio, 2006: 12). This shared vision helps bring members together and provides a common orientation in achieving goals. Interviews with members showed that they felt more motivated when leaders explicitly conveyed the organization's vision. It raises awareness among members about the importance of their role in achieving organizational goals. This is consistent with research by Braun and Clarke (2019) which "shows that shared vision-oriented communication increases a sense of community and cohesion within the group" (Braun & Clarke, 2019: 80).

Fourth, the use of social media: Mosque youth leaders also use social media platforms as a means of communication. WhatsApp and Instagram groups are used to facilitate fast and efficient communication among members. This makes it easier to disseminate information, as well as keeping all members connected in real-time. Mosque youth leaders also use social media platforms, such as WhatsApp and Instagram, to facilitate quick and efficient communication among members. Social media allows leaders and members to stay connected in real-time, making it easier to disseminate information, and keeping all members up to date on organizational activities. According to research by Wahyudi (2019), "the use of social media in organizational communication is increasingly important to maintain member engagement and strengthen solidarity, especially among the younger generation" (Wahyudi, 2019: 90). Observations on the ground show that leaders use WhatsApp groups as the main medium to coordinate daily activities, disseminate information related to events, and open discussions about programs that are being planned. The platform also allows members to share ideas and input quickly, which strengthens the dynamics of the organization. These results are in line with the findings of Creswell's (2018) research which "shows that the use of technology in organizational communication improves the efficiency and engagement of members" (Creswell, 2018: 92).

DISCUSSION

The solidity built in the organization is shown by strong cohesion between members. They not only participate in mosque activities, but also support each other outside of formal activities. Solidarity can also be seen from the high sense of social responsibility among members, such as social service activities that are carried out regularly. This study found that the youth leaders of the Great Mosque of Lembang used various communication strategies to build solidity and solidarity among its members. Inclusive communication and open dialogue play an important role in creating group cohesion, while the emphasis on a shared

vision provides clear direction and goals for members. The use of social media further strengthens member engagement and participation, facilitates the dissemination of information, and maintains good relationships among members.

Solidity and solidarity in an organization are greatly influenced by the quality of communication between members. "Group solidity is defined as strong cohesion among members, which is reflected in active participation and support of each other in organizational activities as well as in personal relationships. Solidarity, on the other hand, is a social responsibility that is intertwined through the interaction and cooperation of members in various collective activities, both formal and informal" (Robbins & Judge, 2019: 274).

In the context of research in the Lembang Grand Mosque Youth, Robbins' theory of solidity and solidarity is applied through effective leadership communication. Leaders use a transformational approach that emphasizes open dialogue, inclusive communication, and alignment of a shared vision. "Transformational leadership aims to inspire members to achieve common goals through an approach that encourages active participation and openness" (Bass & Riggio, 2006: 15).

1. Inclusive Communication

    In this study, inclusive communication is the foundation that strengthens group solidity. The Youth Leader of the Lembang Grand Mosque involves all members in the decision-making process, especially through open deliberations. "This inclusive approach increases the sense of involvement and commitment among members because they feel valued and recognized for their role in the organization" (Aslam, 2020: 134). Interviews with mosque youth leaders revealed that they consistently strive to embrace all members, especially in matters related to da'wah and social activities. Leaders consider that the involvement of members in decision-making not only increases a sense of belonging, but also builds trust and shared responsibility. "Active involvement of members in decision-making strengthens group cohesion and reduces the potential for internal conflict" (Robbins & Judge, 2019: 282).

2. Open Dialogue

    The second strategy used is open dialogue, which allows members to freely express their views, suggestions, and criticisms related to mosque activities. Leaders actively encourage members to speak honestly and openly about the issues facing the organization, which creates an inclusive and transparent organizational culture. "Open dialogue in transformational leadership helps create a climate of trust and strengthens relationships between members" (Bass & Riggio, 2006: 18). Field data shows that members feel more engaged and valued when they are given the space to voice their views without fear of being judged. They also feel that the criticism and input conveyed are well accommodated by the leader. "Open dialogue increases member engagement and participation, which in turn strengthens cohesion and solidarity within the group" (Braun & Clarke, 2019: 78).

3. Shared Vision

   A shared vision is an important element in shaping solidity among members of the organization. Mosque youth leaders consistently emphasized the importance of achieving common goals, such as the development of members' spirituality and the expansion of Islamic teachings in the community. This shared vision provides a clear orientation and a definite direction for the organization, so that every member feels like they have the same goals. "A shared vision in transformational leadership provides motivation for members to work together and achieve higher goals" (Bass & Riggio, 2006: 20).

   Interviews with members showed that they felt more motivated when leaders constantly communicated the organization's vision explicitly. This gives them clarity regarding their roles and responsibilities in the organization. "A shared vision that is well communicated by the leader helps direct the energy of members to achieve a common goal, while also strengthening cohesion between them" (Braun & Clarke, 2019: 81).

4. Use of Social Media

   In the digital era, social media has become a very effective communication tool in connecting members of the organization in real-time. Mosque youth leaders use platforms such as WhatsApp and Instagram to communicate with their members, facilitate the rapid dissemination of information, and keep all members connected. "The use of social media in modern organizations improves communication efficiency and strengthens solidarity among members, especially in organizations oriented towards the younger generation" (Wahyudi, 2019: 89).

   Field observations show that the use of social media helps maintain continuity of communication, especially when there are no physical meetings. Members feel more engaged and motivated when they can communicate quickly and efficiently through digital platforms. "Social media-based communication technology is increasingly important in strengthening relationships between members, as well as in facilitating wider participation within organizations" (Creswell, 2018: 91).

This research proves that good leadership communication, which includes inclusivity, open dialogue, shared vision, and the use of social media, is able to build solidity and solidarity among the members of the Lembang Grand Mosque Youth. "These findings are in line with transformational leadership theory which emphasizes the importance of open and participatory communication in creating a cohesive and cohesive organizational environment" (Bass & Riggio, 2006: 25).

The use of inclusive communication and open dialogue plays an important role in creating trust among members, which in turn strengthens the solidity of the group. Meanwhile, the emphasis on a shared vision and the use of social media allows leaders to maintain a clear organizational direction and strengthen personal relationships among members. "Good communication not only enhances group cohesion but also strengthens solidarity through a sense of social responsibility built among members" (Robbins & Judge, 2019:284).

From the results of the research, it can be concluded that the leadership communication strategy implemented by the youth leaders of the Lembang Great Mosque significantly contributes to building solidity and solidarity among its members. Inclusive communication, open dialogue, emphasis on a shared vision, and the use of social media have proven effective in strengthening member cohesion and engagement within the organization.

CONCLUSIONS AND RECOMMENDATIONS

From this study, it can be concluded that leadership communication plays an important role in building solidity and solidarity among the youth members of the Lembang Grand Mosque. Open, inclusive, and vision-based communication has proven to be effective in strengthening bonds between members, as well as creating a solid and compact organization. As a recommendation, mosque youth leaders should continue to improve their communication skills, especially in creating a more participatory and inclusive dialogue. In addition, the use of technology such as social media also needs to be optimized to strengthen interaction between members. Further research is needed to explore how other aspects, such as conflict management and problem resolution, play a role in supporting more effective leadership communication in the future.

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