

Progressivism Leadership of Syaiful Hadi as Chancellor of IAIN Madura

Moh Elman¹, Fatimatuz Zahroh², Nur Izzatul Islam³, Ryan Shobib⁴
Universitas Islam Negeri (UIN) Maulana Malik Ibrahim Malang^{1, 2, 3}
Institut Agama Islam Negeri (IAIN) Madura⁴
mohelman86@gmail.com¹, fatimatuzzahrah580@gmail.com²,
nurizzatulislam96@gmail.com³, ryanshobib@gmail.com⁴

Abstract: *Leadership is the natural potential of each individual which is developed through a process of firmly held values to achieve truth and goodness. The aim of this research is to determine the progress of Syaiful Hadi's leadership while he was Chancellor of IAIN Madura. This research describes 1) Syaiful Hadi's leadership as Chancellor of IAIN Madura in developing information technology (IT), 2) Syaiful Hadi's leadership as Chancellor of IAIN Madura in developing HR (Human Resources). The method in this research uses a qualitative approach with a case study type of research. The subject of this research is Syaiful Hadi as Chancellor of IAIN Madura. To achieve maximum results, researchers collected data through observation, interviews, and analysis of related documents. The results of this research can be concluded 1) Syaiful Hadi's leadership as Chancellor of IAIN Madura in the development of information technology (IT) has the ability to inspire his subordinates by creating a clear vision and motivating them to actively participate in achieving the goals that have been set, such as digitalization and increasing the capabilities of lecturers through the SLDP program, 2) Syaiful Hadi's leadership as Chancellor of IAIN Madura in HR (Human Resources) development is known for treating all campus residents regardless of their background. This shows that he values and cares about the needs and contributions of individuals on campus, creating an inclusive and supportive environment.*

Keywords: *Progressivism, Leadership, Chancellor*

Introduction

The spirit of leadership is important for everyone. It allows us to get things done and interact with others. Not everyone has leadership in them, but only a few are able to control themselves in leadership.¹ Leadership according to Gary Yukl is the process of influencing others to understand and agree with what needs to be done and how the task is done effectively, as well as the process of facilitating individual and collective efforts to achieve goals by being together.² In order to influence, direct, and motivate employees, a

¹ Angriani, Y. (2023). *Gaya Kepemimpinan, Disiplin Kerja On Employee Performance*, 29-44.

² Yukl, G. (2013). *Leadership in Organizations*, Ed. 9 Pearson Education Edinburgh England.

leader cannot be separated from his leadership style, power and influence, educational background and experience, social intelligence, and flexibility.

There are several ways to develop the skills of the leadership system, one of which is by building self-confidence.³ Increased self-confidence makes it possible to face everything around bravely. Confidence makes us feel good. By doing this, we can create a positive attitude to keep going.⁴ To have leadership skills, one must first have self-confidence.⁵

According to Boss & Sims Jr. proposed that self-leadership consists of certain behavioral and cognitive strategies aimed at improving personal effectiveness and performance. This definition defines self-leadership as certain behaviors influenced by cognitive, motivational, and behavioral strategies that result in the formation of mindsets and behaviors that are more effective for individual performance.⁶ Direct motivation (determines mindset and behavior) to achieve desired goals.⁷ Everyone has a different leadership style.⁸ Each leadership style has its own way of solving problems. In line with research (Alnawfleh, S. H. 2020) in the leadership of each development of each person has similarities, but the formation of attitudes varies according to the commitment formed.⁹ Basically, attitude formation does not happen by chance.

The reaction to subordinates' compliance with government rules brought by Mr. Syaiful Hadi was positive. He is not authoritarian but is able to understand and accommodate the needs of his subordinates, especially

³ Andriyadi, A., Sukmawati, A., & Syafitri, U. D. (2019). Peran Komitmen Organisasi dalam Menurunkan Pengaruh. *Jurnal Manajemen Dan Organisasi*, 81–90.

⁴ Abdurrahman, M. S. (2019). Pengaruh Motivasi Kerja Otonom dan Internal Locus of Control Terhadap Kinerja Karyawan dengan Employee Engagement Sebagai Variabel Mediasi. *Jurnal Performance*. 26(2).

⁵ Indra Kurnia, Muhammad Anggung Manumanoso Prasetyo. (2024). Pengaruh Kepemimpinan Kharismatik. *Ál-fâhim: Jurnal Manajemen Pendidikan Islam* (Volume 6 No. 1, pp. 294-315).

⁶ Ahadi, Ahadi & Pracoyo, Antyo. (2023). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Komitmen Organisasi Dan Kepuasan Kerja (Studi Pada Karyawan Tetap Divisi Operasional Pt. Bank X). *Jurnal Keuangan Dan Perbankan*.

⁷ Rinsan Hutabarat et al., "Transformational Leadership And Radical Innovation In Industry: A Literature Review," *International Journal of Science, Technology & Management* 4, no. 4 (2023): 702–5, <https://doi.org/10.46729/ijstm.v4i4.871>.

⁸ Hammam Misbakhul Munir (2024). Gaya Kepemimpinan Karismatik Abu Bakar Ash-Shiddiq Perspektif Kitab Al-Bidayah wan Nihayah dan Relevansinya pada Pendidikan Tinggi Islam. *Ál-fâhim: Jurnal Manajemen Pendidikan Islam* (Volume 6 No. 1, pp. 129-147).

⁹ Alnawfleh, S. H. (2020). Effect of Training and Development on Employee Performance in the Aqaba Special Economic Zone Authority. *Journal of Business & Management (COES&RJ-JBM)*, 8(1), 20. <https://doi.org/10.25255/jbm.2020.8.1.20.34>.

related to the development of lecturer competencies and the digitalization of education. This shows a vision and leadership strategy that is progressive and responsive to the times. The importance of an ideal leader is an indispensable need in groups and organizations. Thus, what is new in this study is how the progress of leadership during the period of IAIN Madura Chancellor, namely Syaiful Hadi.¹⁰ Because the ideal leader is able to complete the work as expected. The purpose of writing this article is to find out the progress of Syaiful Hadi's leadership as chancellor during his tenure at IAIN Madura from 2022 to 2024. Based on the background of the problem that leads to similar research references, the researcher is willing to conduct research related to the Progressivism leadership of Syaiful Hadi as chancellor of IAIN Madura

Method

This research uses a qualitative research method with a case study approach. The case study approach was chosen because it allows researchers to explore in depth and detail the phenomenon of leadership carried out by Syaiful Hadi as Chancellor of IAIN Madura, especially in the context of the management and development of Madura's Islamic campus. This research focuses on understanding the leadership process applied during his tenure, as well as its influence on the institution and the academic community at IAIN Madura. Data were collected by observation techniques here carried out by direct observation to find out the existing conditions and prove the truth of Syaiful Hadi's leadership progress activities as chancellor at IAIN Madura, interviews include direct information from informants, namely: Students, lecturers, and campus staff at IAIN Madura and documentation in the form of additional references to strengthen in this study such as journals, articles and other references about leadership progress.¹¹

Data analysis is an important process in research that helps understand phenomena and make conclusions based on the data. Inductive data analysis methods, in particular, are an approach often used when the primary goal is to identify unexpected patterns, themes, or relationships in the data. Unlike the deductive method which starts from an existing theory, the inductive method starts with concrete data and builds a theory from the bottom up. This approach allows researchers to develop a deeper understanding of the phenomenon of Syaiful Hadi's leadership as Chancellor of IAIN Madura, by identifying certain patterns or themes that emerge from the data collected. Through an inductive process, researchers attempt to build more specific theories or concepts based on facts found in the field.

¹⁰ Budur, T., & Demir, A. (2022). The Relationship Between Transformational Leadership and Employee Performance. *Iranian Journal of Management Studies*, hal 15.

¹¹ Sugiyono (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabet.

The subject of this research is Syaiful Hadi as the chancellor of IAIN Madura. Data were collected through interviews with students, lecturers, TIPD staff, and the community around the IAIN campus, observation in this study at IAIN Madura by reviewing and observing progressivism, and documentation. After that, the data is processed to be analyzed using the Miles and Huberman model which includes adjusting, presenting, concluding, or verifying in achieving of long-term goals that are beneficial to the institution, especially IAIN Madura. In addition, the author uses various related literature, such as journals and scientific articles, as explanatory information about leadership.

Results and Discussion

This study aims to describe Syaiful Hadi's leadership as chancellor of IAIN Madura in the development of information technology (IT) and Syaiful Hadi's leadership as chancellor of IAIN Madura in the development of human resources. The results and discussion in this study are as follows:

1. Syaiful Hadi's Leadership as Chancellor of IAIN Madura in the Development of Information Technology (IT)

The IAIN Madura Chancellor's leadership in information technology (IT) development is demonstrated by his success in maintaining smooth communication among various parties on campus. This is important to ensure all information and policies are well conveyed and understood by all relevant parties following the set goals and vision mission. Mr. Syaiful Hadi is actively involved in providing follow-up by spontaneously visiting subordinate institutions to spot opportunities and support initiatives. In achieving the goals that have been set, such as digitalization and improving lecturer competencies through the SLDP program.

The loyalty attitude of the Chancellor when viewed from the perspective of Moh Elman, as a lecturer at IAIN Madura stated: "The Chancellor of IAIN Madura is very loyal to subordinates, even sometimes from the institutions under him every day visited if there is free time. The way the chancellor of IAIN Madura resolved internal conflicts to create good cooperation with the settlement of this activist former chairman of the PMII Pamekasan branch is very good and progressive in resolving conflicts."

How to solve problems in leadership applied by Mr. Syaiful Hadi, a statement from Nur Sari Hidayati (6th Semester Social Studies Tadris Student): "Starting the leadership of Mr. Syaiful Hadi began to reduce and not as much as during these 2 years the conflict was submerged. The settlement of the journey implemented by Mr. Syaiful Hadi starts from the bottom. So, when there is a conflict in the study program, the one who must resolve it is the faculty. After finishing at the Faculty has not found a meeting point, then from the rectorate. Until now, I feel as a student that

this is a successful way to solve and minimize the problems applied by Mr. Syaiful Hadi as the chancellor of IAIN Madura."

Interview results of Mr. Badrut (Head of TIPD IAIN Madura) as the application of leadership and including: "In terms of Leadership and administration during his tenure, what he emphasized was first from the administrative side. All TIPD activities emphasized by him are improvements in terms of administration. Alhamdulillah, it has been running 80%. Maybe current students already understand that Wifi has spread from all areas and revitalization of the international standard data center server room and the creation of smart classes and digital services making it easier for students to print KTM which does not have to wait long".

From the above observations and data exposure, Mr. Syaiful Hadi often visits the institutions under him regularly, even when he has free time. This shows a high commitment and concern for the situation in the field and builds close relationships with staff and lecturers on campus. The Chancellor has initiated a smart class program, although it is still in the development stage. This shows a vision to increase the use of technology in learning, although there is recognition that it has not yet reached its full potential. Mr. Syaiful Hadi's main focus is on improving human resources. This includes the establishment of a certification body and the promotion of 16 professors, demonstrating his efforts to improve the overall academic quality of the campus.

Mr. Syaiful Hadi seems to have the ability to inspire his subordinates by creating a clear vision and motivating them to actively participate in achieving the goals that have been set, such as digitization and increasing lecturer competence through the SLDP program. The attitude of loyalty shown by Syaiful Hadi as the chancellor of IAN Madura towards his subordinates, as conveyed by Moh Elman, shows that he is active in interacting and supporting the institutions under him. This good relationship also creates an environment where conflicts can be resolved well, under his background as a former activist and his ability in conflict resolution. Syaiful Hadi's efforts in developing academic programs and advancing the institution, including producing 16 professors, reflect his vision to improve academic quality and campus excellence.

Mr. Syaiful Hadi is known to treat all members of the campus community regardless of their background. This shows that he values and cares about the needs and contributions of individuals on campus, creating an inclusive and supportive environment. Mr. Syaiful Hadi has delegated control and decision-making regarding campus development to all members of the campus community.

His open and transparent approach allows subordinates to participate in the decision-making process and feel supported actively. Syaiful Hadi is a collaborative leader who encourages positive change and

innovation on campus. His clear vision and mission provide clear direction for all elements on campus to achieve the main goal together. This reflects their role in motivating and encouraging the campus community to perform better. Mr. Syaiful Hadi not only leads by example but also empowers the entire campus community.

As a transformational leader, Mr. Syaiful Hadi understands and accommodates the needs of subordinates related to competency development and adjustments to technological developments. In this context, the leader is seen as a social connector who tries to build and maintain harmonious relationships between team or group members.¹² This theory recognizes that in any organization or group, conflicts and tensions may arise between individuals or groups.

In theory, leadership is understood as an effort to facilitate relationships within an organization and resolve organizational conflicts between followers in order to achieve good cooperation. Sociological leadership theory emphasizes the leader's role in maintaining interpersonal relationships and fostering collaboration within the organization.¹³ The concept of leadership is often interpreted as an attempt to smooth relationships within an organization and resolve conflicts that may arise between group members. The ultimate goal of leadership is to achieve effective and productive cooperation within the organization.¹⁴

Sociological leadership theory particularly emphasizes the importance of the leader's role in maintaining and strengthening interpersonal relationships within the organization.¹⁵ In this context, leadership is not just about giving directions and making decisions, but also about fostering collaboration and creating an environment that supports harmonious cooperation between team members.¹⁶ This theory is a support theory in the context of leadership emphasizing the

¹² Purnomo, H. &. (2012). Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja Berdasarkan Motivasi Kerja Pada Karyawan. Surakarta: Jurnal Manajemen Sumber Daya Manusia, 8-12.

¹³ Angriani, Y. (2023). Gaya Kepemimpinan , Disiplin Kerja , Dan Lingkungan Kerja Terhadap Kinerja Karyawan Leadership Style. 10, 29-44. <https://doi.org/10.55963/Jumpa.V10i1.504>

¹⁴ I Made Dirgayasa, "Analysis of the Impact of Transformational Leadership on Human Capital Performance in the Real Estate Industry," *International Journal of Social Service and Research* 4, no. 03 (2024): 802-9, <https://doi.org/10.46799/ijssr.v4i03.744>.

¹⁵ Aji Mulyadin, Sonny Hersona, and Hartelina Hartelina, "The Influence of Visionary Leadership, Organizational Culture, and Work Discipline on Employee Performance at SMP Negeri 1 Kedungwaringin," *Dinasti International Journal of Management Science* 4, no. 6 (2023): 1089-98, <https://doi.org/10.31933/dijms.v4i6.1873>.

¹⁶ Pakarti, L. B. (2021). Pengaruh Gaya Kepemimpinan Laissez-Faire Dan Otokratis Terhadap Kinerja Karyawan Generasi Millennial.

importance of support provided by a leader to team or group members. This theory emphasizes that collaborative leaders not only focus on tasks and results, but also on the well-being, satisfaction, and motivation of the people they lead.

Advocacy theory emphasizes the importance of leadership that focuses on the individual and the organization's mission and goals.¹⁷ Mr. Syaiful Hadi's leadership can be understood as a good example of the Supportive Theory, where he not only focuses on achieving organizational goals, but also on developing positive relationships, supporting individual needs, and empowering the entire campus community to achieve continuous progress and innovation.¹⁸

2. Syaiful Hadi's leadership as Chancellor of IAIN Madura in the development of HR (Human Resources)

Under Syaiful Hadi's leadership, IAIN Madura demonstrated a strong commitment to academic development with several key initiatives. The Chancellor promoted the writing of scientific papers as part of academic development and facilitated students with the option to graduate without a thesis, which was part of an effort to simplify the graduation process and enhance the academic experience. The main focus of these programs is on human resource development on campus, which aims to increase the capacity and skills of lecturers as well as students.

In the administration (HR) at IAIN Madura, Syaiful Hadi's leadership emphasized the importance of academic development of the campus, such as by promoting the writing of scientific papers and facilitating students to graduate without a thesis by completing the RPS on the framework, reflecting a vision to raise academic standards and foster a spirit of innovation within the academic community. The statement of the community around IAIN Madura with the impact of technology and human resources (HR) during Syaiful Hadi's leadership, Salim (Age 35 years) stated:

"I don't see the impact of human resource development on IAIN Madura's off-campus community. Although there have been some efforts made by the campus, the results have not been very visible or widely felt by the community. The existing programs are still more focused on the internal campus and have not been fully optimized to provide direct benefits to the community outside the campus. He said".

¹⁷ Sangidah, U., Prayekti, P., & Septyarini, E. (2021). Pengaruh Pelatihan Kerja, Kepemimpinan Transformasional dan Kemampuan Ke@rja terhadap Kinerja Karyawan. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 4(1), 116-135. <https://doi.org/10.47467/alkharaj.v4i1.531>

¹⁸ Budur, T., & Demir, A. (2022). The Relationship Between Transformational Leadership and Employee Performance: Mediating Effects of Organizational Citizenship Behaviors. *Iranian Journal of Management Studies*, hal 15.

In line with Salim's statement, Ilham (40 years old) stated:

"I think the application of Information Technology (IT) at IAIN Madura has not had a sufficient impact on the community outside the campus. The use of IT is more focused on internal campus needs, such as administration and the learning process. Programs that involve the outside community are still limited and have not seen a real contribution to the progress or welfare of the local community".

Based on the above observations and data exposure and the statements of Salim and Ilham, a similar view was conveyed that despite the efforts to develop human resources (HR) and the application of information technology (IT) at IAIN Madura under the leadership of Syaiful Hadi, the impact on the community outside the campus is still minimal or has not been seen significantly with academic development and the use of IT focusing more on internal campus needs such as administration and learning processes. This reflects that while progress has been made within the campus, the benefits have not been widely extended to the surrounding community. Programs involving the external community are still limited. Initiatives to maximize positive impacts on the progress or well-being of the local community have not been fully realized.

Leadership is understood as an effort to facilitate relationships within an organization and resolve organizational conflicts between followers in order to achieve good cooperation.¹⁹ Sociological leadership theory emphasizes the leader's role in maintaining interpersonal relationships and fostering collaboration within the organization. Mr. Syaiful Hadi is known to treat the entire campus community regardless of their background. This shows that he values and cares about the needs and contributions of individuals on campus, creating an inclusive and supportive environment. Mr. Syaiful Hadi has delegated control and decision-making regarding campus development to all campus members.

Sociological leadership theory focuses on the important role of leaders in managing interpersonal relationships and fostering collaboration within organizations. This concept is rooted in the understanding that the success of an organization is highly dependent on the dynamics of relationships within it as well as the ability of organizational members to work together effectively. Leaders are expected to be able to understand and influence social interactions between organizational members.²⁰ This involves the ability to build and maintain

¹⁹ Pramono, Eko & Notosudjono, Didik & Tukiran, Martinus. (2022). Pengaruh Kepemimpinan Transformasional Dan Efikasi Diri Terhadap Keinovatifan Guru Di Provinsi Banten, 7.

²⁰ Budi, Gede & Mujiati, Ni. (2020). Peran Mediasi Komunikasi Atas Pengaruh Kepemimpinan Transformasional. E-Jurnal Manajemen Universitas Udayana.

productive and harmonious relationships, both within teams and between departments.²¹

Managing complex interpersonal relationships and resolving conflicts that may arise within the organization. In addition, creating an inclusive and productive collaborative environment can be a big challenge, especially in large and diverse organizations. Applying sociological leadership theory can result in a more harmonious and efficient organization, where team members work better together and conflicts can be resolved effectively. This can improve job performance and satisfaction, and encourage innovation and creativity.²²

His open and transparent approach allows subordinates to participate in the decision-making process and feel supported actively. Syaiful Hadi is a collaborative leader who encourages positive change and innovation on campus. His clear vision and mission provide clear direction for all elements on campus to achieve the main goal together. This reflects their role in motivating and encouraging the campus community to perform better. Mr. Syaiful Hadi not only leads by example but also empowers the entire campus community.

Its functional and transparent approach creates an environment where every member of the campus feels valued and actively involved in the campus development process. Mr. Syaiful Hadi's leadership can be understood as a good example of the Supportive Theory, where he not only focuses on achieving organizational goals, but also on developing positive relationships, supporting individual needs, and empowering the entire campus community to achieve continuous progress and innovation.²³

Collaborative leaders strive to create an environment where team members feel safe to express opinions, communicate ideas, and raise concerns without fear of punishment or unconstructive criticism. Mr. Syaiful Hadi emphasizes that all activities on campus must be document-based and under the control of TIPD (Tata Usaha dan Perlengkapan Dosen). This suggests that he has full control over administrative decision-making, without much consultation or discussion involving other parties. He routinely checks and evaluates the progress and achievements in every program run.

²¹ Christ, Jonathan & Mardiana, Tri & Sutanto, Hery. (2020). Pengaruh Kepemimpinan Transformasional. *Jurnal Ekonomi Dan Ilmu Sosial*.

²² Manggara, Gema. (2022). Pengaruh Kepemimpinan Transformasional Dan Karakteristik Pekerjaan Melalui Kepuasan Kerja (Studi Kasus Di Pt Dikala Terbit Berdua). *Prosiding Frima (Festival Riset Ilmiah Manajemen Dan Akuntansi)*. 547-569.

²³ Budur, T., & Demir, A. (2022). The Relationship Between Transformational Leadership and Employee Performance. *Iranian Journal of Management Studies*, hal 15.

His thorough approach to checking on the state of TIPD and providing performance indicators on campus digitalization shows that he is active in monitoring and controlling administrative processes. Efforts to achieve smart campus status with specific targets, such as digital services and modern IT infrastructure, reflect Mr. Syaiful Hadi's focus on operational efficiency and improving service quality standards. Although he provides intense support and communication related to TIPD and administrative programs, subordinates' participation in decision-making may be limited due to tight control from the top.

Mr. Syaiful Hadi's leadership cannot be fully categorized as Autocratic Leadership Theory.²⁴ Instead, there was a more inclusive and supportive feel to the leadership, although it retained control over decision-making. Mr. Syaiful Hadi shows that he is more cooperative and accommodating to the needs of his subordinates. He understands and supports the development of lecturers' competencies and facilitates digitization and language through the SLDP program. This shows that he does not just set policies from the top without paying attention to the needs and aspirations of subordinates, but also accommodates and supports their initiatives.

The leadership development of the IAIN Madura Chancellor, which focuses on the development of Information Technology (IT) and Human Resources (HR), is a strategic step in improving the quality and efficiency of educational institutions. In order to improve the quality and performance of the entire organization, human resource development is essential in practicing leadership. Providing constructive feedback to team members is an important part of human resource development.

Encouraging career development through coaching, training, or creating clear career paths can help companies retain top talent. Effective leaders pay attention to the desires and career goals of their team members. Leaders play a role in creating an organizational culture that supports continuous learning and growth. They should promote values such as innovation, collaboration, and values-based leadership.

Conclusion

In this study, it can be concluded that Syaiful Hadi's leadership as Chancellor of IAIN Madura in the development of information technology (IT) is one of the collaborative leaders who encourage positive change and innovation on campus IAIN Madura has initiated a smart class program, although it is still in the development stage. Syaiful Hadi's leadership as Chancellor of IAIN Madura in the development of human resources (HR) is a strategic step in improving the quality and efficiency of educational

²⁴ Rachma Fitriati and Dea Alita Marsanty, "Transformational Leadership in Times of Crisis: Study of Handling COVID-19 in Bumi Raja-Raja," *Jurnal Bina Praja* 15, no. 2 (2023): 289-308, <https://doi.org/10.21787/jbp.15.2023.289-308>.

institutions, especially at the institutional level. An effective leader pays attention to the desires and career goals of his team members. Of course, leaders play a role in creating an organizational culture that supports continuous learning and growth on campus, especially IAIN Madura.

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