# CONFLICT MANAGEMENT IN ISLAMIC EDUCATION INSTITUTIONS (CASE STUDY AT THE FACULTY OF TARBIYAH SCIENCES, UIN RADEN MAS SAID SURAKARTA)

**MEITA REHANIA, KAMILATUN NADHFIYAH, HELDY RAMADHAN PUTRA P, MOH BISRI**
Faculty of Tarbiyah, Raden Mas Said Surakarta State Islamic University, Indonesian
e-mail: Heldyramadhan09@gmail.com

## ABSTRAK

Pandangan konflik sebagai hukum alam masih melekat di benak masyarakat. Konflik tidak bisa dihindari, bisa muncul dari hal-hal sepele yang mengatasnamakan pendapat, buruknya komunikasi, dan nilai-nilai yang tidak toleran. Konflik harus dikelola sedemikian rupa sehingga membawa manfaat bagi kelompok dan organisasi. Penelitian ini bertujuan untuk memperdalam pemahaman manajemen konflik di lembaga pendidikan Islam dengan mengkaji konflik yang terjadi di Fakultas Ilmu Tarbiyah (FIT), Universitas Islam Negeri (UIN) Raden Mas Said Surakarta, dan mengamati peran pemimpin dalam mengelola konflik di lembaga pendidikan Islam. Fakultas. Penelitian ini menggunakan metode penelitian lapangan, dengan pendekatan deskriptif kualitatif, menggunakan metode wawancara sebagai teknik pengumpulan data, serta studi dokumen. Pengumpulan data dilakukan melalui wawancara dengan Wakil Dekan I Fakultas Ilmu Tarbiyah UIN Raden Mas Said Surakarta selaku salah satu pimpinan. Hasil penelitian menunjukkan; (1) konflik merupakan suatu kenyataan yang mustahil untuk dihindari, oleh karena itu sikap yang dapat diambil adalah menghadapi dan mencari cara untuk menyelesaikannya; (2) konflik yang terjadi di FIT UIN Raden Mas Said Surakarta mengenai perbedaan kepentingan antar individu dan kelompok di lingkungan Fakultas; (3) untuk mencegah konflik, budaya kampus dan Standar Operasional Pendidikan (SOP) diperkenalkan sejak masa orientasi; (4) Cara mengatasi konflik di Fakultas adalah dengan bersatu dan berunding (kompromi), jika tidak terselesaikan maka dengan cara banding yaitu menyerahkan kepada pimpinan yang lebih tinggi.
**Kata Kunci**: Manajemen; Konflik; Lembaga; Pendidikan; Islam

## ABSTRACT

The view of conflict as a natural law still attaches to people's minds. Conflict is inevitable, it can arise from trivial things in the name of opinions, poor communication, and intolerant values. Conflicts should be managed so that they bring benefits to the group and organization. This research aims to deepen the understanding of conflict management in Islamic educational institutions by reviewing conflicts that occur in the Faculty of Tarbiyah Sciences (FIT), State Islamic University (UIN) Raden Mas Said Surakarta, and observing the role of leaders in managing conflicts in the Faculty. This study uses field research methods, with a descriptive qualitative approach, using the interview method as a data collection technique, as well as document studies. Data was collected through an interview with Vice Dean I of the Faculty of Tarbiyah Sciences UIN Raden Mas Said Surakarta as one of the leaders. The results of the study showed; (1) conflict is an impossible reality to avoid, therefore the attitude that can be taken is to face and find a way to solve it; (2) conflicts that occurred at FIT UIN Raden Mas Said Surakarta regarding differences of interest between individuals and groups within the Faculty; (3) to prevent conflicts, campus culture and Educational Operating Standards (SOP) are introduced from the orientation period; (4) the way to deal with conflicts in the Faculty is by uniting and negotiating (compromise), if it is not resolved, then by appealing, namely leaving it to the higher leadership.

## INTRODUCTION

Islamic Educational Institutions have experienced rapid development in recent years (Sarwadi, 2019). These educational institutions are run by religious organizations and foundations based on Islamic principles. The main mission of Islamic educational institutions is to improve the quality of education by teaching Islamic values to students so that they not only excel academically but also have good morals (Zulkifli et al., 2023). However, ironically, improving the quality of these institutions also brings negative impacts in the form of internal conflicts that can threaten the existence and goals of the institution.

Conflict is all kinds of relationships between human beings with opposite traits (Rodliyah, 2015). According to KBBI, conflict is quarrels, disputes, and opposition. Conflict is inevitable (Rosana, 2015). According to Nahnudin et al., (2023), in any organization, there will be organizational conflicts and we cannot avoid this. Organizational conflicts can occur because there is a mismatch between two or more members, or a group of organizations that have to divide limited resources and narrow thinking, or divide the activities of tasks or work, or also because they have different statuses, goals, norms, ideas, and perceptions.

In terms of its function, there are two types of conflicts, namely: constructive and destructive conflicts. Constructive conflict is a conflict that has positive value for organizational development. With conflict, it brings benefits. Destructive conflicts are conflicts that have a negative value for organizations that cause damage (Amarullah, 2022). Judging from the parties to the conflict, there are five types of conflicts, namely: (1) Intrapersonal conflict, which is a conflict that occurs within a person/a person's conflict with himself; (2) Interpersonal conflict is the conflict between a person and another person due to a conflict of interests or desires; (3) Conflicts between individuals and groups; (4) Conflicts between groups within organizations (5) Conflicts between organizations (Sudarmanto et al., 2021).

Conflicts in Islamic educational institutions cannot be underestimated. In the Era of Globalization, Islamic education has faced multidimensional and complex challenges such as technology, ideology, society, culture, economy, and politics (Ahdar & Musyarif, 2019). In the scope of education, conflicts that often arise are differences of opinion on teaching methodologies, religious interpretations, and conflicts between personnel, all of which can trigger tension and hinder the learning process (Efferi, 2016). This is a real challenge for Islamic educational institutions, which must not only teach knowledge but also shape the character and spirituality of individuals. The final problem that we must do is not to compete to avoid competition, but how we can manage the conflict so that we can work together productively (Syarnubi, 2016).

Management is a typical process that consists of actions: planning, organizing, mobilizing, and supervising that are carried out to determine and achieve the goals that have been set through the use of human resources and other resources (Kusworo, 2019). In management, there is also conflict management, namely, "the process by which the parties involved in the conflict or third parties develop a conflict strategy and apply it to control the conflict to produce the desired resolution" (Wirawan, 2010: 129). Conflict management is the process of identifying and handling conflicts wisely, fairly, and efficiently with three forms of conflict management methods, namely conflict stimulation, conflict reduction/suppression, and conflict resolution (Sudarmanto et al., 2021).

Conflict management plays a crucial role in ensuring the smooth running of the educational process and maintaining harmony within Islamic educational institutions (Faqrurrowzi & Dharma, 2023). With a good understanding of the essence of conflict, as well as the application of appropriate strategies based on Islamic principles, these institutions can create a conducive and harmonious learning environment (Olive, 2011). Therefore, they need

to develop effective conflict management mechanisms, ranging from prevention, and mediation, to settlement through arbitration or court proceedings if necessary (PPPK, 2021).

In connection with the importance of conflict management in Islamic Educational Institutions, various studies examining this have been conducted in Indonesia. The most common study is the study on conflict management in schools (Suncaka, 2023; Nasution, 2010; Rohmaniyah, 2018), Other studies have focused their studies on conflict management in Islamic educational institutions such as Islamic schools, Islamic boarding schools, madrasas, and so on (Farhan & Hadisaputra, 2021; Wicaksono, 2016; Sugiyanta et al., 2023), there have even been studies that discuss conflict management across faculties at Islamic universities (Syarnubi, 2016; Fridyanto, 2018). On the other hand, studies that focus their studies on conflict management in Islamic Educational Institutions at the university level are still rare. This kind of study will provide valuable information that can show the importance of understanding conflict management in Islamic Educational Institutions and as a basis for managing emerging conflicts.

From this statement, researchers are interested in researching, studying, and studying how cases at the Faculty of Tarbiyah Sciences UIN Raden Mas Said Surakarta provide a concrete picture of the complexity of conflicts that can occur in Islamic educational institutions. By deepening the understanding of the causes and dynamics of conflict, namely exploring various aspects related to conflict management in Islamic educational institutions, ranging from the identification of the causes of conflict, and appropriate resolution strategies, to the role of Islamic values in guiding the conflict resolution process, it is hoped that this article can provide an in-depth and solutive view for readers involved in the world of Islamic education. Thus, this article can make a significant contribution to improving the understanding and practice of conflict management in Islamic educational institutions, as well as helping to ensure the achievement of educational goals and the formation of the character of future generations. Not only that, this study also intends to provide information that can be used as a reference for further research.

## METHOD

This type of research is qualitative descriptive *field research*, which is a research procedure that produces descriptive data in the form of written or spoken words from the necessary people that can be observed (Kusumastuti & Khoiron, 2019). In the implementation of field research, observations, documentation, and interviews are carried out. The data from the results of field studies are displayed as research findings, abstracted to obtain complete information, and interpreted to produce knowledge for concluding (Darmalaksana, 2020). In this case, research was conducted in the field of Conflict Management in Islamic Educational Institutions (Case Study at the Faculty of Tarbiyah Sciences UIN Raden Mas Said Surakarta).

The approach used in this study uses a qualitative approach. A qualitative approach is a research method that focuses on an in-depth understanding of social phenomena or human behavior through the analysis of non-numerical data such as texts, images, interviews, or observations. The main goal is to uncover the meaning, context, and complexity of the situation being studied, rather than quantitatively measuring the variables (Hardani et al., 2020). This qualitative research can provide an understanding of conflict management in Islamic educational institutions, as well as provide useful insights for practitioners and stakeholders in managing conflicts in these institutions.

### Observation

Observations were carried out to examine firsthand how conflict management is practiced at the Faculty of Tarbiyah Sciences UIN Raden Mas Said Surakarta. This method allowed the researcher to gain direct insights into the behaviors, processes, and interactions

related to conflict management within the institution.

### Documentation

Documentation involved collecting and analyzing relevant materials, such as institutional reports and internal regulations from the Faculty of Tarbiyah Sciences and University. These documents provided additional context and background information that supported the research findings on conflict management.

### Interviews

Interviews were conducted with Mr. Dr. Andi Arif Rifa'I, M.Pd., the Vice Dean I of the Faculty of Tarbiyah Sciences, as a key informant. The purpose of the interview was to gain in-depth information on the specific within the faculty, along with the challenges and solutions experienced by the institution.

## RESULTS AND DISCUSSION

### Challenges in Conflict Management

One of the challenges in conflict management is when there is a difference or conflicting opinion while the person does not want to accept the difference. Based on the results of an interview with Mr. Dr. Andi Arif Rifa'i, M.Pd. as Vice Dean 1 at the Faculty of Tarbiyah Sciences UIN Raden Mas Said Surakarta stated that:

> *"The challenge in conflict management at the Faculty of Tarbiyah Sciences is that when there is a difference of opinion between the two parties involved in the conflict or one of the parties feels disadvantaged, the people justify their opinions to each other and do not want to accept input from the other party. Communication failures can also cause conflicts, besides that, someone who brings personal interests in the organization will certainly cause conflicts. If the vision and mission are no longer aligned, then the conflict will have a negative impact."*

This is in line with Dewanta et al., (2014) who stated that being part of an institution must have the same vision as the institution. If the vision is not the same, it is better to resign from the institution. Because if you continue to impose on the institution but do not have a vision, you will feel uncomfortable, not optimal, and so on. These things can cause a conflict.

Dalimunthe (2016) said that one of the causes of conflict is the existence of challenges, namely when problems occur, individuals tend to defend each other's opinions and blame other parties. When no appropriate and effective solution is found for all parties involved, it can certainly be the main challenge in conflict management. Some common challenges in conflict management include: (1) emotions: conflicts can cause emotions, and managing them can be difficult; (2) communication: communication failures can occur during conflicts, making it difficult to understand each other's perspectives and needs; (3) power dynamics: power imbalances can make it difficult to find mutually beneficial solutions; (4) cultural differences: cultural differences can lead to misunderstandings, making it more difficult to find common ground; (5) multiple perspectives: there are many perspectives on the same issue, so it is difficult to find a solution that can satisfy everyone; (6) Time constraints: Conflict resolution can take time, and finding time to solve problems can be a challenge.

### Strategies in Conflict Management

In facing conflicts, there needs to be a strategy for resolving them. If conflicts are resolved effectively with the right strategy, it can provide satisfaction and positive impacts for all parties. On the other hand, if not, it can hurt both parties (Sudarmanto et al., 2021).

> *"Conflict management has been implemented since the beginning of our entry into an organization, for example, from the beginning incoming students have been given a new student orientation so that they know how the culture and SOPs at UIN Raden Mas Said Surakarta are, especially at the Faculty of Tarbiyah Sciences. Know how the vision,*

*mission, and goals of this institution are so that students can accept and agree with the existing rules. When they disagree with the rules, they certainly won't be able to join the institution and can leave the institution. This orientation aims to ensure that there are no differences of opinion or misunderstandings, and this is a form of conflict management.*"

In the results of the interview above, it was stated that since the beginning of new students entering UIN Raden Mas Said Surakarta, especially new students of the Faculty of Tarbiyah Sciences, conflict management has been implemented. The form of implementation of conflict management begins with introducing campus and faculty policies so that new students understand and can comply with these policies. One of the policies stated in the Decree of the Rector of the State Islamic University of Raden Mas Said Surakarta no. 1110 of 2023 concerning the code of ethics and student discipline of the State Islamic University of Raden Mas Said Surakarta in 2023. This policy is a form of conflict management that has the goal of ensuring the upholding of the Code of Ethics and Student Discipline, to create a campus atmosphere that is conducive to the implementation of the Tridarma of Higher Education (Rector's Decree. Raden Mas Said State Islamic University, Surakarta. No.1110. of 2023.). Each student is also given an academic guidebook, thesis writing guide, correspondence rules, and others.

There are many campus policies stated in the Law, PP/Perpres, Permen/SKB, PMA/KMA, and the Rector's Decree. With the existence of campus policies, and carried out well, with the application of management science, the vision and mission of the Faculty and Campus will be achieved. This can prevent conflicts due to misunderstandings, both between students and the campus, as well as with the Faculty. If there are students who violate the policy that has been set, they will be returned to the policy.

*"To avoid conflicts that arise due to differences of views in religious values, a religious moderation attitude is applied to both students, lecturers, and staff at the Faculty of Tarbiyah Sciences. All parties in the Faculty of Tarbiyah Sciences must know the importance of a moderate attitude, as well as respect someone who has different beliefs from us. We must not be fanatical towards certain groups.*"

The Faculty also applies religious moderation as a form of conflict management between religious groups. The 'House of Religious Moderation' This program is a presidential mandate contained in Presidential Decree No. 18 of 2020 concerning the National Medium-Term Development Plan (RPJMN) for 2020-2024. At UIN Raden Mas Said itself, the House of Religious Moderation has been established since 2021 concerning the Rector's Decree No. 172 of 2021. Several activities have been running, including Religious Moderation Workshops, Introduction to Academic and Student Culture (PBAK) Based on Religious Moderation, Religious Moderation Research, and so on. This activity is considered very important to be held, considering that the condition of this country is very vulnerable to conflicts in various ways and the emergence of extreme ideologies that threaten the joints of nationality. Handayani (2022) Suggests that conflict management is related to religious moderation. To realize a harmonious life in the life of the community in this environment, it is necessary to have conflict management with the application of religious moderation values.

According to Faqrurrowzi & Dharma, (2023), several strategies can be applied in conflict management, including: (1) recognizing conflict: It is important to recognize the existence of conflict from the beginning. Be aware of differences of opinion, tension, or other symptoms that indicate a conflict; (2) Effective Communication: Communicate openly and honestly with the parties involved in the conflict. Listen carefully to their views and interests, while constructively conveying your views and interests; (3) Common understanding: Try to find a common understanding regarding the problem that is the source of the conflict. Discuss

in-depth to identify the root cause of the problem and focus on the problem that needs to be solved; (4) Negotiation: Use a negotiation approach to reach a mutually beneficial solution for all parties. Be open to finding a compromise that can meet the interests of each party; (5) Collaboration: Invite all parties involved in the conflict to work together in finding a satisfactory solution. Promote cooperation and synergy to achieve better results; (6) Managing emotions: Conflicts often involve strong emotions. It is important to manage emotions effectively and not let emotions affect rational decision-making. Use a calm and controlled approach in handling conflicts; (7) Mediation or mediator: In difficult situations, consider engaging a neutral and trained third party as a mediator or mediator. Mediators can help facilitate dialogue between the parties involved and find a solution that is acceptable to all parties; (8) Learning and evaluation: After the conflict is resolved, conduct an evaluation to understand the causes and identify (9) future preventive measures. Use the experience as a lesson to avoid similar conflicts in the future.

*Parties Involved in Conflict Management*

There are several parties involved in conflict management in Islamic Education Institutions, the informant explained the parties involved in managing the existing conflict as follows:

> *"If you study grid managerial, it is mentioned that there are levels in managerial, at UIN Raden Mas Said itself the top managerial is the rector, the middle managerial is the vice-chancellor, then the dean, and so on in the first managerial it can be understood that the organizational structure is a system of division of duties, authority, and responsibilities. For conflicts at the study program level, it means that they are resolved in the study program first. If it can't be resolved, it can be to the top leadership, namely the Faculty level, if the case is very big and unresolved, it can reach the Ministry of Religion."*

From the results of the interview above, it can be understood that conflict resolution at the Faculty of Tarbiyah Sciences can involve leaders from the first managerial level to the top managerial. A dynamic co-constructed process of reciprocity between mutual "influencers"—in the sense that leaders influence followers and followers influence leaders simultaneously (Stavents & Fox-Kirk, 2018). In a dynamically constructed reciprocal process, the leader influences the followers and the followers influence the leader. Thus, active involvement from all parties involved in the conflict, including Faculty, students, staff, and administration, is essential to find a solution that satisfies all parties (Faqrurrowzi & Dharma, 2023).

*Leadership Roles in Conflict Management*

Conflict management is very influential for members of the organization. Organizational leaders are required to master conflict management so that conflicts that arise can have a positive impact on improving the quality of the organization (Anwar, 2018). If various conflicts are managed properly, then conflicts can be used to advance the organization.

> *"When we become leaders, we will find partners with various characters. Some are well-capable, some are not capable but also do not want to develop. Here the role of the leader is tested in conflict management. When leaders master how to manage conflicts well, of course, the conflict can be managed by making conflicts positive that affect the progress of the institution. Leaders must also understand SWOT Analysis in their institutions, namely; strengths, weaknesses, opportunities, and threats. If leaders can analyze well, then conflicts will also be resolved well."*

Based on the results of the interview, it can be concluded that in managing conflicts, leaders are needed to resolve various conflicts that occur. Leaders must master conflict management skills so that conflicts that occur can have a positive impact on the achievement of organizational goals (Tumiwa, 2020). It is stated in the Regulation of the Minister of Religion

of the Republic of Indonesia Number 35 of 2021 concerning the STATUTE of Raden Mas Said State Islamic University Surakarta, that one of the requirements for leadership candidates (rector, vice-rector, dean, and vice dean) must have managerial experience in higher education.

One of the successes of a leader can be assessed from the way he manages conflicts, both internal and external conflicts in his institution or organization (Huriyah et al., 2023). Leaders are required to be able to minimize and also be able to prevent disputes before they end up harming each other. Leaders must be able to reunite various parties through various solutions. That way, optimal performance is achieved and conflicts can be maintained properly and functionally to minimize the consequences of conflicts that occur (Ismi et al., 2022).

### Integration of Islamic Values in Conflict Management

As a campus and faculty that bears the term Islamic, the Faculty of Tarbiyah Sciences also integrates Islamic values in conflict management, as stated by the following informant:

> *"When there is a conflict that is not by or contrary to Islamic values, we must overcome the conflict as soon as possible, we must not allow the conflict because it will have a bad impact on the organization or institution. If there is a conflicting opinion, we must reprimand it firmly because in the Qur'an it has been explained that peaceful conflict with religious values is not justified."*

Conflict or disagreement does not always mean bad. However, there are differences of opinion that lead to goodness. When the opinion is indeed wrong and must be rejected, we must dare to say it. Opinions can be considered incorrect if they are contrary to the values of the Qur'an and the Sunnah, contrary to noble morals, inviting hostility, damaging the Islamic faith, contrary to common sense, damaging unity and unity, and so on. However, the rejection must be carried out with noble ethics and full of politeness (Nurainiah, 2020). If there is a difference of opinion that leads to a conflict, it must be prevented before the conflict occurs. In the Qur'an Surah An-Nisa': 35, Allah SWT Says:

وَاِنْ خِفْتُمْ شِقَاقَ بَيْنِهِمَا فَابْعَثُوْا حَكَمًا مِّنْ اَهْلِهٖ وَحَكَمًا مِّنْ اَهْلِهَا ۚ اِنْ يُّرِيْدَآ اِصْلَاحًا يُّوَفِّقِ اللّٰهُ بَيْنَهُمَا ۗ اِنَّ اللّٰهَ كَانَ عَلِيْمًا خَبِيْرًا ٣٥

*English Sahih Internasional*

*35. And if you fear dissension between the two, send an arbitrator from his people and an arbitrator from her people. If they both desire reconciliation, Allah will cause it between them. Indeed, Allah is ever Knowing and Acquainted [with all things].*

In this Paragraph, there is an understanding that: (1) the recommendation to resolve the conflict as soon as possible; (2) the way to resolve conflicts is through a mediator called hakam; (3) the mediator (hakam) is a personal figure who can be exemplified; (4) the mediator (hakam) is 2 (two) people representing each party; and (5) a strong desire to carry out islah (conflict resolution) from each party. In addition, the verse also gives an overview of conflict resolution. Managers must pay attention to various conflict resolution processes, methods of resolution, conditions for the person who resolves, and the goodwill of the parties to the conflict (Nurainiah, 2020).

Conflict management will not be separated from the role of the leader (Fauzi, 2023). A leader must have a patient and wise attitude in handling a conflict. In resolving these conflicts, it can be done by consensus deliberation (Nurainiah, 2020). As in Surah Ali-Imran verse 159 which reads:

فَبِمَا رَحْمَةٍ مِّنَ اللّٰهِ لِنْتَ لَهُمْ ۚ وَلَوْ كُنْتَ فَظًّا غَلِيْظَ الْقَلْبِ لَانْفَضُّوْا مِنْ حَوْلِكَ ۖ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِى الْاَمْرِ ۚ فَاِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللّٰهِ ۗ اِنَّ اللّٰهَ يُحِبُّ الْمُتَوَكِّلِيْنَ ١٥٩

*English Sahih Internasional*

*159. So by mercy from Allah, [O Muhammad], you were lenient with them. And if you had been rude [in speech] and harsh in heart, they would have disbanded from about you. So pardon them and ask forgiveness for them and consult them in the matter. And*

*when you have decided, then rely upon Allah. Indeed, Allah loves those who rely [upon Him].*

## CONCLUSION

Conflict is inevitable. Conflicts can occur due to various reasons, such as differences of opinion, narrow thinking, differences in status, goals, norms, ideas, and perceptions. There are various challenges in conflict management at the Faculty of Tarbiyah Sciences, including the emotions involved, communication failures, power dynamics, cultural differences, multiple perspectives, and time constraints. From these challenges, some strategies can be applied in conflict management, such as recognizing conflicts, effective communication, mutual understanding, negotiation, collaboration, managing emotions, mediation or mediation, and learning and evaluation. The role of a leader (including the dean and his staff) here is very important in conflict management to ensure that conflicts can be managed properly and produce a positive impact on the organization (Islamic Education Institute). The integration of Islamic values in conflict management is also important, concerning principles such as consensus deliberation, settlement through fair mediation, patience, and forgiveness. Thus, conflict management management at the Faculty of Tarbiyah Sciences is not only necessary to resolve conflicts that arise, but also to prevent conflicts, minimize their negative impacts, and produce satisfactory solutions for all parties involved. The role of leaders and the integration of values, as stated in Islamic values, can be a strong foundation for effective conflict management efforts.

In writing this paper, of course, the author has realized that in the preparation of it, there are still many mistakes, and far from perfect. As for the results, the author hopes that they will be well received by the public and can be discussed again by adding more sources and analyzing other stronger documents.

## ACKNOWLEDGMENTS

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