Conflict Management in Islamic Education Institutions: An Islamic Approach to Problem-Solving

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Info Artikel	Abstract
	This research examines the application of conflict management based on Islamic values in Kalimasada Islamic Boarding School, Jombang. Using a qualitative approach with a case study method, the research was conducted for six months (January-June 2024) through in-depth interviews, participatory observation, and document analysis. The results showed that conflict management in this pesantren is based on Islamic principles such as justice, peace, and dialog. The mediation system involving senior santri as mediators proved to be effective in resolving conflicts. The active involvement of pesantren administrators in monitoring and managing conflicts creates an environment conducive to conflict resolution. This study also reveals that effective communication and the application of Islamic values in conflict management not only help resolve conflicts but also support the creation of a more harmonious and inclusive educational environment. The findings make a significant contribution to the development of Islamic values-based conflict management approaches in Islamic educational institutions. The results of this study are expected to be a reference for the development of conflict management systems in other Islamic educational institutions.
	Abstrak Penelitian ini mengkaji penerapan manajemen konflik berbasis nilai-nilai Islam di Pondok Pesantren Kalimasada, Jombang. Menggunakan pendekatan kualitatif dengan metode studi kasus, penelitian dilaksanakan selama enam bulan (Januari-Juni 2024) melalui wawancara mendalam, observasi partisipatif, dan analisis dokumen. Hasil penelitian menunjukkan bahwa manajemen konflik di pesantren ini didasarkan pada prinsip-prinsip Islam seperti keadilan, perdamaian, dan dialog. Sistem mediasi yang melibatkan santri senior sebagai mediator terbukti efektif dalam menyelesaikan konflik. Keterlibatan aktif pengurus pesantren dalam mengawasi dan mengelola konflik menciptakan lingkungan yang kondusif untuk penyelesaian konflik. Penelitian ini juga mengungkapkan bahwa komunikasi efektif dan penerapan nilai-nilai Islam dalam manajemen konflik tidak hanya membantu menyelesaikan konflik tetapi juga mendukung terciptanya lingkungan pendidikan yang lebih harmonis dan inklusif. Temuan ini memberikan kontribusi signifikan terhadap pengembangan pendekatan manajemen konflik berbasis nilai-nilai Islam di lembaga pendidikan Islam. Hasil penelitian ini diharapkan dapat menjadi referensi bagi pengembangan sistem manajemen konflik di lembaga pendidikan Islam lainnya.

INTRODUCTION

Conflict management in Islamic educational institutions is a crucial issue that needs more attention (Afif et al., 2024; Soubagleh, 2019). Conflict in Islamic educational institutions can disrupt the teaching and learning process and create a non-conducive environment (Ramadhani & Azmy, 2024). In an environment that should support intellectual and spiritual development, the inability to handle conflict effectively can hinder the achievement of educational goals (Reave, 2005). Therefore, this article is important to provide relevant and Islamic values-based solutions.

Various previous writings have discussed conflict management in various educational contexts (Ma`arif et al., 2024; Shahmohammadi, 2014). However, most of these studies have not specifically explored the Islamic approach to conflict management in Islamic educational institutions (Broukhim et al., 2019). In addition, previous research often focuses more on secular approaches and has not provided an in-depth look at how Islamic values can be applied in conflict resolution (Sahin, 2018; Sirojuddin et al., 2021). Therefore, this article seeks to fill this void by providing a comprehensive Islamic perspective on conflict management.

The purpose of this paper is to complement the lack of existing research by exploring Islamic approaches to conflict management in Islamic educational institutions. The focus of this paper is to explore Islamic principles that can be applied in conflict resolution and to provide practical guidance for educators and leaders of Islamic educational institutions (Riaz et al., 2023;Masjudin et al., 2023). Thus, this paper is expected to be a useful reference for efforts to improve conflict management in the Islamic education environment.

This research was conducted at Pondok Pesantren Kalimasada, Jombang. In this paper, the author wants to prove that the application of Islamic values in conflict management not only enables more effective conflict resolution, but also supports the creation of a more harmonious and inclusive educational environment. This article will examine how Islamic principles such as justice, peace, and dialogue can be applied in an educational context and provide practical solutions for conflict resolution.The main contribution of this research is to enrich the literature on conflict management with an in-depth and applicable Islamic perspective. This article will also present a case example at Pondok Pesantren Kalimasada, Jombang, which shows the practical application of the approach. This case study will show how Islamic principles can be practically applied and provide positive results in conflict resolution in Islamic educational institutions

METHODS

This research used a qualitative approach with a case study method, in accordance with the guidelines proposed by (Creswell, 2015). This case study was conducted at Pondok Pesantren Kalimasada, Jombang, over a six-month period, from January to June 2024. The qualitative approach allows researchers to explore in depth the dynamics of conflict and social interaction that occur in this Islamic educational institution.

Data were collected through three main techniques: in-depth interviews, participatory observation, and document analysis (Arikunto, 2019). In-depth interviews were conducted with several key informants, including pesantren administrators, teachers, and santri, to obtain various perspectives on conflict management in pesantren. Participatory observation was used to directly observe the conflict dynamics and conflict management process in the pesantren environment, while document analysis was conducted on official pesantren documents related to conflict management policies and procedures.

Informants in this study were selected purposively, namely based on their involvement and knowledge of conflict management at Kalimasada Islamic Boarding School. Data analysis was carried out through the stages of data reduction, data presentation, and conclusion drawing (Maimun, 2020). Data validity was obtained through triangulation techniques, by comparing data from various sources and data collection methods. This approach is expected to provide a comprehensive picture of conflict management at Kalimasada Islamic Boarding School and the application of Islamic values in conflict resolution.

RESULTS AND DISCUSSION

Results

This research was conducted at Kalimasada Islamic Boarding School, Jombang, with the aim of deeply understanding conflict management applied in an Islamic education environment. Data were collected through in-depth interviews with pesantren administrators, teachers, and students, participatory observation, and document analysis related to conflict management policies and procedures. The results of this study provide a comprehensive picture of conflict dynamics, conflict management strategies, and their impact on the educational environment in this pesantren.

At Pondok Pesantren Kalimasada, conflicts often arise from differences of opinion between teachers and students, as well as between fellow students. Interviews with pesantren administrators revealed that the diverse cultural and social backgrounds among santri are often the source of these disagreements. For example, different perspectives on pesantren discipline and rules can trigger conflicts. Pesantren administrators emphasize the importance of effective communication as an effort to prevent and resolve conflicts. They try to create an environment where all parties feel valued and heard. One of the pesantren administrators stated, *"We always try to listen to the complaints and opinions of the santri openly, so that they feel valued and heard."*

Teachers at Pondok Pesantren Kalimasada also play an important role in conflict management. They prioritize constructive dialogue and an empathic approach in resolving conflicts with santri. Interviews with teachers show that they try to understand the background and perspective of each santri before making decisions. A senior teacher said, *"We always try to understand the background and perspective of each santri before making a decision. This helps us to resolve conflicts in a fair and thoughtful way."*

The interviewed santri also gave their views on conflict management in pesantren. Some santri admitted that conflicts often occur, especially related to issues of regulations and discipline. However, they also recognize that the approach used by pesantren administrators in resolving conflicts is very helpful. A senior santri revealed, *"We are taught to resolve conflicts in peaceful ways and based on Islamic values, such as honesty, patience, and understanding."*

Participatory observation shows that pesantren administrators are actively involved in monitoring and managing conflicts. They are present in important activities and are ready to provide direction and advice in case of conflict. This active involvement creates an environment conducive to conflict resolution, where all parties feel involved and heard. Observations also show that there is a mediation system implemented in pesantren. Mediators consisting of senior santri are trained to use Islamic values-based approaches such as justice, peace, and dialog in resolving conflicts. This mediation has proven to be very effective in resolving small conflicts before they develop into bigger problems.

The mediation system at Kalimasada Islamic Boarding School has several stages that are carried out with discipline. The first stage is conflict identification, where the mediator gathers

information about the conflict. This stage involves interviews with the parties involved to understand the root of the problem and their respective perspectives. After identification, the next stage is mediation, where the mediator arranges a meeting between the parties involved to openly discuss the issues and find a joint solution. During the mediation, the mediator ensures that all parties have the opportunity to express their views and listen respectfully to the views of the other parties. Once a solution has been agreed upon, the final stage is evaluation, where the outcome of the mediation is evaluated to ensure that the solution is effective and sustainable.

The analysis of official pesantren documents, including the disciplinary guidelines and mediation records, provides an in-depth insight into the structure and mechanisms of conflict management at Kalimasada Islamic Boarding School. The discipline manual sets out the rules to be followed by all members of the pesantren, as well as the procedures to be taken in case of violations. This document emphasizes the importance of conflict resolution through dialogue and mediation, as well as the use of approaches based on Islamic values. The mediation records recorded various cases of conflicts that occurred in the pesantren as well as the steps taken to resolve them. Analysis of the mediation records shows that most conflicts can be resolved in an amicable manner and to the satisfaction of all parties involved.

One example of a case analyzed is the conflict between two groups of students who have different opinions regarding the use of sports facilities in pesantren. This conflict originated from the competition between the two groups over the time to use the sports field. Through the mediation system, the mediator arranged a meeting between the two groups to discuss this issue. In the meeting, both groups were given the opportunity to express their views and listen to the views of the other group. After a constructive discussion, both groups agreed to create a field use schedule that was fair to all parties. The evaluation showed that this solution was effective in reducing tensions between the two groups and creating a more harmonious environment.

Another example is a conflict between a teacher and some students regarding discipline rules. Santri felt that the rules applied were too strict and did not consider individual conditions. This conflict was resolved through a dialog facilitated by the head of the pesantren. In the dialog, teachers and santri shared their views and sought solutions together. As a result, the discipline regulations were revised to be more flexible and take into account the individual conditions of the santri. The evaluation results show that this revision was well received by all parties and increased santri compliance with the regulations.

Overall, the results of this study indicate that conflict management at Kalimasada Islamic Boarding School is strongly influenced by Islamic values. The approach used in resolving conflicts always prioritizes the principles of justice, peace, and dialog. Effective communication and active involvement of pesantren administrators are very important in preventing and resolving conflicts. The mediation system applied in pesantren has proven to be very effective in resolving conflicts between fellow students, and the active involvement of pesantren administrators creates an environment conducive to conflict resolution. This research makes a significant contribution in enriching the literature on conflict management in Islamic educational institutions, as well as providing practical guidance for other pesantren managers in applying Islamic values-based approaches in conflict management.

The Islamic values-based approach applied at Kalimasada Islamic Boarding School includes several main principles. First, the principle of justice, which requires all parties to be treated fairly and equally in the conflict resolution process. Second, the principle of peace, which emphasizes the importance of seeking peaceful solutions and avoiding violence in resolving conflicts. Third,

the principle of dialogue, which encourages open and honest communication between the parties involved. Fourth, the principle of patience, which teaches the importance of patience and fortitude in dealing with conflict. Fifth, the principle of respect, which requires all parties to respect and appreciate each other's views.

The application of these principles in conflict management at Pondok Pesantren Kalimasada not only helps in resolving conflicts, but also supports the creation of a more harmonious and inclusive educational environment. Pesantren administrators, teachers, and students are taught to uphold these values in all their interactions. This creates a pesantren culture that values diversity and encourages cooperation and mutual understanding.

This research also shows that effective conflict management at Kalimasada Islamic Boarding School has a positive impact on the quality of education and the lives of santri. Santris feel safer and more comfortable in an environment that values and supports them. They also learn important conflict resolution skills that will be useful in their lives outside the pesantren. Teachers feel more confident in handling conflicts and creating a positive learning environment.

To make it easier to understand the findings of this study, we present them in the following table.

Table 1 Research Findings

Findings	Description
Diverse Sources of Conflict	Conflicts arise due to differences of opinion between teachers and students and between students, especially regarding discipline and rules of the Islamic boarding school. Diverse social and cultural backgrounds are the main factors.
The Importance of Effective Communication	The boarding school administration emphasizes open communication to prevent and resolve conflicts. An environment that respects all parties helps in problem solving.
The Role of Teachers in Conflict Management	Teachers use constructive dialogue and an empathetic approach. They understand the students' perspectives before making decisions, so that conflict resolution becomes fairer.
Islamic Value Based Mediation System	Mediation is carried out by senior students with an approach based on Islamic values, such as justice, peace, and dialogue. Mediation goes through three stages: conflict identification, open discussion, and solution evaluation. This system is effective in preventing small conflicts from growing into big ones.
Positive Impact on Educational Environment	Conflict management based on Islamic values creates a harmonious and inclusive environment. Students learn useful conflict resolution skills, and teachers are more confident in creating a conducive learning atmosphere.

DISCUSSION

This research reveals the dynamics of conflict management in Kalimasada Islamic Boarding School, Jombang, by exploring how an Islamic values-based approach is applied in conflict resolution. The results showed that the principles of justice, peace, and dialog taught in Islam play an important role in conflict management in pesantren. This finding is in line with the conflict management theory described by (Awalluddin et al., 2023), which states that effective conflict

resolution requires open communication and the search for joint solutions that are fair to all parties involved.

One of the main findings of this study is the importance of effective communication in conflict management. Pesantren administrators, teachers, and santri all emphasized that listening to and respecting each other's opinions are key to preventing and resolving conflicts. This is in line with research conducted by (Ensari et al., 2015), which shows that effective communication can reduce tension and facilitate constructive conflict resolution. According to Ensari et al, open communication allows parties involved in conflict to understand each other's perspectives, thus facilitating the search for mutually beneficial solutions (Susanto & Dwianansya, 2024).

In addition, this study found that pesantren administrators are actively involved in monitoring and managing conflicts. The active involvement of administrators in the conflict management process creates an environment conducive to conflict resolution, where all parties feel involved and heard. This finding supports the transformational leadership theory proposed by (Riaz et al., 2023), which emphasizes that leaders who are actively involved and care about the needs of their members can create a harmonious and productive environment. According to (Chitiga, 2018), transformational leaders are leaders who are able to inspire and motivate their members to achieve common goals through an inclusive and collaborative approach.

This study also found that the mediation system implemented at Kalimasada Islamic Boarding School is very effective in resolving conflicts between fellow students. Mediators consisting of senior santri are trained to use Islamic values-based approaches such as justice, peace, and dialog in resolving conflicts. The effectiveness of this mediation system is in line with research conducted by (Anita et al., 2022), which shows that mediation is one of the most effective conflict resolution methods. According to (Dwi Wiwik Subiarti, 2018), mediation allows parties involved in a conflict to reach an agreement peacefully and satisfactorily, with the help of a neutral and trained third party.

Furthermore, this study revealed that the disciplinary guidelines and conflict management policies in pesantren are instrumental in creating a harmonious environment. Official pesantren documents emphasize the importance of conflict resolution through dialogue and mediation, as well as the use of approaches based on Islamic values. This supports the social system theory proposed by (Cox & McCubbins, 2007), which states that institutional structures and policies play an important role in regulating the behavior of its members and creating social stability. According to (Marliana, 2024), clear and fair policies can help prevent conflict and facilitate effective conflict resolution.

Analysis of conflict cases that occurred at the Kalimasada Islamic Boarding School shows that an approach based on Islamic values not only helps in resolving conflicts, but also supports the creation of a more harmonious and inclusive educational environment. For example, in the case of a conflict between two groups of students who have different opinions regarding the use of sports facilities, mediation is successful in resolving the conflict in a way that is fair and satisfactory for both parties. This case example supports research conducted by (Terepyshchyi & Khomenko, 2019), which shows that a conflict resolution approach based on peaceful values can create sustainable and profitable solutions for all parties involved.

The Islamic values-based approach applied at Kalimasada Islamic Boarding School includes several main principles. The principle of justice requires that all parties be treated fairly and equally in the conflict resolution process. The principle of peace emphasizes the importance of seeking peaceful solutions and avoiding violence in resolving conflicts. The principle of dialog encourages

open and honest communication between the parties involved. The principle of patience teaches the importance of patience and fortitude in dealing with conflict, while the principle of respect requires all parties to respect and appreciate each other's views. The application of these principles in conflict management at Pondok Pesantren Kalimasada not only helps in resolving conflicts, but also supports the creation of a more harmonious and inclusive educational environment.

The Islamic values-based approach applied at Kalimasada Islamic Boarding School reflects the principles of justice, peace, dialogue, patience, and mutual respect in conflict resolution. The principle of justice emphasizes equal treatment for all parties, ensuring that no one feels disadvantaged in the conflict resolution process. In practice, the Islamic boarding school always considers the perspectives of all parties before making a decision, such as in the case of the revision of disciplinary regulations which was carried out after considering the aspirations of students and teachers.

The principle of peace encourages conflict resolution through peaceful means, without violence or confrontation. Students are taught to seek harmonious solutions by prioritizing deliberation and cooperation, as applied in resolving conflicts between groups of students regarding the use of Islamic boarding school facilities. In addition, the principle of dialogue is a key element in the mediation process. Open and honest communication allows all parties to express their opinions without fear or discrimination, creating a conducive environment for finding the best solution together.

The principle of patience teaches the importance of restraint and not rushing into making decisions when facing conflict. Students and teachers are taught to remain calm, understand other points of view, and avoid emotional reactions that can worsen the situation. This is very useful in dealing with cultural and customary differences between students, where they are encouraged to understand each other and not be easily offended. The principle of mutual respect is also the basis for interactions between individuals in Islamic boarding schools. All parties are taught to respect the opinions and feelings of others, creating a more inclusive and tolerant culture. The application of these values not only helps in resolving conflicts effectively, but also builds the character of students to be wiser and more mature in dealing with differences. With this system, Islamic boarding schools are not only a place to gain knowledge, but also an environment that shapes the character of students to be able to resolve conflicts in a peaceful, fair, and respectful manner, both in everyday life and in the future.

In addition, this study found that effective conflict management at Kalimasada Islamic Boarding School has a positive impact on the quality of education and the lives of santri. Santris feel safer and more comfortable in an environment that respects and supports them. They also learn important conflict resolution skills that will be useful in their lives outside the pesantren. Teachers feel more confident in handling conflicts and creating a positive learning environment. This is in line with research conducted by Tjosvold (2008), which shows that effective conflict management can improve job satisfaction and performance of organizational members.

This discussion also links the research findings with theories on leadership in education. According to (Harefa et al., 2021), effective leadership in education involves the active involvement of leaders in supporting and motivating their members. This study shows that pesantren administrators at Kalimasada Islamic Boarding School play an important role in creating an environment conducive to conflict resolution. The active involvement of the board reflects the transformational leadership principle proposed by Leithwood and Jantzi, which emphasizes the

importance of support and motivation from leaders in creating a harmonious and productive environment.

This study is relevant to previous research on conflict management in Islamic educational institutions. For example, research conducted by (Prasetyo et al., 2024)shows that conflict management in pesantren is often influenced by religious values and local culture. Prasetyo's research found that a religious values-based approach can help resolve conflicts in a peaceful and harmonious way. This finding is in line with the results of research at Kalimasada Islamic Boarding School, which showed that an Islamic values-based approach is effective in resolving conflicts and creating a harmonious educational environment.

This research contribution also supports the theory of active involvement in conflict management. The principle of participation proposed by (Jaenudin, 2024) emphasizes that the active involvement of all parties involved can improve the quality and effectiveness of the decision-making process. In this context, pesantren administrators, teachers, and santri all have an important role in creating an environment conducive to conflict resolution. Active participation allows all parties to have a voice in the decision-making process, ensuring that the decisions taken reflect the interests and needs of all parties involved.

In addition, this research also provides insight into the importance of applying Islamic values in Islamic education. According to (Hasan & Aziz, 2023), Islamic education aims to develop good character and uphold moral and ethical values. In this study, conflict management based on Islamic values at Kalimasada Islamic Boarding School supports the goals of Islamic education by teaching students to resolve conflicts in a peaceful, fair, and respectful way. The application of Islamic values in conflict management is also in accordance with the concept of tarbiyah, which refers to the process of education and character development in Islam.

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The Islamic values-based approach applied at the Kalimasada Islamic Boarding School not only functions as a method of conflict resolution, but also as a means of character building for students, teachers, and all elements of the Islamic boarding school. The principle of justice applied ensures that every decision taken takes into account the interests of all parties, so that no one feels disadvantaged. This creates a sense of trust and openness in the Islamic boarding school community.

In practice, the principle of peace encourages students to prioritize deliberation in resolving differences, avoiding confrontation that can damage the situation. The principle of dialogue provides space for each individual to express their honesty honestly, which ultimately strengthens the sense of togetherness and openness in the Islamic boarding school environment. The principle of patience is also key in dealing with social dynamics in Islamic boarding schools, teaching students not to rush into making decisions or responding to conflict with emotion.

In addition, the principle of respect fosters a culture of mutual respect, where differences of opinion are not a source of similarity, but rather a means of learning and deeper understanding. By consistently applying these principles, Kalimasada Islamic Boarding School not only creates a peaceful environment, but also produces students who have the ability to resolve conflicts wisely, which will be beneficial for their lives outside the Islamic boarding school..This research also shows that effective conflict management at Kalimasada Islamic Boarding School has a positive impact on the quality of education and the lives of santri.

Santris feel safer and more comfortable in an environment that respects and supports them. They also learn important conflict resolution skills that will be useful in their lives outside the pesantren. Teachers feel more confident in handling conflicts and creating a positive learning environment. This finding is in line with research conducted by (Hananto et al., 2024), which shows that effective conflict management can increase job satisfaction and performance of organizational members.

This research also shows that the application of Islamic values in conflict management not only helps in resolving conflicts, but also supports the creation of a more harmonious and inclusive educational environment. The Islamic values-based approach applied at Kalimasada Islamic Boarding School includes several key principles. The principle of justice requires that all parties be treated fairly and equally in the conflict resolution process. The principle of peace emphasizes the importance of seeking peaceful solutions and avoiding violence in resolving conflicts. The principle of dialog encourages open and honest communication between the parties involved. The principle of patience teaches the importance of patience and fortitude in dealing with conflict, while the principle of respect requires all parties to respect and appreciate each other's views. The application of these principles in conflict management at Pondok Pesantren Kalimasada not only helps in resolving conflicts, but also supports the creation of a more harmonious and inclusive educational environment.

The main contribution of this research is to provide insight into how Islamic values can be applied in conflict management in Islamic educational institutions. This research shows that the Islamic values-based approach is very effective in resolving conflicts and creating a harmonious educational environment. In addition, this research provides practical guidance for managers of pesantren and other Islamic education institutions in developing conflict management strategies based on Islamic values.

Overall, this research makes a significant contribution in enriching the literature on conflict management in Islamic educational institutions. The results show that the Islamic values-based approach is very effective in resolving conflicts and creating a harmonious and inclusive educational environment. This research also provides practical implications for managers of pesantren and other Islamic educational institutions in developing conflict management policies and strategies based on Islamic values. Thus, this research is expected to make a positive contribution to improving the quality of education and life in Islamic educational institutions.

CONCLUSION

This research shows that conflict management at Kalimasada Islamic Boarding School is strongly influenced by the application of Islamic values such as justice, peace, dialogue, patience, and respect. This approach not only helps in resolving conflicts but also creates a harmonious and inclusive educational environment. Effective communication, active involvement of pesantren

administrators, and an Islamic values-based mediation system are key factors in effective conflict resolution.

This research has several limitations, including the limitation to one research location, namely Pondok Pesantren Kalimasada, Jombang. In addition, this study only used a qualitative approach so that the results cannot be generalized to all Islamic educational institutions. Future research is recommended to cover more locations of pesantren or other Islamic education institutions to get more comprehensive results. In addition, the use of quantitative or combined qualitative-quantitative research methods can provide a broader perspective and stronger validation of the research findings.

The practical implications of this study are the importance of developing effective communication skills for pesantren administrators, teachers, and students. In addition, the importance of active involvement of pesantren administrators in monitoring and managing conflicts, as well as the importance of clear and fair disciplinary policies and guidelines. An effective mediation system is also indispensable to prevent and resolve conflicts constructively. This research makes a significant contribution in enriching the literature on conflict management in Islamic educational institutions. The results of this study support the theories of conflict management proposed by experts, as well as the concept of tarbiyah in Islamic education. This research also provides practical guidance for managers of pesantren and other Islamic educational institutions in developing conflict management policies and strategies based on Islamic values.

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