

# From Tradition to Transformation: Exploring Institutional Leadership Models Rooted in Local Cultural Wisdom

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## Abstract:

This study aims to explore the application of a leadership model based on local cultural wisdom. The focus of this study is to examine how local values, such as cooperation, deliberation, and social responsibility, influence the leadership process and decision-making. This study uses a qualitative approach with a case study design. Data collection was conducted through interviews, observations, and documentation studies, which were then analyzed through the stages of data reduction, data presentation, and conclusion. The findings demonstrate that a leadership model grounded in local values is capable of fostering social cohesion, collective responsibility, and inclusive decision-making. Programs such as community-based skills training and the construction of public facilities demonstrate the importance of cooperation and shared responsibility. The use of deliberation in the decision-making process ensures the involvement of all stakeholders, resulting in more effective and culturally relevant decisions. Additionally, the institution's commitment to preserving local culture while responding to modern challenges enhances its long-term sustainability. This study demonstrates that integrating local wisdom into leadership practices can improve institutional effectiveness and community engagement. Future research is recommended to explore the application of this model in other community-based organisations.

**Keywords:** *Local Cultural Wisdom, Leadership Model, Cooperation, Social Responsibility*

## Abstrak:

Penelitian ini bertujuan untuk mengeksplorasi penerapan model kepemimpinan yang berlandaskan kearifan budaya lokal. Fokus penelitian ini adalah mengkaji bagaimana nilai-nilai lokal, seperti kerja sama, musyawarah, dan tanggung jawab sosial, memengaruhi proses kepemimpinan dan pengambilan keputusan. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Pengumpulan data dilakukan melalui wawancara, observasi, dan studi dokumentasi, kemudian dianalisis melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Temuan menunjukkan bahwa model kepemimpinan yang didasarkan pada nilai-nilai lokal mampu menumbuhkan kohesi sosial, tanggung jawab kolektif, dan pengambilan keputusan yang inklusif. Program-program seperti pelatihan keterampilan berbasis masyarakat dan pembangunan fasilitas publik menunjukkan pentingnya kerja sama dan tanggung jawab bersama. Penggunaan musyawarah dalam proses pengambilan keputusan memastikan keterlibatan seluruh pemangku kepentingan, sehingga menghasilkan keputusan yang lebih efektif dan relevan secara budaya. Selain itu, komitmen untuk melestarikan budaya lokal sambil merespons tantangan modern

memperkuat keberlanjutan kelembagaan dalam jangka panjang. Penelitian ini menunjukkan bahwa integrasi kearifan lokal dalam praktik kepemimpinan dapat meningkatkan efektivitas institusi dan keterlibatan masyarakat. Penelitian di masa depan direkomendasikan untuk mengeksplorasi penerapan model ini di berbagai organisasi berbasis masyarakat lainnya.

**Kata Kunci:** *Kearifan Budaya Lokal, Model Kepemimpinan, Kerjasama, Tanggung Jawab Sosial*

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## INTRODUCTION

Leadership plays a pivotal role in determining the success and sustainability of any institution. It influences not only the decisions that are made within an organization but also the organizational culture that underpins its operations. The leadership model is essential in shaping how an institution navigates the complexities of its goals, stakeholders, and external challenges (Fatmawati et al., 2024; Rodliyah et al., 2024; Shaikh & Alam Kazmi, 2022). In Indonesia, a nation with diverse ethnicities and rich cultural traditions, the leadership approach based on local cultural wisdom has the potential to foster harmony between traditional values and modern demands (Fu'adi et al., 2024; Hermanu et al., 2024; Suyudi et al., 2022). Understanding how local cultural wisdom shapes leadership in contemporary institutions is vital for ensuring both institutional success and cultural preservation (Sakti et al., 2024; Yana et al., 2023). As such, the leadership model grounded in these values offers a unique pathway for institutions to thrive while maintaining a deep connection to their cultural roots.

In analyzing leadership models, particularly in the Indonesian context, it becomes clear that local wisdom plays an essential role in fostering unity, ethical behavior, and social cohesion. Principles such as cooperation, consensus-based decision-making, social responsibility, and respect for nature have been foundational in maintaining harmonious community structures (Choi, 2021; Lubis et al., 2024). Local wisdom is not just an abstract ideal but a practical tool for leaders to manage complex organizational dynamics (Malisi et al., 2024). Western leadership models often prioritize material efficiency and individualism, which can clash with the collectivist nature of Indonesian communities (Alazmi & Al-Mahdy, 2022; Samier & Elkaleh, 2021). Moreover, these external models sometimes fail to address the ethical, spiritual, and communal dimensions crucial for sustaining social relationships within organizations (Suryadi et al., 2024). As a result, understanding how to integrate local wisdom into leadership practices becomes an important focus for contemporary institutions.

Social facts indicate that many organizations in Indonesia struggle to balance modern leadership practices with traditional cultural values. The challenge becomes more prominent in institutions where the demand for productivity and efficiency often outweighs the need for community building and interpersonal relationships (Lansing et al., 2023). The dominance of individualistic leadership models has led to a detachment from local customs and practices, undermining the very social cohesion that these communities are built upon.

(Bendtsen et al., 2022). The erosion of local wisdom in organizational settings has significant social implications, especially when it contributes to a breakdown in collective responsibility and solidarity among community members (Mayaka & Truell, 2021; Zhang et al., 2021). The tension between globalized leadership approaches and local cultural values can also lead to a sense of identity loss, making it more difficult for institutions to gain public trust and support (Malisi et al., 2024; Sakti et al., 2024). The importance of adopting a leadership model that can integrate both modern and local values for the benefit of institutions and the communities they serve.

The role of local wisdom in fostering leadership that is both adaptive and contextually appropriate, suggesting that leaders who understand their cultural environment are more likely to succeed in engaging their communities (Andari et al., 2023; Arifin et al., 2024; Hermawan et al., 2024). Siswanto (2022) further argue that integrating local cultural wisdom into leadership practices can enhance organizational sustainability and foster inclusive decision-making processes. Ahsan (2024) have examined how traditional values, such as cooperation and deliberation, can serve as a solid foundation for decision-making in educational and social institutions. However, despite these findings, a gap remains in understanding how specific local leadership models, such as the one practiced at the Peneleh Jang Oetama Foundation, can be applied to contemporary educational and social institutions to address the challenges posed by globalization and modernization.

The research gap lies in the lack of in-depth studies on the application of local wisdom-based leadership models in modern Indonesian institutions, particularly in educational and social sectors. This research seeks to fill that gap by examining the leadership model at the Peneleh Jang Oetama Foundation, a concrete example of how local cultural values are integrated into institutional governance. The novelty of this study lies in its focus on a specific institution that combines both educational and social functions, providing a rich context for understanding how locally-based values-driven leadership can address contemporary institutional challenges.

The primary objectives of this research are to explore how the Peneleh Jang Oetama Foundation applies local wisdom in its leadership model, particularly in its educational and social programs. This study will focus on how values such as cooperation, consensus decision-making, social responsibility, and respect for nature are operationalized in the foundation's daily practices. By examining the foundation's approach, this research aims to provide insights into how a leadership model grounded in local wisdom can contribute to organizational sustainability, social harmony, and cultural preservation in contemporary Indonesian institutions. Additionally, the study will examine how the integration of local wisdom can enhance the relevance and effectiveness of leadership in the face of pressures from globalization and modernization.

The originality of this research lies in its application of a local wisdom-based leadership model to the specific case of the Peneleh Jang Oetama Foundation. While existing research has highlighted the importance of local values in leadership, few studies have focused on their practical application within

Indonesian educational and social institutions. This study presents a unique argument by demonstrating that local wisdom can serve as a practical and adaptive leadership approach that bridges the gap between globalized organizational models and traditional cultural values. By doing so, it offers a new perspective on how institutions can thrive in the global era while maintaining a strong connection to their cultural roots. The findings of this research will contribute to the broader discourse on leadership, offering valuable insights for institutions seeking to harmonize tradition and modernity.

## RESEARCH METHOD

This research employs a qualitative approach with a case study design to investigate the application of a leadership model grounded in local cultural wisdom at the Peneleh Jang Oetama Foundation, situated in Sumbawa. The qualitative approach was chosen to provide an in-depth understanding of the leadership practices within the foundation, as it allows for a comprehensive exploration of the cultural, social, and organizational dynamics at play (Hall & Liebenberg, 2024). By focusing on a case study of the Peneleh Foundation, this research aims to provide rich, contextual insights into how local values, such as cooperation, deliberation, and social responsibility, shape the foundation's leadership model. The case study design is particularly suitable for exploring complex, real-life situations, allowing for an examination of the foundation's leadership practices within its specific social and cultural context. As the research aims to examine both the theoretical and practical applications of local wisdom in leadership, it provides an opportunity to understand the broader implications for organizational sustainability and social harmony within similar Indonesian institutions. The foundation serves as the material object, where the leadership strategies, cultural integration, and community involvement are carefully analyzed.

Data collection for this research was conducted through multiple methods to ensure the reliability and richness of the findings (Stanley, 2023). Primary data was gathered through in-depth interviews with key stakeholders involved in the foundation's leadership and programs. These interviews included foundation leaders, staff, community leaders, and residents who are actively engaged in the foundation's activities. By engaging these various participants, the research captures a wide range of perspectives on the leadership model and its impact on the community. In addition to interviews, direct observation was conducted to gather contextual information about the foundation's operations, particularly in decision-making processes and the implementation of programs based on local values and traditions. Observations enabled the researcher to witness firsthand how leadership decisions are made, how consensus is reached, and how values such as cooperation are put into practice. This combination of interviews and direct observation ensures a comprehensive data set that captures both subjective and objective aspects of the leadership model at the Peneleh Foundation. The use of triangulation further enhances the validity and reliability of the findings (Nasri, 2023).

The data analysis for this research follows the approach outlined by Miles and Huberman (1994), focusing on a systematic process of data reduction, data display, and conclusion drawing and verification (Hosseinihah et al., 2022). The first step, data reduction, involved selecting and organizing the most relevant data from the interviews and observations. This was done to filter out irrelevant or redundant information, allowing the focus to remain on key themes and patterns that emerged from the data. The second step, data display, involved presenting the data in a clear and accessible manner. In this case, thematic analysis was employed to categorize data related to the leadership model, local cultural values, and their application in decision-making and program implementation. The final step, drawing conclusions and verification, was a continuous process in which the researcher formulated and refined interpretations of the data. These conclusions were verified for consistency with the data and compared across different sources, ensuring they were grounded in the research findings.

## RESULT AND DISCUSSION

### Result

#### Integrating Local Wisdom in Education

Local wisdom is a significant factor in shaping the educational initiatives at the Peneleh Jang Oetama Foundation. By incorporating local cultural values into educational practices, the foundation aims not only to transfer knowledge but also to instill values that are integral to the local community. Values such as cooperation, collective responsibility, and social harmony serve as the foundation for all educational programs. This holistic approach helps ensure that students receive a well-rounded education that connects academic knowledge with their community's cultural heritage. The foundation's programs, including literacy training, the teaching of the Koran, and mosque construction, exemplify this integration of local values.

The activities at the Peneleh Foundation go beyond standard educational offerings. Programs like the construction of mosques involve contributions from both foundation members and the local community. This participation fosters a sense of shared ownership and commitment to the project. Students and community members are encouraged to work together, embodying the values of cooperation in real-world applications. The strong ties between the foundation and the community ensure that the values of local wisdom are not just taught but practiced.

**Table 1. Integration of Local Wisdom**

Program	Core Value	Involved Parties	Outcome
Mosque Construction	Mutual Cooperation	Foundation staff, community	Strong community ownership
Literacy Program	Collective Responsibility	Teachers, students, parents	Improved local literacy rates
Koran Teaching	Social Harmony	Teachers, students	Strengthened community bonds
Skills Training	Shared Responsibility	Local residents, foundation	Sustainable community development



Table 1 illustrates that integrating local wisdom into educational programs fosters a learning environment where values are as important as knowledge. This research underscores the importance of preserving cultural values in educational settings, where these principles can guide not only the curriculum but also the broader social interactions within the community. The outcomes of the foundation's educational approach are not only academic but also social, as they contribute to a more cohesive and culturally rich society.

The Peneleh Foundation's educational model, rooted in local wisdom, offers a framework for education that transcends traditional academic learning. It demonstrates that local wisdom, particularly values such as cooperation and collective responsibility, can improve educational outcomes by fostering deeper connections within the community. The foundation's approach serves as an example of how education can be an agent for social cohesion and cultural preservation.

### **Deliberation as a Foundation for Decision-Making**

Deliberation is a cornerstone of decision-making within the Peneleh Foundation. The foundation employs a collaborative approach to policy development, which is rooted in the principles of open discussion and consensus. This method is particularly effective in ensuring that decisions reflect the needs and aspirations of the local community. By involving all relevant stakeholders – managers, teachers, and community members – in the decision-making process, the foundation ensures that every voice is heard and considered. This practice promotes a culture of transparency, accountability, and shared responsibility.

The interviews conducted with foundation members revealed that decisions made through deliberation are more widely accepted and supported by the community. For example, when new programs are introduced, whether it is a change to the curriculum or the introduction of a community project, the process begins with discussions among all stakeholders. This ensures that the program meets the community's needs and is supported by those who will implement it. The consensus-building process strengthens the sense of ownership and engagement among all participants.

The process enables the integration of diverse perspectives, resulting in policies that are better tailored to the context of the Peneleh Foundation. The foundation's ability to incorporate feedback from all involved parties strengthens the relationship between the institution and the community, fostering a cooperative atmosphere that contributes to the sustainability of its programs. The use of deliberation in decision-making at the Peneleh Foundation exemplifies how local wisdom can inform organizational practices. By prioritizing consensus and community involvement, the foundation ensures that its policies are not only practical but also reflective of the values and needs of the people it serves.

### **Social Harmony in the Interaction of Foundations and Society**

Social harmony is another key value embedded in the operations of the Peneleh Foundation. Through its community-based programs, the foundation fosters relationships that promote unity and cooperation. The foundation's approach to social harmony emphasizes collaborative efforts that bring different

social groups together to work towards common goals. Programs such as sustainable agriculture and skills training not only provide practical benefits to the community but also enhance social cohesion by bringing together people from diverse backgrounds.

The foundation's programs serve as platforms for building relationships across social divides. The sustainable agriculture initiatives, for example, involve participants from various local communities who share knowledge and resources. This collaborative approach not only yields successful program outcomes but also fosters stronger community ties. The foundation acts as a mediator, ensuring that all parties work together harmoniously to create a unified community that is equipped to address local challenges.

**Table 2. Social Harmony Element**

Program	Social Harmony Element	Outcome
Sustainable Agriculture	Community collaboration	Increased social cohesion
Skills Training	Inter-community cooperation	Enhanced local skills
Koran Teaching	Communal religious practices	Strengthened community identity

According to Table 2, the Peneleh Foundation demonstrates that social harmony is not a passive goal but an active process that requires intentional effort. By designing programs that encourage collaboration, the foundation ensures that community members work together in a spirit of mutual respect and cooperation. The results of these efforts are evident in the strengthened social fabric and the shared commitment to local development.

The Peneleh Foundation's focus on social harmony exemplifies the power of institutions to foster unity and collective action. Through its programs, the foundation has created an environment where people from different backgrounds can collaborate for the common good. This model highlights how social harmony can be both a process and a goal that contributes to the long-term success of community-based initiatives.

### **Collective Responsibility for Foundation Sustainability**

The sustainability of the Peneleh Foundation is closely linked to the principle of collective responsibility. By engaging a wide range of stakeholders, including foundation members, community leaders, and residents, the foundation ensures that its programs are both sustainable and effective. This collective approach ensures that responsibility for the foundation's success is shared by all involved, creating a sense of ownership and commitment that contributes to the long-term viability of its initiatives.

Interviews with foundation staff and community members revealed that collective responsibility plays a critical role in the foundation's ability to maintain its programs over time. For example, in the sustainable agriculture program, local farmers are not only participants but also key decision-makers. They help to shape the program, from planning to evaluation, ensuring that it meets their needs and is sustainable in the long run. This shared responsibility ensures that the program is not reliant on external support but is instead rooted in the community.

Collective responsibility is a powerful mechanism for ensuring sustainability. By involving all stakeholders in every stage of program development, the foundation ensures that its programs are not only relevant but also enduring. The sense of shared responsibility fosters a commitment to the foundation's success, ensuring that its initiatives continue to thrive. The Peneleh Foundation's approach to collective responsibility provides a model for other institutions seeking to create sustainable programs. By ensuring that all stakeholders share in the responsibility for success, the foundation has established a strong, sustainable foundation for its operations, thereby securing its place as a vital force in the community.

One of the primary strengths of values-based local leadership is its capacity to enhance an institution's cultural identity. In the Indonesian context, which has collective cultural roots, local values such as cooperation serve as both symbols and actual practices that enhance the sense of belonging and attachment to the organization. This strong cultural identity is a valuable asset in navigating the challenges of modernization while preserving local character.

Apart from strengthening identity, this leadership model also effectively builds social solidarity. When principles such as cooperation are applied, relationships between organizational members become more harmonious and effective. This solidarity fosters a sense of shared responsibility, which positively impacts the organization's internal success and contributes to the well-being of the surrounding community. In this way, organizations become more than just economic entities; they are also integral to the social ecosystem. Cooperation reflects the leader's ability to unite various groups based on their functions and expertise.

## Discussion

The integration of local wisdom in educational practices at the Peneleh Foundation is supported by studies, such as those by Hasnadi (2023). These studies highlight how local knowledge serves as a valuable resource for promoting both education and social harmony. By embedding local values into its educational programs, the foundation ensures that students learn not only academic subjects but also the cultural values that shape their community. This aligns with research by Dharmasraya (2024), which emphasizes the importance of incorporating local cultural knowledge into education to strengthen community ties and enhance learning outcomes.

Further research by Widowati and Wakid (2024) supports the idea that local wisdom can be a powerful tool for improving educational practices. His study on indigenous education systems demonstrates how integrating local values can lead to more engaged students and a greater sense of community. This finding aligns with the Peneleh Foundation's approach, where programs such as mosque construction and literacy training not only provide educational opportunities but also reinforce community values, including cooperation and collective responsibility.

Deliberation plays a critical role in the Peneleh Foundation's decision-making processes. Research by Mukhibat et al. (2024) supports this approach,



suggesting that deliberative decision-making fosters greater community engagement and leads to policies that are more aligned with local needs. The foundation's practice of involving all stakeholders in decision-making ensures that its policies are both practical and inclusive, a sentiment echoed by Zubaidi (2024), who argue that participatory decision-making leads to more sustainable organizational practices.

Reisach (2021) further argue that decision-making processes rooted in consensus-building are key to fostering transparency and accountability. The Peneleh Foundation's use of deliberation to make decisions aligns with these findings, ensuring that the policies adopted reflect the community's values and needs. This approach not only enhances the legitimacy of decisions but also ensures that the foundation's programs are more likely to be successful, as they have broad community support. The Peneleh Foundation fosters social harmony through its community-based programs. Demonstrating that community-based programs that emphasize collaboration can bridge social divides and foster greater unity (Mujahidin et al., 2021). The foundation's emphasis on social harmony fosters a cooperative environment where diverse groups can collaborate for the common good.

The importance of social harmony in community development initiatives (Nursanty & Wulandari, 2023; Sobaya et al., 2023). Institutions that prioritize social cohesion are better able to mobilize resources and garner support for their programs. The Peneleh Foundation's focus on social harmony is therefore not only a cultural value but also a strategic approach to enhancing the impact of its programs, as it builds strong, lasting relationships within the community.

The role of collective responsibility in ensuring the sustainability of the Peneleh Foundation's programs. Ali and Chatti (2023) supports this finding, arguing that collective responsibility fosters a sense of ownership and commitment, which in turn ensures the long-term success of community initiatives. The foundation's approach, which involves all stakeholders in every phase of program development, strengthens its sustainability and effectiveness.

Collective responsibility fosters a sense of shared purpose, which is essential for sustaining community-driven programs (Tanzeh et al., 2021). By engaging community members in the planning, implementation, and evaluation of its programs, the Peneleh Foundation ensures that its initiatives are relevant and enduring. This model of shared responsibility offers valuable lessons for other institutions seeking to develop sustainable programs that are deeply rooted in the community.

The findings of this research underscore the importance of integrating local wisdom, deliberation, social harmony, and collective responsibility in the governance and management of educational and social institutions. These values provide a strong foundation for building sustainable programs that are not only effective but also culturally relevant and effective. The Peneleh Foundation's model provides valuable insights for other institutions seeking to strengthen their community ties and amplify their social impact.

## CONCLUSION

The study of the Peneleh Jang Oetama Foundation highlights the importance of integrating local cultural wisdom, deliberation, social harmony, and collective responsibility in the governance of educational and social institutions. The findings demonstrate that local wisdom can enhance educational programs, deliberation ensures relevant decision-making, social harmony strengthens community ties, and collective responsibility is essential for the sustainability of programs. However, the study is limited by its focus on a single foundation, which may not fully capture the diversity of practices in other institutions. Additionally, the research relies on observations and interviews, which could introduce biases or overlook specific nuances. Future research should explore a broader range of institutions and utilize diverse research methods, including quantitative approaches, to assess the broader applicability of these findings.

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