



DIGITAL ERA OF SHARED LEADERSHIP: EVIDENCE OF WAQF ECOSYSTEM ACTIVITIES AT UNIVERSITAS ISLAM BUNGA BANGSA CIREBON

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Abstract: Digitalization is significantly impacting leadership practices within educational environments, particularly within waqf activities at Bunga Bangsa Islamic University Cirebon. The waqf ecosystem effectively implements shared leadership principles by distributing responsibilities, which positively impacts both student engagement and community involvement. This paper examines the application of shared leadership in delegating literacy and education tasks on a small scale within the university's Community Service Lecture (KPM) program. Here, the KPM head empowers team members to become student waqf renewal agents by implementing professional/service-based waqf initiatives. We utilized a qualitative research methodology, collecting data through interviews and observations. Our research findings indicate that distributed leadership within the educational environment, especially on campus, can foster collaboration among universities, students, and the community. Furthermore, we found that shared leadership fosters a more inclusive and sustainable waqf ecosystem. We anticipate that this research will directly contribute to the development of a shared leadership model that effectively integrates technology into waqf management within educational institutions.

Keywords: professional waqf; design-thinking; digital era leader; shared leadership

Abstrak: Digitalisasi secara signifikan berdampak pada praktik kepemimpinan dalam lingkungan pendidikan, terutama dalam kegiatan wakaf di Universitas Islam Bunga Bangsa Cirebon. Ekosistem wakaf secara efektif menerapkan prinsip-prinsip kepemimpinan bersama dengan mendistribusikan tanggung jawab, yang berdampak positif pada keterlibatan siswa dan keterlibatan masyarakat. Makalah ini mengkaji penerapan kepemimpinan bersama dalam mendelegasikan tugas literasi dan pendidikan dalam skala kecil dalam program Kuliah Pengabdian kepada Masyarakat (KPM) universitas. Di sini, ketua KPM memberdayakan anggota tim untuk menjadi agen pembaharuan wakaf mahasiswa dengan menerapkan inisiatif wakaf berbasis profesional/pelayanan. Kami menggunakan metodologi penelitian kualitatif, mengumpulkan data melalui wawancara dan observasi. Temuan penelitian kami menunjukkan bahwa kepemimpinan terdistribusi dalam lingkungan pendidikan, terutama di kampus, dapat mendorong kolaborasi antar perguruan tinggi, mahasiswa, dan masyarakat. Selain itu, kami menemukan bahwa kepemimpinan bersama menumbuhkan ekosistem wakaf yang lebih inklusif dan berkelanjutan. Kami mengantisipasi bahwa penelitian ini akan secara langsung ber-

kontribusi pada pengembangan model kepemimpinan bersama yang secara efektif mengintegrasikan teknologi ke dalam pengelolaan wakaf di dalam lembaga pendidikan.

Kata kunci: wakaf profesional; pemikiran desain; pemimpin era digital; Kepemimpinan bersama

INTRODUCTION

Despite the prevalence of invisible leadership, particularly in the era of advanced technology and its conveniences, visible leadership remains indispensable (Gibbings, 2024). The involvement of leaders fosters a culture of psychological safety, which is crucial for creating innovation and sparking creativity (Gibbings, 2024). A leader must engage the ecosystem with the appropriate network, utilizing specific techniques to identify and influence stakeholders through all efforts (Carboni et al., 2021). Similar to socializing, waqf extends to the most marginalized segments of society. The government, through the Indonesian Waqf Board (BWI), has been actively educating, literating, and socializing waqf, both independently and collaboratively. Collaborations also contribute to the elaboration of waqf, evolving models and types for the common good, and launching various new waqf-related products to keep pace with trends. Here lies the role of leaders in maintaining psychological safety (Edmondson & Lei, 2014). By taking into account the team members' feelings when taking interpersonal risks, the ecosystem's comfort plays a crucial role in teamwork (Harvey et al., 2019). This, in turn, fosters an open mindset within the team. This, in turn, stimulates the team's curiosity about new ideas, enhances team performance, and ultimately aids in poverty alleviation and government program support (Khairia et al., 2024). Innovation is synonymous with collaboration, providing a spark that can nurture creativity, clarify goals, and redefine the meaning of leadership (Edmondson, 2013). Therefore, innovation increasingly depends on collaboration across disciplines, digitalization rapidly transforms businesses and activities, and ongoing globalization requires people to work across national borders (Edmondson et al., 2019). Currently, the most promising innovations and business opportunities require collaboration across functions within organizations.

Creating a waqf ecosystem is not an effortless task, as waqf itself is still widely known for its conventional model. However, with the increasing penetration of technology, it is still possible to expand waqf information throughout the country. On the other hand, it is important to recognize that every company, group, or organization has leadership that is central to its success (Rizwan et al., 2023). Leaders have an extraordinary responsibility in achieving the group's objectives (Mahirun et al., 2021). The Indonesian Waqf Board, as the waqf regulator, continues to create policies and regulations that promote the development of the waqf world. Similarly, the board

employs various approaches to increase public awareness. This includes collaborating with universities, companies, and so on.

Leadership style is not merely about being skilled in managing and commanding one's members, but it encompasses a broader scope where a leader must be able to manage communication, character, and even personality (Mulyono, 2018). QS. 3:159 emphasizes the importance of a leader's humility and gentleness in influencing others, as it fosters teamwork towards achieving goals. A competent leader can reduce or even eliminate obstacles and barriers within a group or organization (Mulyono, 2018). Translating leadership effectively means being able to distribute members appropriately, both in terms of performance and coordination, so that the organization achieves its goals and progress (Tiara Dewi et al., 2023). Moreover, a leader must be able to motivate each member through their leadership style, in terms of action and coordination (Mulyono, 2018).

Universitas Islam Bunga Bangsa Cirebon, semester seven, has just completed the KPM (Community Service Lecture), where students are deployed to several areas to conduct programs and provide assistance to the community. In each area that is the target of the KPM program, there are 15 students, which includes the group leader. This means that each group has one leader or leaders who are required to be able to direct 14 members to carry out a series of performances and activities that can bring them closer to an agreed success. In this case, the group leader indirectly and unconsciously must study HRM (Human Resource Management) to direct and explore the potential of each member. The group leader must also be able to solve member issues and understand how MSDM leaders run their MSDM to ensure KPM activities run smoothly. Many intriguing programs were created by the team's collaboration, including the implementation of waqf through literacy and education and, at the same time, the socialization of professional/service waqf in the community.

In this research, the problem that becomes the challenge is how to collaborate and participate in the effectiveness of joint leadership, which indirectly distributes leadership, shares the responsibility of literacy, education and socialization of waqf in educational institutions (Sutarto et al., 2024). The novelty of the research is that the existence of information technology has an impact on the campus environment, which raises the creativity of campus leaders, the distribution of leadership duties, sharing in literacy, education, and socialization of waqf as part of the waqf ecosystem, while honing the managerial aspects of students and emphasizing social impact on society/maukuf alaih in the form of professional/service waqf.

This research contributes greatly to society and stakeholders, by disseminating waqf literacy, education, and socialization, by developing leadership literature together with sharing

responsibilities in educational institutions and providing insight for students in the socialization of professional/service waqf. Recommendations are mainly in the development of waqf management policies in educational institutions, so that the benefits can be felt by the community as maukuf alaih through professional/service waqf programs.

METHODS

Optimizing a qualitative approach that can describe the actual circumstances of the object under study makes it easier to obtain objective data (Sugiyono, 2013). The study collects data through a combination of literature reviews and interviews. To fill the research gap, the PoP of 1000 search data points from 2014–2024 is used in Figure 1 and Vosviewer in Figure 2, along with item analysis in Figure 3, which shows this paper is different from the previous discussion, which is the novelty of this paper.

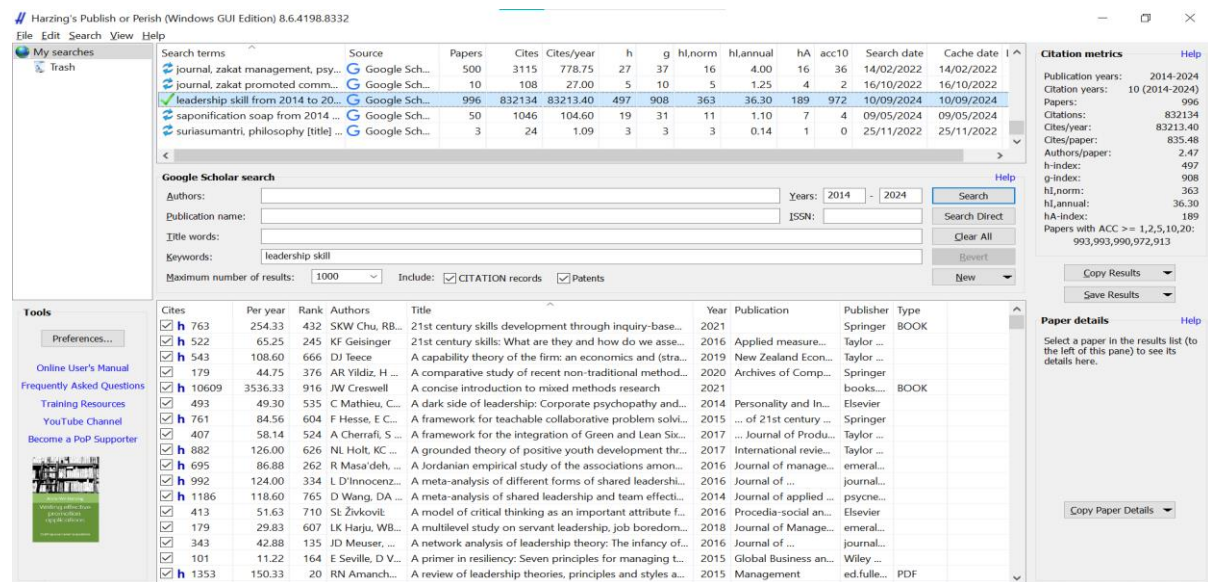


Figure 1: PoP 1000 Search Data 2014-2024.
Source: Author's Processed

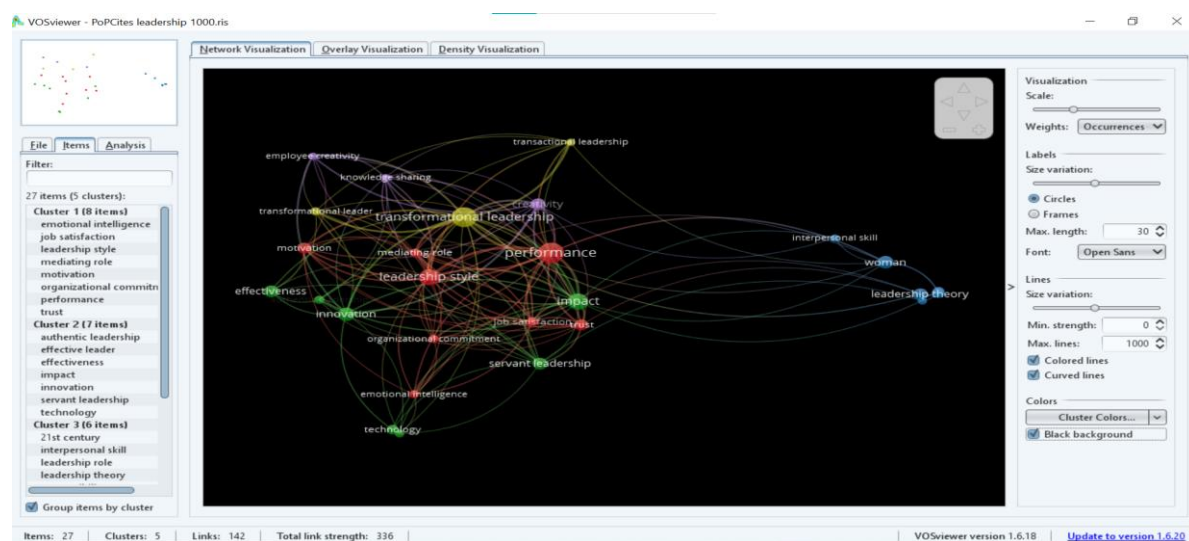


Figure 2. VosViewer

Source: Processed by the author

27 items (5 clusters):	
Cluster 1 (8 items)	Cluster 3 (6 items)
emotional intelligence	21st century
job satisfaction	interpersonal skill
leadership style	leadership role
mediating role	leadership theory
motivation	responsibility
organizational commitment	woman
performance	Cluster 4 (3 items)
trust	transactional leadership
Cluster 2 (7 items)	transformational leader
authentic leadership	transformational leadership
effective leader	Cluster 5 (3 items)
effectiveness	creativity
impact	employee creativity
innovation	knowledge sharing
servant leadership	
technology	

Figure 3: Dominant Clusters of VosViewer Analysis

Source: Author's Processed

RESULTS AND DISCUSSION

RESULTS

Shared Leadership in the Digital Era

It is increasingly recognized that global expansion, intra- and inter-industry restructuring, an increase in mergers and acquisitions, dynamic adaptability, and a broad base of knowledge and skills are all crucial. This context gives rise to the emergence of shared/co-leadership. Shared leadership has been conceptualized as a dynamic team process that evolves (Wu & Cormican, 2021). This concept signifies a fundamental shift away from the traditional model of a single appointed leader. Instead, it emphasizes the understanding that team members exert mutual influence on each other and collectively assume shared roles, responsibilities, and leadership functions. Research by Ensley, Hmieleski, and Pearce (Ensley et al., 2006) suggests that shared leadership exerts a more significant impact on team effectiveness compared to traditional vertical leadership structures. This observation holds true when examining team effectiveness through two distinct lenses:

- Team task performance. The effectiveness with which the group fulfills (or surpasses) work expectations.
- Team viability. The team's capacity to maintain its membership and function effectively over time (Balkundi & Harrison, 2006).

It is crucial to acknowledge that shared leadership is not a static phenomenon. Wang, Waldman, and Zhang (Wang et al., 2014) define it as a dynamic process characterized by emergence and evolution. Numerous positive outcomes have been associated with shared leadership and team performance (Drescher et al., 2014), including enhanced team functioning, increased team activity, improved teamwork learning (Liu et al., 2014), the mitigation of team

member diversity and emotional conflicts (Acar, 2010), and the fostering of trust, autonomy, and team member satisfaction (Robert & You, 2018).

The role of leadership is changing significantly along with digital development. Managing the complex combination of technology, globalization, and ever-changing consumer expectations forces leaders to adapt and innovate. The demands of the digital era are changing the old leadership paradigm and following the evolving trends typical of 21st-century leadership (Chaerunnisa et al., 2024). Organizations before digitalization operated under a hierarchical structure, delegating decision-making authority from the top down. Adaptability is a must when organizations are dealing with rapid technology, market globalization, and technologically skilled human resources. Harsh and unapologetic top-down leadership styles are proving no longer adequate in a landscape that demands flexibility, collaboration, and dynamic innovation (Nasution, 2024). Evolution to a more responsive and collaborative leadership style fosters an environment conducive to continuous innovation. In navigating the challenges of the digital age, leaders find themselves at the forefront of not only managing change but also driving it, steering organizations toward dynamic, collaborative, and innovation-driven trends. These digital-age leaders value feedback, encourage experimentation, and prefer flexibility over rigidity. In the digital age, where disruption is the norm, transformational leadership is essential to drive organizational change and ensure long-term success.

Leadership and Design-Thinking

A core aspect of design thinking is a strong desire to understand the needs of the target market for the products or services being developed. This facilitates the comprehension and awareness of the intended audience. Design thinking can subsequently be employed to generate additional inquiries by interrogating the problem, assumptions, and implications (Hasiolan Nasution, 2022). Design thinking is effective in addressing ambiguously defined or unfamiliar challenges. It is possible to achieve this by rethinking the problem from a human-centered perspective, coming up with a wide range of ideas during brainstorming sessions, and employing a practical approach during prototyping and testing. Continuous experimentation, including idea and concept testing, prototyping, sketching, and iterative trial-and-error, represents a fundamental component of design thinking (Dam, 2024); (Purnomo, 2024); (Soegaard, 2024). Design thinking is thus regarded as a set of valuable techniques and a unique cognitive and operational approach.

By modifying their business strategy and operations, placing a higher priority on the customer experience, increasing their flexibility, and implementing effective human resource management methods, organizations can employ digital technology to attain industry leadership. This technology requires a thorough understanding of the business culture to adapt to its changes.

The success of a corporation cannot be exclusively attributed to technological developments without further explanation. Users of this technology are required to modify traditional business models and procedures in order to achieve a higher degree of quality. Human resources staff that are participating in the transformation process are required to exhibit a willingness to embrace and support technology improvements.

Leaders and Psychological Safety on Site

A leader's many duties, such as making and keeping their employees psychological safety, are what make interpersonal relationships healthy. Healthy relationships allow team members to be more creative when they offer ideas, voice opinions, voice concerns, and admit mistakes without fear of repercussions, which boosts satisfaction, encourages innovation, and improves team performance (Edmondson & Lei, 2014). Some ways to create psychological safety (Edmondson & Lei, 2014) are by talking/expressing opinions openly without any negative worries, making a psychological safety scale so that the categorization can be read, asking for input from the team/hearing the team's opinion, leaders daring to admit mistakes in front of the team if there are mistakes, and conducting evaluation as a form of continuous assessment. This means that a leader must be able to create psychological safety and comfort through the atmosphere, mindset, and behavior of members of the team (Edmondson & Lei, 2014).

Waqf Leadership and its Transformation in the Digital Age

Initially, Waqf primarily focused on religious and educational purposes, including the endowment of mosques and schools. However, over time, its scope has expanded to include various social and economic activities, including healthcare, poverty alleviation, and infrastructure development (Ali, 2023). Adding digital technology to business activities, strategies, and processes to boost performance and reach strategic goals (Lozić & Čiković, 2024) is what "digital transformation" really means. This doesn't change what the activities or business are about. And in philanthropy, digital transformation has revolutionized fundraising, donor engagement, and service delivery. Online platforms, crowdfunding, and social media have become essential tools for non-profit organizations to reach a wider audience, mobilize resources, and promote transparency (Bhati & McDonnell, 2020). However, digital transformation also presents challenges related to data privacy, cybersecurity, and the digital divide (Nahrkhalaji et al., 2018).

Digital technology and waqf practices are brought together and transformed through digital platforms to optimize waqf management procedures, enhance transparency, and expand appeal to potential waqf. Digital technology also lets people come up with new ways to manage waqf assets and raise money. For example, smart contracts can automatically distribute waqf proceeds, and

blockchain-based solutions (Vidiati et al., 2021) make sure that records are kept clearly, as required by QS 2:282.

Institutions are composed of organizational structures and norms that influence behavior and outcomes (Berthod, 2018), such as Stakeholder Theory (Freeman et al., 2010), which emphasizes the interdependence between the various stakeholders involved (in this case, Waqf management, such as wakif, maukuf alaih, nadzir, and BWI), and Resource Dependency Theory (Hillman et al., 2009), which emphasizes the dependence (in this case, waqf institutions) on external resources and networks to survive and thrive. It can therefore theoretically provide useful insights into the elements that influence digital waqf management practices, as well as the consequences for organizational sustainability and performance.

Implementation of Professional/Service Waqf and Its Implications at the KPM Mandiri UIBBC Location, Tegalsari-Plered-Cirebon Village

The presence of waqf for benefit (Kahf, 2003) includes types of waqf, one of which is the benefit for workers, engineers, and experts with various skills. Thus, professional waqf is a work-based waqf, which includes any job that relies on physical labor to produce services or benefits by Sharia, such as construction workers and mechanics, as well as unseen jobs that rely on intelligence to produce services or benefits following Sharia, such as doctors, educators, or lecturers, whether done independently or through businesses or institutions for charitable purposes. Expert or professional waqf can be either permanent (sustainable waqf) or temporary. In other words, waqf of experts, or perpetual waqf, is the waqf of physical activities (labor-based) or non-physical (intellectual) that generate benefits following sharia for eternity or an unlimited period, whether done personally or through organizations for charitable purposes.

Since technology has improved, there are now more ways than ever to do waqf, which is what the Quran, Sunnah, the study of fiqh, and the opinions of scholars say you should do. These new ways can also be used for education, literacy, and government socialization through BWI. This is now possible for students on campus, too. Like community service activities, students can easily do waqf activities by using their team's human resources. The research location has set up the BWI waqf program, as shown in Table 1.

Table 1. Creative Activities of KPM UIBBC 2024 Students

Professional Waqf / Barber Services

No	Events	Descriptions
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1		Activity flyer
2		Professional/service Waqf activities at the UIBBC KPM research site
3	https://www.instagram.com/reel/C-22aiaKHs2/?igsh=MzRIODBiNWFIZA==	Short Video Waqf Challenge Competition with the theme "Indonesian Movement for Waqf and Vision for the Future of the Nation", organized by the Indonesian Waqf Board (BWI) in commemoration of BWI's 17th Anniversary. Jakarta, August 30, 2024
4		3rd place in Caption Competition for the 79th Indonesian Independence Day
5		Award certificate on behalf of Agus Tomi and team as BWI's appreciation for the contribution of participation in the Waqf Challenge Short Video Competition with the theme "Indonesia Berwakaf Movement and Vision for the Future of the Nation," organized by the Indonesian Waqf Board (BWI) in commemoration of BWI's 17th Anniversary. Jakarta, August 30, 2024
6		Award in the form of UIBBC campus appreciation for the superior work program that is national from the location of KPM Mandiri UIBBC Tegalsari Village-Plered-Cirebon

Source: KMP UIBBC documentation Tegalsari-Plered-Cirebon Village

CONCLUSION

The presence of leaders in the psychology of team security is true to produce achievements that start from creative thinking through design thinking to produce innovative, enjoyable

experiences in activities that bring benefits, such as innovative activities in KPM Mandiri UIBBC Tegalsari Village Plered Cirebon. Smart HR management instantly tests and evaluates the leadership of the KPM team leader. BWI materials regarding professional/service waqf reached students with the presence of technology that was well-translated and accepted by the community. This research is limited in activity time, but waqf may be easy and not burdensome; even owning work and services/professions can help sustain waqf.

We did this study with the help of the KPM Mandiri team from UIBBC Tegalsari Village Plered Cirebon. The team is led by Sukirno and has 13 members: Akhmad Imam Mustaqim, Citra Lela, Meyfa Dwi Hana Anindya, Linda Tri Rahmawati, Mamba'atul Hilmi, Khotibul Umam, Nicha Rosalin, Agus Tomi, Muzdhalifah, Ismi Anisatun Toyyibah, Kharimah, Yahya Huda Pratama, and Maelah Minnahika. Not to forget the gratitude expressed to the rector of UIBBC and all the Committees and Staff because the KPM Mandiri program tests the design thinking of students implementing all subjects in the field; Thanks are also expressed to the Village Head, all pamong, and the Tegalsari village community Plered Cirebon.

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