

DIGITAL ERA SHARING LEADERSHIP ERA: EVIDENCE OF WAQF ECOSYSTEM ACTIVITIES ON CAMPUS OF UNIVERSITAS ISLAM BUNGA BANGSA CIREBON

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Abstract: *This paper describes the leadership of small-scale sharing on campus in the Community Service Lecture (KPM) of Universitas Islam Bunga Bangsa Cirebon (UIBBC), where the KPM chairman who can delegate team members is also an agent of student waqf reform by implementing professional/service waqf. With a qualitative approach, data collection from field studies and interviews as primary data supplemented by secondary data from journal articles related to the subject. It was found that the emergence of design-thinking of student leaders in the digital era proves the sharpness of creativity by paying attention to HR skills; sharing leadership causes the output of task delegation to be maximized; BWI Leadership messages reach students. The novelty of the conversation of professional / service waqf which KPM UIBBC students directly carry out as one of the waqf literacy for the community. Direct implications for maukuf 'alaih, namely the around community and wakif's spiritualism, are increased.*

Keywords: : professional/service endowment; design-thinking; digital era leader.

Introduction

There are still many leaders who choose to be invisible, and never go to the office, especially in technological sophistication with its various conveniences, but it still cannot replace visible leadership; it's all about being present, being seen, and being heard (Gibbins, 2024). Leader engagement fosters a culture of psychological safety, critical to creating innovation and engendering creativity (Gibbins, 2024). A leader needs to engage the ecosystem with the right network, including certain techniques to identify and influence stakeholders with all efforts (Carboni, Cross, & Edmondson, 2021). As in socialising waqf to the smallest level of society. Through the Indonesian Waqf Board (BWI), the government has been actively literate, educating, and socializing waqf twain individually and collaboratively. The elaboration of waqf is also created from the collaboration created, the model and type of waqf developed to multiply wakif for the benefit, and various new products related to waqf have been launched to follow the trend. This is where the leader's role of maintaining psychological security (Edmondson & Lei, 2014) and ecosystem comfort by considering the feelings of team members in taking interpersonal risks becomes an important factor related to teamwork (Harvey, Johnson, Roloff, & Edmondson, 2019) so that there is an open mindset in the team, which impacts the team's level of curiosity about new ideas, and has an impact on team performance, which in turn can contribute to poverty alleviation, and can help government programs. Innovation is synonymous with collaboration, providing a spark that can nurture creativity, clarify goals, and redefine the meaning of leadership (Edmondson, 2013). Innovation therefore increasingly relies on interdisciplinary cooperation, digitalization is changing businesses/activities at a rapid pace, and proliferation is fitting people to the effort even across national borders (Edmondson, Jang, & Casciaro, 2019). Present-day, the most encouraging innovations and field convenience lack collaboration between functions within the institution.

Creating a waqf ecosystem is not easy, as waqf itself is still widely known for its conventional model. However, it is not impossible in technology penetration to help expand waqf information throughout the country. On the other hand, it still means that every company, group or organization has a leadership that is central to its success (Rizwan, Premananto, Faisal, & Khan, 2023). Leaders have a tremendous responsibility to achieve the success of their group's goals (Mahirun, Suryani, & Nasution, 2021). The Indonesian Waqf Board, as the waqf regulator, continues to create policies and regulations that encourage the development of the waqf world. Similarly, various approaches are used to raise public awareness. This includes working with universities, companies, and so on.

Leadership style is not just talking within the scope of a person being good at organizing and ordering his members, but more broadly, a leader must be able to manage communication, character, and even personality (Nardi Valuation, 2018), such as QS. 3: 159 A leader is affirmed to have an attitude that can influence others with humility and gentleness because with that gentleness the members can work to help in the reach of the goal. A competent leader can play down or even eliminate the obstacles and barriers that exist in the group or institution (Nardi Valuation, 2018). Translating leadership effectively means being able to distribute members appropriately, both in terms of performance or coordination, so that the institution achieves successful goals and progress (Tiara Dewi, Meidy Andrena, & Aprilia Hellyani, 2023). Moreover, a leader must be able to motivate each member through his leadership style, in terms of action and coordination (Mulyono, 2018).

UIBBC has just completed the KPM (Community Service Lecture) curriculum where students are deployed to several areas to conduct programs and service to the community. In each

operation that is the target of the KPM program, 14 students add the group leader. This means that each group has one leader or leader who is 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. Not only that, group leaders must also be able to solve problems that follow among their members, and what kind of way they run their MSDM so that KPM activities can run well and be resolved this case, the group leader indirectly and unconsciously must study HRM (Human Resource Management) to direct and explore the potential of each member. Many interesting programs were created from the team's collaboration, including the performance of waqf through literacy, education, and at the same point the socialization of professional/service waqf to the community.

Methodology

Develop a qualitative approach that can describe the actual situation of the object under study, making it easier to obtain objective data (Suggestion, 2013). Data collection through literature study and interviews. To get the research gap, a PoP of 1000 search data 2014-2024 with the keyword “leadership skills” used in Figure 1 and Vos in Figure 2 along with item analysis in Figure 3 which shows this paper is distinct from the previous discussion.

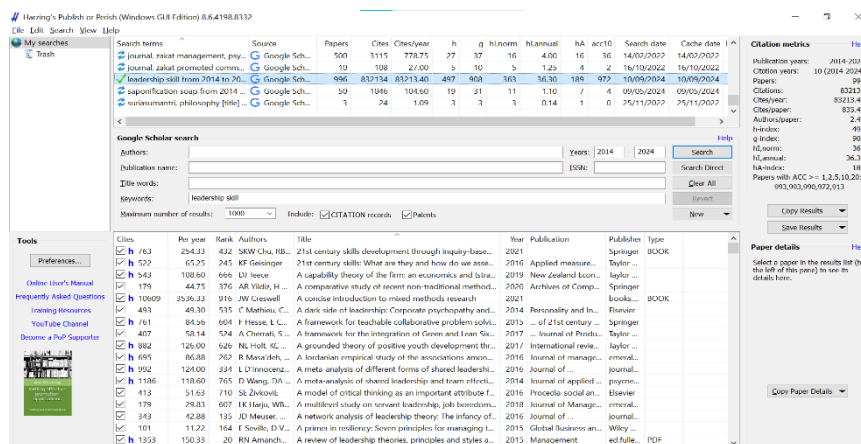


Figure 1: PoP 1000 Search Data 2014-2024
Source: Author's Processed

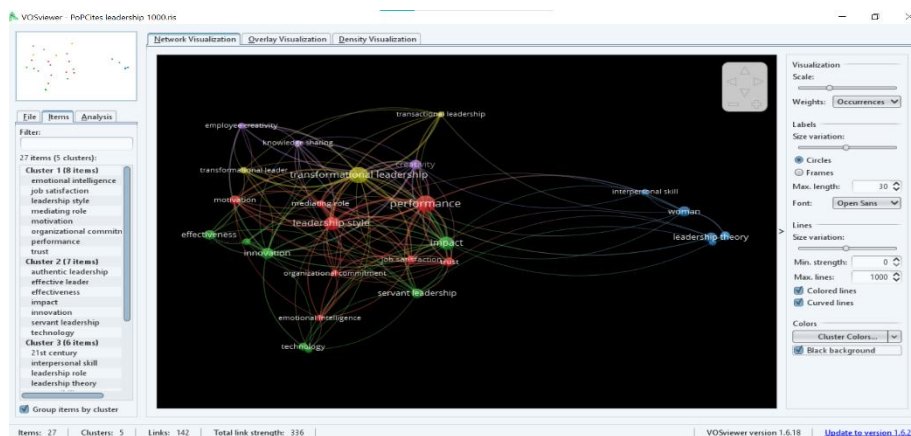


Figure 2: Vos Visualization
Source: Processed by the author

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 Vos Analysis

Source: Processed by the author

Discussion

Sharing Leadership in the Digital Age

With worldwide expansion, intra- and inter-industry restructuring, and an increasing number of mergers and acquisitions, dynamic adaptability and a broad knowledge and skills base are becoming increasingly important. This is where common leadership comes to the fore. Shared leadership is a business leader-sharing model that grows out of team dynamics that evolve with the times. (Wu & Cormican, 2021), representing a crucial shift from the concept of a single designated commander to the idea that squad members clout each other and en masse common leadership roles, authority and activity. In addition, its influence is greater than vertical leadership in conventional patterns, especially in terms of group effectiveness (Ensley, Hmieleski, & Pearce, 2006), by considering the team's achievements, which are seen from two criteria, namely team performance and sustainability. Team performance leads to group achievement targets as expected, while team sustainability is the ability of the team to maintain the cohesiveness of members effectively at all times (Balkundi & Harrison, 2006). Shared leadership is the dynamization of sharing order as a consequence of the times (Wang, Waldman, & Zhang, 2014). Many positive impacts are associated with shared leadership and squad performance; including squad functioning; squad liveliness; teamwork learning (Liu, Hu, Li, Wang, & Lin, 2014); reducing squad member diversity and emotional clash (Acar, 2010); building confidence, sovereignty and squad member joy (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. Before digitalization, leadership was hierarchically structured, with decision-making authority flowing from the *top down*. Adaptability must be done when organizations face rapid technology, market globalization, and technologically skilled human resources. The harsh and unapologetic top-down leadership style proved no longer adequate in a landscape that demanded flexibility, collaboration and dynamic innovation. 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 evolution, but also driving it, steering organizations toward dynamic, collaborative, and innovation-driven trends. Not only that, group leaders must also be able to solve problems that follow among their members, and what kind of way they run their MSDM so that KPM activities can run well and be resolved this case, the group leader indirectly and unconsciously must study HRM (Human Resource Management) to direct and explore the

potential of each member. 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 institutional change and ensure long-term success.

Leadership and Design-Thinking

At the heart of design thinking is a strong appetite to understand the needs of the aim market for the goods or services we create. This allows us to see and comprehend the intended users. Then ask more questions by questioning the problem, its assumptions and implications with the help of design thinking. By reformulating problems in a human-prioritized, breeding many ideas during the buzz period, and applying a hands-on way during prototyping and verification, design thinking helps solve ill-defined or unknown challenges. Continuous experimentation is another aspect of design thinking, including testing concepts and ideas, prototyping, drawing, and trying things out (Dam, 2024; Purnomo, 2024; Soegaard, 2024). So design-thinking is about ways of thinking and working and a collection of practical methods.

Companies/groups can truly leverage digital technology to become business leaders by modifying business strategies/activities, prioritizing customer experience, increasing flexibility, and adopting human management techniques. This disruptive change due to technology requires awareness of the institution's culture in the transition process. Thus, the success of the company cannot be attributed to technology alone. To transition to new qualities, users of these technologies must be prepared to change standard business models and procedures. Likewise, HR who participate in the process of generating change, must be ready to accept technological changes and help implement them.

Leaders and Psychological Safety at the Activity Site

The broad scope of leader activities including creating and maintaining the psychological safety of their employees and themselves characterizes the health of interpersonal relationships that encourage team members to be more creative in offering ideas, expressing opinions, raising concerns, and admitting mistakes without fear of negative consequences, thus increasing satisfaction, fostering innovation, and improving 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 opinions; leaders dare to admit mistakes in front of the team if there are mistakes; conducting evaluations as a form of continuous assessment. This means that leaders must be able to create psychological safety and comfort through the creation of the atmosphere, mindset, and behaviour of members of the team ('Psychological Safety and the Critical Role of Leadership Development', 2021).

Waqf Leadership and its Transformation in the Digital Age

The early dynamization of Waqf was mainly for religious and educational purposes, such as waqf mosques and schools. Over time, however, its scope expanded to include a deep range of social and economic activities, including health care, poverty alleviation, and infrastructure development (Ali, 2023). The existence of digital transformation instead refers to the integration of digital technology into business processes, strategies, and activities to improve performance and achieve strategic goals (Lozić & Čiković, 2024), thus not changing the essence of the activity/business. And in philanthropy, digital transformation has revolutionized fundraising, wakif, and service delivery. Online platforms, crowdfunding, and social media have become indispensable tools for nonprofit organizations to reach a wider audience, mobilize resources, and drive transparency

(Bhati & McDonnell, 2020). However, digital transformation also presents challenges related to data privacy, cybersecurity, and the digital divide (Nahar khalaji, Shafii, Shafii, & Hawam, 2018).

Digital technology and waqf practices are brought together and transformed through digital platforms, to optimize waqf management procedures, increase transparency, and broaden the appeal to potential waqifs. In addition, digital technology enables creative methods of Waqf asset management and fundraising, such as smart contracts that automatically distribute Waqf proceeds and blockchain-based solutions (Vidiati, Hendra, Santoso, & Faturrizky, 2021) that provide transparent record-keeping as mandated by QS 2: 282.

Looking at several theories such as institutionalism (Berthod, 2018) where organizational structures and norms influence behaviour and outcomes, Stakeholder Theory (Freeman, Harrison, Wicks, Parmar, & Colle, 2010) emphasizes the interdependence between the various stakeholders involved (in this case the management of Waqf, such as wakif, *maukuf alaih*, nadzir, and BWI), and Resource Dependency Theory (Hillman, Withers, & Collins, 2009) which emphasizes the dependence (in this case waqf institutions) on external resources and networks to survive and thrive. Thus, the theory can 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 benefit waqf (Kahf, 2003) encompasses many types of waqf, one of which is the aid of workers, engineers, and experts with various skills. Thus, professional waqf is occupational waqf, which includes any occupation that relies on labour to produce sharia-compliant services or services, such as builders, and mechanics, as well as invisible occupations that commit on intellect to produce sharia-compliant services or services, such as doctors, educators, or lecturers, whether done independently or through businesses or institutions for charitable purposes. Waqf of experts or professionals can be permanent (continuous waqf) or temporary. In other terms, adept waqf or perpetual waqf is the waqf of physical (labour-based) or non-physical (intellectual) activities that generate sharia-compliant benefits in perpetuity or indefinitely, whether done personally or through an organization for charitable purposes.

With the existence of technology, students on campus can expand the waqf approach mandated by Al-Quran, Sunnah, and fiqh studies and scholarly viewpoints, as well as education, literacy, and government socialization through BWI. As in community service action, there are waqf activities that can be done by students by looking at the team's human resources. Table 1 below is the implementation of the BWI waqf program that has been implemented in the research location.

Table 1 Creative Activities of UIBBC Independent KPM Students 2024
Professional Waqf / Barber Services

No	Activity	Description
1		Activity flyer
2		Professional/service Waqf activities at the KPM Mandiri UIBBC research site
3	<p>https://www.instagram.com/reel/C-22aiaKHs2/?igsh=MzRIODBiNWFIZA==</p>	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 the 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 national flagship work program from the location of KPM Mandiri UIBBC Tegalsari Village-Plered-Cirebon

Source: KPM Mandiri 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 fun experiences in activities that bring benefits, such as innovative activities in KPM Mandiri UIBBC Tegalsari Plered Cirebon. The leadership of the KPM team leader is tested and tested instantly through smart HR management. BWI materials regarding professional/service waqf reached students with the presence of technology that was well-translated and accepted by the community.

This research still has limitations in activity time, but waqf may be easy, not burdensome, even with the work and even services/professions that are owned can also contribute to the benefit for the sustainability of waqf.

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