

Elite Leadership of Wahdah Islamiyah in the Development of Education Institutions of College of Islamic Studies and Arabic Language (Stiba) In Makassar City

Junaid Shahib¹, Haedar Akib² Arismunandar³

¹(Public Administration, Universitas Negeri Makassar, Indonesia)

²(Public Administration, Universitas Negeri Makassar, Indonesia)

³(Public Administration, Universitas Negeri Makassar, Indonesia)

Abstract:

This study aims to analyze and describe the role of elite leadership of Wahdah Islamiyah in the development of education institutions at College of Islamic Studies and Arabic Language (STIBA) Makassar. This research is a qualitative research. Research data obtained from informants as many as 6 people who were selected based on the requirements to provide accurate information about the role of elite leadership of Wahdah Islamiyah in the development of STIBA Makassar. Data were collected through in-depth interviews, observation, and documentation. The validity and reliability of the data was obtained through the validation of the data by checking the credibility, transferability, dependability and confirmability for analysis using qualitative data analysis techniques through the data condensation process, data display and conclusion/verification.

The results of the study found that the role of elite leadership of Wahdah Islamiyah in the development of education institutions at STIBA Makassar was manifested in the role of individual elites through providing examples of consideration and supervision of all strategic planning, carrying out informal functions through monitoring functions, disseminating information and being a spokesman in terms of general policy and institutional development policy at STIBA Makassar. These three roles need to be repositioned both the functions and roles of the elite Wahdah Islamiyah in the form of granting limited autonomy to the management of STIBA Makassar, expanding and reinforcing boundaries, authority, coordinating and consultative functions, limiting dominance in achieving the vision and mission of STIBA Makassar while still accommodating decisions and policies. by the elite leader of Wahdah Islamiyah as well as adjusting the national education legislation.

Key Word: Elite leadership, Wahdah Islamiyah, STIBA Makassar

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I. Introduction

Wahdah Islamiyah is one of the Islamic organizations in Indonesia that is advanced and developing in various regions and based on its vision and mission in 2030. The vision of Wahdah Islamiyah is about formation of branches in all major cities in Indonesia. There are four missions of Wahdah Islamiyah. The first is to enforce the message of Islam and spreading the true understanding of Islam. The second is building the unity of the Muslims and *ukhuwah Islamiyah* (Islamic brotherhood) based on the spirit of *ta'awun* (cooperation) and *tanashuh* (advising each other). The third is to realize Islamic and qualified institutions of education and economic. The fourth is to form Muslims' generation who are guided by religious teachings and become pioneers in various fields for the advancement of the lives of the people and nation.

In realizing its vision and mission, Wahdah Islamiyah implements education to emphasize its role in changing the mindset, attitudes, and behavior of students from negative to positive. Wahdah Islamiyah as a community organization in Indonesia places education as the most important element in building a civilization. Based on the internal structure of Islamic education and implementation of educational practices, there are four categories of education institutions that play a role in Indonesia. The first, education in Islamic boarding schools is Islamic education that is held traditionally based on teaching of Qur'an and Hadith and designing every educational activity to teach students that Islam as way of life. The second, Madrasah education is Islamic education held in Western-style institutions that use classical teaching methods and try to instill Islam as the foundation of life to students. The third, Islamic general education is Islamic education that is implemented

through the development of an Islamic-inspired educational atmosphere in education institutions that organize general educational programs. The fourth, Islamic religious lessons held in general education institutions as a subject or courses only (Mumtahanah, 2015)

The Wahdah Islamiyah community organization in its role in the field of education managed the higher education institution of the Islamic and Arabic Language College (STIBA) in 1998 under the auspices of the Wahdah Islamiyah (YPWI) Makassar Islamic boarding school foundation. STIBA Makassar in its management is very much dominated by elites who are members of the founding group of the Wahdah Islamiyah organization. In its management, STIBA has obtained accreditation criteria B' from the National Accreditation Agency for Higher Education (BAN-PT) based on Decree No. 237/SK/BAN-PT/Ak-XVI/S/XI/2013. Then on February 26, 2019, BAN-PT again issued Decree No. 207/SK/BAN-PT/Akred/S/II/2019 which decided that the undergraduate study program was a comparison of *mazhab* and law.

The development of STIBA Makassar under the Wahdah Islamiyah Islamic Boarding School Foundation (YPWI) cannot be separated from the role of the Wahdah Islamiyah elite leadership. The implementation of role is informal and formal to control the entire development policy of STIBA Makassar. This role is almost entirely under the elite leadership of Wahdah Islamiyah. The definition of elite has a fairly broad scope and can be various in perspectives. According to Mintzberg (1992) the role of the leader is (1) the role of interpersonal relations, in this case its function as an exemplary leader, team builder, coach, director, consulting mentor, (2) the function of an informal role as a monitor, disseminator of information and spokesperson and (3) the role of decision maker, functioning as entrepreneur, handling disturbance, resource allocation, and negotiator. This role must be carried out by the leadership elite within the scope of STIBA Makassar by the Wahdah Islamiyah elite.

The term of elite denotes a group or person who has many followers, and is considered to have a position more than ordinary people. This is what makes the elite able to influence people who have high positions in government, politics, economy, and religion (Ansyari, 2019). Elites are individuals in a community group who have a strong influence and role (Amrianto, 2015). There is a layer in the community group which consists of two layers, a low layer and a high layer which is divided into two, the ruling elite and the non-governing elite (Amin, 2017).

Elites in a community group play a leadership role and function. According to Richard L. et.al (2002), leadership is a science (science) and an art (arts) with a view to providing guidance in professional practice. Leadership is the result of social organization in which the dynamics of social interaction take place. In the structure of a simple society, the emergence of a leader is never far from taking the role that is carried out. The role of leadership is one of the most important elements in an organization where the organization is a place for humans to gather, work together to achieve a certain goal. The more individuals involved in it, the more complex the organization. To achieve organizational goals, it is expected that a leader must have a role in determining the progress of an organization (Alberto, 2014).

The implementation of role by the leadership elite is because they occupy high positions in community groups. The leadership elite is always synonymous with the political elite by referring to the division of power between the ruling elite and the non-powerful elite which leads to different interests. However, despite having striking differences in the era of democracy, there is a synchronization that has been built and seen between the ruling elite and the non-powerful elite (Ainillah, 2016).

The role of leadership is very important in organizations, including in educational organizations within the scope of STIBA Makassar. The leadership process is carried out on the dominance of the Wahdah Islamiyah leadership elite. Wahdah Islamiyah as a social organization makes STIBA one of the charities engaged in education. Because of this position, the role of the elite Wahdah Islamiyah in the development of STIBA Makassar cannot be separated. Unfortunately, the dominance of the role played by the Wahdah Islamiyah elite covers the entire development process of STIBA Makassar. There is no autonomy given to the top management of STIBA to prepare the planning, implementation and evaluation of the STIBA Makassar institution.

This condition is certainly an obstacle in developing STIBA Makassar. In reality, the policy and technical aspects of the management of STIBA Makassar are fully dominated by the Wahdah Islamiyah leadership elite. Based on this reality, this research is intended to examine the role of the elite Wahdah Islamiyah in the management of the Makassar STIBA Education Institution.

II. Material And Methods

The type of research used is qualitative research to describe, describe, and describe the object under study. The research approach used is a phenomenological approach to obtain a comprehensive and in-depth phenomenon or picture of the elite role of Wahdah Islamiyah in the Development of Education Institutions at STIBA Makassar. The research location is in STIBA Makassar which focuses on the role of elite leadership of Wahdah Islamiyah in the development of STIBA, namely the role played by the elite, namely individuals who directly or indirectly play a large role in the management of STIBA Makassar which consists of (1) the role of

relations between individuals, (2) informal role functions, and (3) decision-making roles. The instruments used are interview guidelines, observation guidelines and documentation. The data analysis technique used in this study is a qualitative analysis technique consisting of data collection, data reduction, data presentation and conclusion drawing.

III. Result

The results of research and discussion on the leadership role of the Wahdah Islamiyah elite in the development of education institutions in this study is the role played by the Boarding School Foundation of Wahdah Islamiyah elite (YPWI), namely individuals who directly or indirectly play a large role in institutional environment at STIBA Makassar. The results of the research are systematically described in some points.

The Role of Relationships among Individuals

The elite leadership role of Wahdah Islamiyah is seen from the elite's role in building interpersonal relationships within the STIBA Makassar environment. The results of the interview show that the duties and roles of the elite are related to the statutes of Boarding School Foundation of Wahdah Islamiyah elite (YPWI) as the parent of STIBA. The data shows that all policies issued by the elite through Boarding School Foundation of Wahdah Islamiyah are used as a reference in the management of STIBA. This is related to organizational strategic planning, including strategic planning for the development of STIBA Makassar. This is because STIBA cannot be separated from Boarding School Foundation of Wahdah Islamiyah policy of position as a shura council whose function is to provide consideration, supervision and strategic planning of organizations, including in STIBA.

The results of the interview show that during planning, the implementation of all policies at the STIBA level also refers to the decisions and policies of the Boarding School Foundation of Wahdah Islamiyah management. In the YPWI document, information is obtained that the leadership functions of YPWI include (1). Provide consideration and approval of the organization's work program and annual revenue and expenditure budget proposed by the central leadership, (2). Listening to and evaluating the central leadership's annual report, (3). Giving consideration to the central leadership in setting regulations and other organizational policies of a strategic nature, (4). Supervise the implementation of the duties of the central leadership, (5). Provide an annual report to the Organizational Assembly. Thus, all procedures and mechanisms implemented at the top management level of STIBA are referenced and examples refer to Boarding School Foundation of Wahdah Islamiyah policies and the decisions of the elite Wahdah Islamiyah.

The results of this study indicate that the main reference in building STIBA Makassar depends on the policies of the top Manager at the Wahdah Islamiyah level. As the top manager of the Wahdah Islamiyah organization, this elite occupies the highest position in the organization because historically, this elite is the son of the founder who initiated the establishment of the Wahdah Islamiyah Organization which was previously known as the Fathul Muin Daeng Magading Foundation. His placement as a top manager in the elite organizer of Wahdah Islamiyah is because this elite has a large enough role in the establishment of STIBA as a means of Islamic *da'wah*.

The role and function of the Boarding School Foundation of Wahdah Islamiyah elite is also reflected in the mechanisms used by the elite in controlling the implementation and management of STIA Makassar. The results showed that the Boarding School Foundation of Wahdah Islamiyah elite had a very broad authority to intervene in STIBA's management of education institutions. The Community Service Program for STIBA Makassar students who will be placed in several villages where internship is located requires the ability to collaborate between STIBA Makassar and partners from the city/district/private government. Cooperation efforts require negotiation skills from the elites so that cooperation programs with government/private partners can be carried out according to the objectives of internship. The two elites since the implementation of research and community service have been able to become negotiators so that several internship STIBA Makassar forces are carried out according to their goals.

Boarding School Foundation of Wahdah Islamiyah elites also implement their functions and roles as trainers within the foundation and within STIBA Makassar. The leadership elite at Boarding School Foundation of Wahdah Islamiyah acts as a facilitator in the processes of developing and managing institutions at STIBA Makassar including facilitating the accreditation process for study programs so that all study programs at STIBA Makassar have been accredited by National Accreditation Agency for Higher Education (BAN-PT) with a "B" rating. The next role, the two elites are also facilitators in obtaining research funds/grants for lecturers and scholarships for lecturers (continuing studies to the S-3) level and for students (undergraduate programs) in the form of scholarship funds. Since STIBA Makassar was established until now, the two elites of Wahdah Islamiyah have succeeded as facilitators in the development of STIBA Makassar which in carrying out their roles uses a transformational and visionary leadership style.

The Role of Boarding School Foundation of Wahdah Islamiyah (YPWI) Elites in Informal Functions

The role of Boarding School Foundation of Wahdah Islamiyah (YPWI) elites in informal functions is as monitors, disseminators of information and spokespersons. This process is carried out by placing the elite in the management structure of STIBA Makassar. Thus, it is known that to carry out the duties and functions as directors and managers, these functions are carried out formally through involvement in the management of STIBA Makassar. The role of the Boarding School Foundation of Wahdah Islamiyah elite is very broad, including the role of managing manager at STIBA through formal positions in the institution. The Wahdah Islamiyah elite who has a role as a manager is attached to the second and sixth point elites (Jahada Mangka and Rahmat Abdurrahman). The two elites of Wahdah Islamiyah are in charge of the development of STIBA Makassar in the field of education. The involvement of these two elites in the field of education shows developments in the field of education are experiencing very advanced developments.

The institutional management process by Boarding School Foundation of Wahdah Islamiyah elites follows the rules for managing the STIBA Makassar institution even though it is in its status as an elite within Boarding School Foundation of Wahdah Islamiyah. The information and findings of this research are also evidenced by the document on the management structure of STIBA which lists several Boarding School Foundation of Wahdah Islamiyah elites occupying strategic positions and the highest leadership positions at STIBA Makassar. Furthermore, in addition to the role of the elite as managers in the field of Islamic education, the role of the elite Wahdah Islamiyah as a negotiator in the field of research development and community service. These two fields are carried out by collaborating with several partners in research activities (partners who fund research) and in the field of community service (village partners) in the placement of internship locations for STIBA Makassar students.

Although this role is carried out non-formally in the sense that it is not involved in the management structure of STIBA, it carries out a consultative role in the management of the institution. This statement confirms that since STIBA was established, all mechanisms, policies, procedures for institutional development have become the absolute authority of the Boarding School Foundation of Wahdah Islamiyah elite. For the elite of Islamic wahdah who act as inspiration or top managers, they play several activities in the implementation of education at STIBA Makassar, especially in the field of organizational development at STIBA Makassar. This elite role carries out the function of inspiration in the organizational development of STIBA Makassar as stipulated in the Articles of Association and the Articles of Association of STIBA Makassar. The Wahdah Islamiyah elite since the establishment of STIBA until now has inspired all elements of the STIBA Makassar organization (chairpersons, lecturers, education staff and students).

Boarding School Foundation of Wahdah Islamiyah elites non-formally conduct supervision and monitoring simultaneously to the top management of STIBA. According to informants, the monitoring was carried out by Boarding School Foundation of Wahdah Islamiyah elites. The monitored aspect is in the aspect of general education services and the number of student admissions. The monitoring carried out by Boarding School Foundation of Wahdah Islamiyah is related to all efforts carried out by STIBA in education services, financial administration management, students, facilities and infrastructure including supervision in the implementation of activity programs and research projects within the scope of STIBA Makassar. The monitoring of Wahdah Islamiyah's leadership elite, also includes services for the number of students at STIBA Makassar, which is 1,438 people, with predictions for the coming year the number of students will increase significantly.

The development of STIBA Makassar in the process is carried out and is dominated by the elite role in its development. One of the elite roles in the development of STIBA is in disseminating information about the existence and existence of STIBA Makassar in the community.

The Role of Boarding School Foundation of Wahdah Islamiyah (YPWI) Elites in Making Decision

The Boarding School Foundation of Wahdah Islamiyah (YPWI) elite's authority extends to almost all STIBA management authorities including the determination of other technical matters such as symbols, flags and other STIBA symbols. Information from the informants emphasized the position and role of the Boarding School Foundation of Wahdah Islamiyah elite as facilitators, mediators and representatives of STIBA in establishing relationships and relationships with other institutions, the government and the community. The role of the Wahdah Islamiyah elite was also carried out as a facilitator in several national and international activities. The role of the elite as a facilitator in the development of STIBA Makassar in the field of education and community service. The role as facilitators was carried out by the two Wahdah Islamiyah elites in terms of being a liaison between STIBA Makassar and the Government, in this case the Ministry of Research and Technology in terms of opening several study programs. process the establishment of several professions which are now being held by STIBA Makassar.

The role of Boarding School Foundation of Wahdah Islamiyah elite is also seen in the mechanism to influence others in supporting the STIBA program. From the information obtained in the study, it can be seen

that the involvement of the functions and roles of the Boarding School Foundation of Wahdah Islamiyah elite is one of the indicators as a transformational and visionary leadership style because the two elites have succeeded in influencing others to support the development program of STIBA Makassar as an organization that can give trust to other parties to gain public (state) trust as the manager of the study program and has received recognition from BAN-PT as a higher education provider that has credibility as a public service management organization that can support the achievement of national education goals.

The role of the elite in responding to the obstacles and challenges faced in the management of STIBA Makassar is also implemented. For the Wahdah Islamiyah leadership elite, the approach that needs to be used to answer the challenges and problems faced is to carry out continuous quality improvement. The rationale that is circular in its technical implementation is planning, implementation, evaluation, and improvement. The planning in question is planning for the quality of work units identified according to needs. The implementation of the plans that have been set is actually carried out so as to achieve quality. An equally important process is budget management for STIBA Makassar, which maps out sources and budget allocations for STIBA. Mapping of budget sources, budget allocations and budget realizations is carried out based on deliberation and previously determined in the Strategic Plan and Operational Plan. In this regard, the determination of the strategy of each elite is attached to strategic areas related to strategic issues in the development of STIBA Makassar.

Another important role of the Boarding School Foundation of Wahdah Islamiyah elite is as a negotiator and represents STIBA in conducting external relations with other institutions including the government. The research findings show that for each elite it is known that there are Wahdah Islamiyah Leadership elites whose positions are inspirational/top managers, some are managers, some are negotiators, some are facilitators. The development of these roles is in accordance with the concept of organizational management where each person (elite) is given a certain field to carry out activities (executors) to realize the vision and mission of STIBA Makassar.

IV. Discussion

The research carried out to analyze the leadership role of the Wahdah Islamiyah elite who became the board of the Wahdah Islamiyah Islamic Boarding School Foundation (YPWI) in its involvement in implementing the development of the Makassar STIBA Education institution was examined from several main indicators, namely (1) The role of interpersonal relationships, in this case its function as an exemplary leader, team builder, coach, director, consulting mentor, (2) Informal role functions as monitor, disseminator and spokesperson, and (3) Decision maker role, functions as entrepreneur, disturbance handler, resource allocation, and negotiator. The results showed that the elite position of Wahdah Islamiyah became very dominant in carrying out its roles and functions in relation to the management of education institutions at STIBA Makassar. As in the data, information is obtained that STIBA Makassar is an institution founded by Boarding School Foundation of Wahdah Islamiyah (YPWI) which of course is organizationally the management of STIBA is fully responsible to Boarding School Foundation of Wahdah Islamiyah (YPWI).

The research findings are related to the pattern of interpersonal relationships that are evaluated from the relationship model that is built among Boarding School Foundation of Wahdah Islamiyah (YPWI) which includes the personal elite leadership in the Wahdah Islamiyah scope that is well developed. The elite's role in building personal relationships internally at Boarding School Foundation of Wahdah Islamiyah is quite good, including personal relationships at STIBA Makassar. This finding is related to the elite position of Wahdah Islamiyah (WI) which has a higher position than the manager position in STIBA Makassar which places the elite role as the initiator of building certain personal relationships. This finding is in line with the view that one must have the ability to influence the community because it has a high position in various matters including in government, politics, economics, and religion (Ansryari, 2019).

The position of the elite role of Wahdah Islamiyah in this study found that the role of interpersonal relations between the elite Wahdah Islamiyah leadership was manifested well between the elite within Boarding School Foundation of Wahdah Islamiyah and in personal relationships with top managers at STIBA Makassar. This has become one of the main roles in socializing the ideas and thoughts of the elite towards the development of institutions at STIBA Makassar. The findings of this study confirm Keller's view that the elite role of Wahdah Islamiyan positions itself as a minority of individuals who provide services collectively in a way that is more socially valuable and highly effective and responsible with others, at the Makassar STIBA Institution. Thus the position and role of the elite Wahdah Islamiyah plays an important role in the successful management of the STIBA Makassar education institution.

The position and role of the Wahdah Islamiyah elite in the development of STIBA Makassar is also found in the role embodied in the form of setting an example in carrying out leadership. The Wahdah Islamiyah elite who are the core management of Boarding School Foundation of Wahdah Islamiyah have the responsibility to provide consideration, supervision and strategic planning for the progress of STIBA Makassar. Wahdah Islamiyah elites are descendants of Dg. Maggading who is the central figure of Wahdah Islamiyah who is a role

model in every role that is exemplified in the organization. This is indeed found in the concept analysis which states that in a community groups where there are several individuals who have a strong influence and role, they are called elites (Amrianto, 2015). The influence brought by the founder of Wahdah Islamiyah, who is also a Muhammadiyah figure, greatly influenced the role of the Boarding School Foundation of Wahdah Islamiyah elite in the development of STIBA. This is found in several STIBA development models such as the determination of majors that are oriented to majors based on Religious Science.

The management of STIBA Makassar in relation to the statutes of institutions under the auspices of Boarding School Foundation of Wahdah Islamiyah also influences several policies related to the development of STIBA itself. Research findings indicate that all STIBA policies must be adjusted to the highest decisions in Boarding School Foundation of Wahdah Islamiyah through the elite team and involving STIBA's top managers. This finding is indeed in line with the reality in the management environment of STIBA Makassar, where as a whole the policy must be imbued with the spirit of Wahdah Islamiyah, which in its implementation is based on conformity with the highest decisions of the Wahdah Islamiyah Elites in Boarding School Foundation of Wahdah Islamiyah through the decision of the Shura Council. This role is relatively an obstacle for the management of STIBA in developing the institution because it is strictly supervised by Boarding School Foundation of Wahdah Islamiyah.

The research findings show that the Wahdah Islamiyah elite also acts as a facilitator in the technical implementation processes of the STIBA institution as well as a manager through structural positions within STIBA Makassar. This role is an indicator of the quality of leadership shown by the Wahdah Islamiyah elite as a determinant of direction in the management of STIBA Makassar. Werren Bennis & Burt Nanus (2006), asserted that the quality of leadership is determined by the role as a determinant of direction, change agent, spokesperson and coach (Daswati, 2012). The reality of the findings of this study shows that the elite of Wahdah Islamiyah also acts as an inspiration or top manager in several activities in the administration of education at STIBA Makassar, especially in the field of organizational development. To achieve organizational goals, it is expected that a leader must have a role in determining the progress of an organization (Alberto, 2014). The position of the elite role of Wahdah Islamiyah is an attempt to guarantee the achievement of the goals of the STIBA Makassar institution.

Research findings related to the function of the informal role of the Wahdah Islamiyah elite in the development of the STIBA institution were carried out through monitoring, socializing and disseminating information about STIBA Makassar. It is known that the informal role function of the Wahdah Islamiyah elite through Boarding School Foundation of Wahdah Islamiyah is manifested in the form of monitoring the Wahdah Islamiyah leadership elite, on the technical management of the STIBA Makassar institution continuously and simultaneously encouraging and providing the widest opportunities to enrich scientific insights both through institutions and independent businesses. ; make improvements to the arrangement of personnel administration, delivery and inclusion in scientific activities, and development of areas of interest.

This finding actually confirms the dominance of the Wahdah Islamiyah elite in controlling the running of the Makassar STIBA institution. This is known from the position of the elite role of Wahdah Islamiyah in providing a clear basic framework that can be used as a guide for its followers to supervise, control and direct the behavior of their followers and act as group representatives to the outside world (Mumtahanah, 2015). This view is consistent with research findings that the informal role of the Wahdah Islamiyah elite is also manifested in the form of a facilitator role to build relations between STIBA Makassar and the Government, in this case the Ministry of Research and Technology and with the community. This finding also confirms that the Wahdah Islamiyah elite positioned its role as a planner, an expert, representing the group in its actions out and basing the relationship between categorized members (Nasution, 2016) as the main role of a leader. This certainly builds the assumption that the role of the Wahdah Islamiyah elite in the capacity as the parent of STIBA Makassar is not to be an advisor for education institutions, but to be the main implementer of leadership roles and functions.

This finding is in line with the perspective of the decision maker's role, who has the authority to administer, handle organizational technical issues and regulate the allocation of resources within the organization. The research findings indicate that the leadership role of the Wahdah Islamiyah elite in the development of education institutions at STIBA Makassar is manifested in the form of decision making by the Boarding School Foundation of Wahdah Islamiyah elite. All policies related to the development of STIBA are decided at the Boarding School Foundation of Wahdah Islamiyah level which is the main authority of the Wahdah Islamiyah elite. According to Wahab, (2008) that leadership is an act or decision made by individuals (the Wahdah Islamiyah elite) in coordinating giving direction to achieve goals. aim. The role embodied by the elite of Wahdah Islamiyah dominates all policies and decisions at the management level of STIBA Makassar.

The affirmation of these findings is supported by other research findings that the Wahdah Islamiyah leadership elite, using a specific approach to answer the challenges and problems faced, is to carry out continuous quality improvement. In terms of resource allocation and the role of negotiators, it is manifested in

the form of granting structural positions within the scope of the STIBA management in determining strategies attached to strategic areas related to strategic issues in the development of STIBA Makassar. In the view of Gaetano Mosca and Vilfredo Pareto the role of the wahdah elite occupies the strata of the power elite, namely the ruling elite category (Amin, 2017) because of the dominance of the Wahdah Islamic elite towards the management and development of STIBA Makassar as an education institution under the auspices of Boarding School Foundation of Wahdah Islamiyah.

The research findings even confirm that the Wahdah Islamiyah Leadership elite whose position as a negotiator is in accordance with the concept of organizational management in which each person (the elite) is given a certain field to carry out activities (executors) to realize the vision and mission of STIBA Makassar widening into power elites because they occupy structural positions in STIBA Makassar. This is also a theme in the focus of the STIBA development strategy in relation to the elite role at STIBA Makassar. This reality actually has striking differences in the democratic era where synchronization between the ruling elite and the non-powerful elite should be built (Ainillah, 2016) which in the context of Boarding School Foundation of Wahdah Islamiyah, Elite Wahdah Islamiyah and STIBA Makassar management can be avoided.

V. Conclusion

The role of Wahdah Islamiyah's leadership elite in the development of education institutions at STIBA Makassar is manifested in the form of the role of individual elites through providing examples of consideration, supervision of all strategic planning of the STIBA Makassar organization which refers to the highest decision in Boarding School Foundation of Wahdah Islamiyah (YPWI). The role of the Wahdah Islamiyah elite in informal functions is realized through the function of monitoring, disseminating information and being a spokesperson in terms of general policies and institutional development policies of STIBA Makassar including decision making as the full authority of the Wahdah Islamiyah elite and even has the authority in certain fields to carry out activities (executors) to realize the vision and mission of STIBA Makassar.

The role of the Wahdah Islamiyah elite in the development of education institutions, especially at STIBA Makassar, is very positive and helps in the development of STIBA Makassar and strictly oversees the transformation of Wahdah Islamiyah values. In the process, Wahdah Islamiyah elites need to reposition their roles and functions in helping the management of STIBA Makassar advance the institution through the granting of limited autonomy. The pattern of roles carried out such as being a role model, supervising and giving consideration can be increased in intensity within the boundaries of non-formal and informal roles in the management of STIBA Makassar. This is to reduce the domination of the elite over the planning and management of STIBA Makassar.

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