

STRATEGY OF HIGHER EDUCATION THROUGH HARMONY LEADERSHIP (DEVELOPMENT STUDY OF BAKTI INDONESIA UNIVERSITY BANYUWANGI)

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ABSTRACT

Higher education in Indonesia has stagnated in terms of academic achievement and benefits for society. This study intends to find new strategies for developing local campuses with national and international academic reputations. The data was obtained through a single case study, namely Bakti Indonesia University Banyuwangi, East Java, Indonesia because it was relevant to the research objectives. Harmony leadership orchestrates potential conflicts with strategies of reconciliation, accessibility, networking, and spirituality so as to achieve a reputation for being effective and productive. The research findings correct Thomas and Kilman's theory of 5 styles of conflict management.

Keywords : Strategy, Harmonious Leadership

INTRODUCTION

The study of campus development in Indonesia leads to regularity, thus experiencing stagnation. Only five of the 3115 campuses in Indonesia have a world reputation, which is in position 500 out of 1500 world campuses according to WUR (world university rankings) 2020 research. This achievement requires hard work, smart work and sincere work from higher education managers to achieve a world-class academic reputation. . Leadership orchestrates potential academic conflicts into harmony so that they have the energy to achieve internal and external progress. Harmony leadership develops academic reputation towards progress as desired by stakeholders and the wider community (Haya, 2020).

On the one hand, human resources, lecturers and administrative staff have quite good capabilities. They are educated at the level of S2 and S3 obtained both abroad and domestically. On the other hand, the study conducted did not have a significant influence on changes in society in Indonesia. The results of research by lecturers and students do not become the basis for government policy making, so they are only in the form of activity reports that accumulate on the desks of ministries and institutions (Josey, 2002). So far, people use it as reading material in their spare time as found on Google Scholar which contains citation reports for lecturers and students.

The government has provided substantial funds to increase the capacity of lecturers and students. There are work scholarship policies, 5000 doctoral scholarships (Kemenag, 2015) and BNPT which have been widely given since the 2000s.(Lias, 2004) However, these efforts have not been able to raise the academic reputation of higher

education in Indonesia. These institutions do not have enough competitiveness to speak or become a positive conversation in the international world. This condition indicates an intra mora conflict (campus internal conflict) (Jedah, 2011) which continues to increase so that it erodes the trust of managers and in the end has an external impact, namely a decline in public trust.

Bakti Indonesia University is one of the higher education institutions in East Java, led by the Chancellor from the interior of Madura. His ability to handle campus internal conflicts has contributed significantly to the progress of UBI, which is located at the eastern end of East Java. The campus in the middle of Banyuwangi is central. UBI does not have an international academic reputation, however, the rector's efforts to promote higher education which were previously in a slump are interesting to study further. The rector's leadership strategy in resolving internal campus conflicts has become a model for the development of higher education in other areas.

Harmony leadership on the UBI campus is interesting to study because it becomes a necessity for top leaders of higher education in Indonesia in order to advance academic reputation. (Moh. Khusnuridlo, 2015) Campus achievements are made when internal conflicts have been resolved. Without a complete conflict resolution, academic reputation is impossible to achieve. Previous research tends to negate conflict as a factor in academic progress. Leaders avoid conflict, even hiding it from the public. They are not aware that conflict is a necessity. It must happen anywhere and at any time, as long as there is a dialogical relationship between humans and one another within the framework of community life. Campus as a social, can not be separated from internal conflict. Internal conflict resolution techniques are not discussed by the researchers comprehensively.

In connection with this argument, this research focuses on the rector's efforts in resolving internal conflicts. The purpose of the study was to find the rector's efforts in resolving internal conflicts. Preliminary studies at UBI describe the focus and objectives of the research (Sholihin, 2020). The efforts made by the Chancellor for the 2019-2024 period provide positive energy for academic development, human resources, finance and public relations (Mursidi, 2019).

RESEARCH METHOD

This research intends to explore the rector's efforts to resolve internal conflicts in advancing Universitas Bakti Indonesia, so as to find its uniqueness. The specifics of the relevant UBI are approached using a single case study. The Trustees of the Foundation, the Chairperson of the Foundation, the Chancellor and the Vice Chancellors were chosen to be informants because they have the authority to develop UBI. The data mining technique uses observation, interviews, and document studies to understand the ways in which UBI leaders develop academic reputation.

In this case, a holistic and comprehensive description of the data about the characteristics of the role and contribution of the UBI Chancellor's leadership in internal conflict resolution is described. After that, a complete and in-depth analysis was carried out on the power and strategy of the Chancellor in building and resolving internal conflicts with settings UBI. The rector's leadership role was also explored in resolving internal conflicts. In this case, there are active and passive roles in dealing with obstacles, challenges, threats and disturbances from the outside. The role is the Chancellor's response to UBI's internal conflicts. Therefore, it is analyzed the relationship between

power and leadership strategy and its contribution to UBI's academic reputation.

RESEARCH RESULTS AND DISCUSSION

No	Focus	Results	Informants
1	How does the leader deal with internal conflicts?	1. Holding regular staff meetings 2. Identifying staff and leadership backgrounds 3. Understanding the core of educational progress 4. Living the core of togetherness 5. Once a month doing outdoor recreational 6. Understanding the wishes of UBI residents and directing them persuasive 7. Know deeply the essence of quality kamous	Foundation Trustees Chairperson of the UBI Chancellor Deputy Chancellor 1 Deputy Chancellor 2 Deputy Chancellor 3
2	What are the techniques for resolving internal conflicts?	1. Preventively conduct training by presenting experts 2. Provide examples by writing and teaching ethics 3. Promote discipline 4. Provide rewards and minimize penalties 5. Promote academic atmosphere	support the Foundation Chairperson of the UBI Rector Vice Chancellor 1

In various studies, the Chancellor has roles and functions are associated with managers. On the one hand, the rector is seen as a priest, teacher and role model for UBI Banyuwangi (Lias, 2004). The roles and functions carried out are closely related to higher education institutions. Thus, the rector's strategic choice as a cultural broker as well as an agent of social change (Diamod, 2001), must match the institutional vision.

Cultural, social and religious factors are the main considerations of the kiai in the organizational behavior taken. The Chancellor is fully aware that pesantren and society are two entities that are integral and mutually supportive. behavior gave birth to the concept of inclusive higher education based on local wisdom that has been embraced by higher education in Indonesia (Haya, 2020). UBI Banyuwangi adheres to the attitude of conservation and innovation towards local culture.

Responding to the phenomenon of internal conflict at UBI Banyuwangi, the Chancellor made various important efforts. The form of conflict resolution is done by understanding the culture and behavior of leaders and managers. The Chancellor combines the culture that is understood and dialogued with the understanding of the staff. The combination is carried out by taking the middle way by making habits that have progressive progress values in the local dimension with the policies of the ministry of higher education.

Internal conflict resolution is carried out by the Chancellor by intensifying communication. Rector's

communication symbols are carried out by involving campus figures to build internal trust. In this case, the Chancellor uses a cultural approach, because he understands the campus as an inseparable part of social institutions. This method is effective in moving the spirit of managers and leaders to have the same vision regarding the progress of UBI Banyuwangi.

The rector's initiative to embrace campus residents supports the goal of UBI Banyuwangi to get maximum results. Leaders and managers as well as students provide support for the quality of UBI Banyuwangi's progress in the years ahead. They have forgotten the conflicts that plagued and ensnared the laziness of the staff to participate in building the future of UBI Banyuwangi. The rector's strategy has broad implications for the sustainability of UBI Banyuwangi in developing Banyuwangi and Indonesia through academic progress. The function of higher education as an agent of social change becomes manifest through the resolution of internal conflicts. The persuasive and preventive approach used by the Chancellor has

energy and power for UBI Banyuwangi's academic reputation in the local, national and international levels.

Whatever the theory, style and model, the discussion about the leadership of the Chancellor of UBI Banyuwangi leads to three aspects, namely:

1). Ability to provide examples, service and protection. The Chancellor is aware of his existence as a caliph and as a servant of Allah. Requires certain abilities and expertise in supporting the main tasks and functions as the top leadership of higher education. In surah al-Quraish verse 4 that Who has given food to them, to relieve hunger, and secure them from fear, when God has given food to them to relieve hunger, fulfill their basic needs, and secure them from fear by fulfilling their needs. Food and security are two important prerequisites that ensure the welfare of a society. If the leader can maintain his welfare and guarantee safety from his fears, then surely his followers or pollowers will submit and work proportionally and professionally.

2). He stated that the task of building and prospering UBI Banyuwangi should be directed solely as a form of servitude to Allah. By nature, in Surah Az-Zariyat verse 56, Allah says that I did not create the jinn and humans except that they worship Me. When we realize that all the mandates and positions given to us and then their activities are in accordance with the shari'ah then it is all part of worshiping Him. When daily activities become worship, there will be no lazy ones at work and will naturally disappear the nature of envy, jealousy and lust.

3). A Chancellor is actually a caliph who is in charge of realizing the vision and mission of the institution in the context of worshiping the Almighty. Position is part of the mandate from Allah that appoints and dismisses all the will of Allah in accordance with the word of Allah verse 36 that Say (Muhammad), "O Lord of power, You give power to whoever You want, and You take power from whoever You want. want. You glorify whomever You wish and You despise whomever You wish. In Your hands are all virtues. Truly, You are almighty over all things. When internally, all institutions understand the essence of the position that it is what Allah SWT wills. So the superiors, groups and members, of course, no one has a cruel and treacherous heart, because everything is His will, the successful team and funds are only intermediaries, institutions and organizations even though the successful team is strong and the funds are a lot, if Allah does not want it, it will not occupy the job they are after.

That it is Allah, the Most Holy, who has supreme power and wisdom with His perfect actions in compiling,

administering, and completing all matters and who enforces the balance of the laws in this world. So Allah gives the affairs of government to whom He wills among His servants. There are times when God gives this power along with the rank of prophethood such as the family of Abraham, and there are times when it only gives ruling power according to social law, namely by regulating tribes and nations. Allah also removes power from those He wills, because they turn away from the straight path, which is the path that can maintain power because they abandon justice and act dishonestly in government. Thus it also applies to the Children of Israel and other nations because of their injustice and corruption of mind.

Allah also gives power to whom He wills, and humiliates whom He wills. People who are given power are people whose words are heard, many helpers, influence the human soul with authority and knowledge, have breadth of sustenance and do good to all humans. As for the person who is humiliated, he is a person who has low moral character, feels weak in defending his honor, is unable to repel his invading enemy and is unable to unite his followers. Whereas no glory can be achieved without unity to uphold the truth and oppose injustice. If the community has united and walked according to the sunatullah, it means that they have prepared everything to face all possibilities. The small number of a people does not guarantee to be able to realize power and gather strength. The polytheists of Mecca, the Jews and the hypocrites of Arabia have been deceived by the large number of followers compared to the followers of the Messenger of Allah, but that does not benefit them in the slightest.

4). Hairunnas anfa'ahumli Al Nas, it is very thin to distinguish between instinct and ambition if their ambition is to aspire but do not have the ability but their instincts have a desire to live a more useful life because the benefits are greater, especially there is nothing in this world that is not useful. Even a lump of smelly animal dung still has its benefits. It can be used as natural manure and a source of biogas that can replace LPG or Pertamina's gas production. If animal dung alone has its benefits, let alone humans who are the most perfect creatures on earth. Every human being on earth should be able to benefit others. Whatever the shape. Believe it or not, to be able to benefit others even if we have high talent why should we choose low ones. There are many simple things that when done can provide great benefits to others, not complicated or complicated.

One thing that should not be missed when we already have the intention to make ourselves useful to others is to do it immediately. Do not delay the intentions that have arisen. Procrastination will only make us

feel hard to do it. Don't ever feel disadvantaged when we have started to spread the benefits. Do it all selflessly. Because something that is done selflessly or not sincerely will actually reduce the value of the goodness and benefits that you do.

This planting of basic thoughts by the Chancellor is always conveyed in every meeting and coordination meeting with the UBI Banyuwangi academic community so that small conflicts do not spread and grow even when the Chancellor is about to be inaugurated. The Chancellor is responsible for changing the thoughts of officials and lecturers.

Prospering UBI Banyuwangi means realizing the shadow of heaven on earth. Didn't Adam before being sent down to earth live in heaven? So that it has a vision and mission to present the beauty of heaven on earth, where humans feel the peace and tranquility of life. In this case, the rector is required to fulfill the primary, secondary,

tertiary and so on needs of its citizens. The basic needs of the leaders and managers of UBI Banyuwangi in the form of intellectual, spiritual and physical needs are well met.

Exemplary, service and protection are aspects of harmonious leadership that make the Chancellor strong because it is based on the intention to serve, both to Allah SWT and humanity. This foundation became the driving force in realizing the strategic plan of UBI Banyuwangi and the staff carried out their duties and functions consistently. The results of the harmonious leadership strategy are proven by increasing leadership discipline, lecturer research and student quality.

Although it is recognized that UBI Banyuwangi is not yet a higher education institution that has a national and international academic reputation. It doesn't matter, because a strong leader always has clear and strong principles and guidelines for life. Serving God becomes the driving force for a harmony leader, Position is part of the mandate from God that appoints and dismisses a Harmony Leader and to make ourselves useful to others so that his heart and soul are filled with happiness, thus making all his activities meaningful. Such a leader always builds harmony between himself and nature, God and humans.

CONCLUSION

Harmony leadership is leadership where the Chancellor inspires UBI Banyuwangi managers to act beyond their personal interests for the good of the organization and is able to have a deep and extraordinary impact on their followers. The methods applied are more than just charisma leadership, because this leadership tries to instill in its followers the ability to ask questions, not only the established views, but also the views that are believed by the chancellor.

Harmony leadership strategies describe behavior; idealized influence, individual judgment, inspirational motivation, and intellectual stimulation. Ideal behavior is behavior that evokes strong emotions and identification from followers of the leader. Individual considerations include providing follower support, encouragement, and training. Inspirational motivation includes delivering an interesting mission using symbols to focus the efforts of subordinates, and modeling appropriate behavior. Intellectual stimulation is behavior that increases followers' awareness of problems that influence followers to view problems from new perspectives.

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