

Leadership Strategies in Overcoming Leadership Stress in Higher Education (Case Study on University Darul Falah Bandung Barat)

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Abstract— Stress happens to everyone in their life. Stress occurs wherever they are and whenever they do. Stress inevitably occurs, but we can manage that stress into good stress so as not to become fatal stress on ourselves. Leaders in colleges are responsible for managing stress under their authority. If stress occurs in lecturers, students and lower-level leaders, it will be a stress burnout. College leaders must be responsible to ensure that their organizations can run healthily and meet quality academic services. Then a special strategy is needed in dealing with stress. The purpose this article is to identify the types of stress that occur to leaders at the study program level, supporting elements and main leaders at university Darul Falah. The research method used is a case study. The participants in this study were the main leaders, support/unit leaders, and study program leaders within university Darul Falah. In this case, the stress that occurs in the university Darul Falah environment is mostly in the aspect of workload, especially those related to time management and policy making which can lead to pros and cons. Leaders have their respective duties and roles in accordance with the task structure and governance of an institution. Leaders have a workload in accordance with the level of policy that must be decided. In making decisions, the leadership is charged with formulating and determining strategies that can be accepted by all parties in carrying out the Tri Dharma Perguruan Tinggi. Thus, every leader must be able to overcome his stress first so as not to spread to other aspects. Then it is necessary to develop a healthy work culture with collaborative and active discussion to minimize the onset of stress in providing academic services.

Keywords— *stress leadership, higher education*

INTRODUCTION

Stress occurs in everyone in their lives. Stress happens to a person wherever he is and whenever he does. Stress inevitably occurs, but we can manage that stress into good stress so as not to become fatal stress on ourselves. [1] defines stress as "any external event or internal impulse that threatens to disrupt the balance of the organism is stress". [2] Stress is a condition or feeling experienced when a person perceives that demands outweigh the personal and social resources of the individual. Stress can be seen as an amalgamation of sources of stress, mediators of stress and manifestations of stress. Stress is related to motivation that sometimes does not manifest. The assumption is that basic needs must be met first before proceeding to the fulfillment of higher-level needs [3]. The highest need is self-actualization, although it is very important to meet basic needs physiologically. At some point, we need to move towards a higher level in order to be able to think outside the box and learn from motivational mistakes to see challenges as opportunities. Sometimes we tend to view that the behavior of meeting the highest basic needs is a pessimistic, an additional burden, despair, anger and emotional instability [4].

Imagine if a lecturer gives a presentation in a scientific forum. To reduce stress before the activity, he took a sip of a sedative to loosen his stress, but it turned out that he had to face consequences such as drowsiness. There is also if a student who is going to present his thesis, to reduce his stress he eats a lot of high-calorie food, fast food, eats less food nutritious, which eventually leads him to indigestion. Then a leader who is pursued by the deadline for policymaking by the foundation, he

reduces his stress by acting authoritarily to his subordinates, the consequences of which are poor communication and work climate in the organization. If you look at the problems above, there are several stress hotspots that occur in everyone. If you miscope with stress, then stress can have a damaging impact on yourself and relationship. ith others [5]. Then the best option is to practice time planning, train physical health, train to control the situation, and use self-strength repeatedly to cope with stress [6]. This action helps coping stress techniques positive strategies so that negative coping can be managed so that stress becomes a positive thing.

Looking at the above conditions, leaders in colleges are responsible for managing stress under their authority. Higher education is a place where educational processes emerge that present challenges for leaders faced with various dynamic working environment conditions. The development of time and changes in job characteristics make the role and strategy of the leader must also change. Sometimes the leader himself is often the main source of stress among his environment [7] [8] [9]. If stress occurs in lecturers, students and lower-level leaders, it will become burnout stress in the organization [10]. College leaders must take responsibility for ensuring their organizations can run healthily and meet quality academic services [11]. [12] explain that leadership style affects a person's work pressure.

Then a special strategy is needed in dealing with stress. The writing of this article aims to identify what types of stress occur to leaders at the study program level, supporting elements and main leaders at university Darul Falah. In addition, what are the supporting and inhibiting factors that make work stressful for leaders. Furthermore, what strategies do leaders do to overcome stress by means of stress coping strategies [13] as a follow-up to how a leader has power and its authority to provide a stimulus to cope with stress.

METHODOLOGY

The research method used is a case study. In research using this method, an in-depth longitudinal examination of a situation or event referred to as a case is conducted using systematic methods in making observations, collecting data, analyzing information, and reporting the results. As a result, a deep understanding of why something happened can be the basis for further research. According to [14] qualitative research is a type of research that explores and understands meaning in a number of individuals or groups of people derived from

social problems. Participants in this study were the main leaders, supporting / unit leaders, and study program leaders in the university Darul Falah environment. Data collection techniques are carried out by means of interviews and field observations. Data analysis techniques use the stages of data collection, data presentation, data reduction and drawing conclusions or verification (Miles, M. B., & Huberman, A. M., 1994) [15].

FINDING AND DISCUSSION

The organizational structure of Darul Falah University leaders consists of the Main Leadership element, namely the university Chairperson assisted by the Vice Chairman for Student Academic Affairs, Vice Chairman for Institutional Affairs and Vice Chairman Personnel and Finance. Other leadership elements consist of supporting elements, namely Unit, Bureau and Institution Leaders such as Research Unit, Quality Assurance Unit, Student Academic Bureau, Institutional and Cooperation Bureau and Personnel Bureau. The academic executive leadership element consists of the Head of the islamic education study program, madrasa teacher education study program, and early childhood study program.

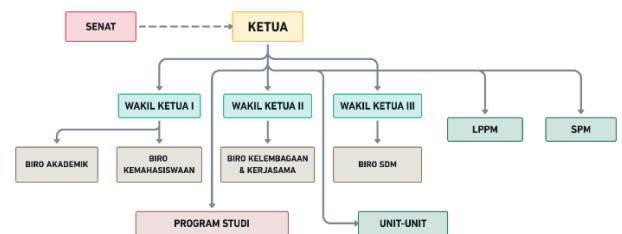


Figure 1 Organizational Structure of university Darul Falah

The stress on university Darul Falah leadership is felt by almost everyone. In the majority, leaders experience work stress. The stress felt is usually prolonged fatigue, anxiety attacks, and lack of vigor. Every post achieved, there must be a consequence of the burden in it [16] [17] [18].

The stress on the main leadership felt by the Chairman and Deputy Chairperson is related to *time management* and policy making which sometimes raises pros and cons. Although the positive aspect of the position is that it can control the units under its authority and is able to make binding policies. Sometimes this policy is not able to be understood by supporting and professional level leaders so that the communication relationship between the main leadership and the lower

level leadership becomes difficult to communicate and leads to workloads that never finish. Relationship stress includes meeting stress, that there is anxiety in work interactions with supporting elements and promiscuity. This stress comes from the increasing volume of work and roles and responsibilities that have not been able to be increased in terms of work productivity. One thing that is important in supporting policy making is adequate policy facilities, so that when the leadership makes a binding decision, the resources Facilities must support, so that there are no policy inconsistencies that have been decided. In the long run, key leaders will be in decision-making positions. It is stated in the Statute and SOTK that the Leadership Position will end at 1 management period with a period of leadership for 5 years. This time is used by the main leadership to provide data on the assessment of each policy based on the results of deliberations and consultations with each stakeholder such as the Foundation, Senate and Kopertais II of the West Java Region. Curative strategies in stress management, key leaders make policies by placing the best people to be given positions and workloads according to their capacities. When giving positions, the main leadership explains clear, structured, systematic and integrated work procedures between units and other units so that there is continuity of work in the organization. Preventively, the strategy carried out is to accommodate the aspirations and input of lecturers and stakeholders in units and study programs.

Stress on supporting leadership elements relates to budget resources, facility resources, human resources and key leadership policies. There are many relationships between work stress, workload, and the environment [19]. The perceived workload is also unbalanced with other units. Unbalanced workloads cause stress and burnout at work [20] [21]. As is the workload in the Academic Bureau, which requires more work productivity, but in terms of human resources and budget resources is not balanced according to needs. The academic and student affairs bureau oversees managing the System Information Academic application, determining the academic calendar, making a schedule for proposal examinations and thesis trials, developing SMEs, and accepting new students. This workload becomes excessive stress due to the achievement of targets that are too forced. The specifics of the work that have not been clearly described create confusion in providing academic services. Likewise, Research Unit as an institution for research and service services for lecturers and students. Research Unit is required to be more proactive in providing better work *output*, but on the other hand, supporting resources such as the OJS Application and Turnitin Application are not fully

adequate because they are not optimal Information Technology staff. This is a stress for the head of Research Unit because he cannot work optimally to provide the Tridharma Perguruan Tinggi services optimally.

[22] reveals that technology can be stressful and affect leadership styles. The Internal Quality Assurance Unit unit also felt that the quality assurance process was constrained by the lack of adequate human resources so that Internal Quality Assurance Unit took a policy to determine selected people in developing quality policies, quality documents, quality manuals and quality forms. Quality assurance is important but the infrequent communication between the main leadership and other units makes the quality assurance program hampered so that the achievement of accreditation is less than optimal during external monitoring and evaluation carried out by Kopertais II West Java. The bureau of finance and personnel feels the same way in supporting the continuity of services in supporting elements and study programs. Limited budgets and late budget distribution are obstacles to the use of budgets so that the work programs of supporting units and study programs are too late to be carried out and leaders often complain of budget constraints to organize work programs. This certainly disrupts the work ecosystem and work culture in supporting units. The strategy that must be carried out by the main leaders so that the supporting leaders can work optimally is by providing work according to their levels, developing a quality-based work culture, increasing resources, the main leadership must develop value-based leadership, improve a conducive work environment, the main leadership improves ideal communication based on heart *by heart*, and adjusts work with good welfare.

Stress on the leadership element of the study program does not have a direct impact on oneself, because the decision making of the study program is directly in the main leadership and supporting elements. The head of the study program himself experienced few obstacles regarding policy and bureaucratic inconsistencies so that it had an impact on academic services to study program lecturers and students. Obstacles to academic services experienced, for example, are regarding the division of schedules between lecturers that are not balanced, conflicting schedules between lecturers due to the busyness of lecturers outside the institution, as well as the lack of attention of lecturers to students regarding academic guidance. Basically, the policy of academic and administrative services is already regulated and determined in the academic calendar, but due to the lack of inconsistencies and lack of communication between lecturers making learning services a little disrupted at the beginning of lectures. This obstacle certainly makes work pressure that at least interferes with the mind, but

with the *stress self-coping strategy*, the heads of study programs often discuss one the same so that it has the same assumption in determining the policy of the study program. The three heads of study programs often discuss openly, deliberatively, and respect each other's work as a preventive strategy so that stress does not occur in a prolonged manner. The bottom line is that collaboration and discussion are important strategies in the stress management process so that study program leaders can continue to play an active role in providing academic services.

To overcome this work, university lead leader Darul Falah developed a spiritually based transformational leadership style. Leadership style is important for overcoming organizational work stress [23]. Transformational leadership is characterized by four elements: inspirational motivation (the ability to naturally motivate and attract the emotions of others), the ideal influence (the ability to gain the respect of others), individual support (the ability to support the unique developmental needs of subordinates), and intellectual stimulation (the ability to stimulate subordinates' desire to learn and develop) [24]. These four characteristics are applied through the process of recitation and spiritual leadership based on Islamic boarding schools, because the leaders of university Darul Falah have backgrounds as leaders of Islamic boarding schools in their respective regions. With a spiritually based transformational style, policy direction is demanded of islam, faith, ihsan.

University leader Darul Falah developed strategies in dealing with leadership stress in various ways. [25] explained that to overcome stress, an organizational development strategy must be carried out, especially in a quality work-life balance; competence, training and development of employees; and communication. The majority of unit leaders and study program leaders consider that university Darul Falah leaders can implement good strategies in suppressing leadership stress.

Table 1 Leadership Strategy

Indicator	Value
Able to create programs and direct work programs	Good
Able to communicate work programs	Good
Implement a positive work ethic	Good
Able to think strategically and compile work program plans	Medium

Indicator	Value
Showing the nature of independence	Medium
Practicing his leadership	Medium
Dare to take risks	Good
Have endurance in the face of problems	Good
Inspire and motivate you and your Team	Medium
Appreciate your work and contributions	Medium
Encouraging a new culture that has character	Good
Encouraging knowledge management	Good
Provide flexibility to work professionally	Medium
Involve you and your team in designing and implementing work programs	Good
Respect the opinions of you and your team	Good
Have a wide point of view and	Medium
Encourage innovation and creativity	Good
Make and direct changes	Good
Cooperating in the work team	Medium

So with style and some strategies, it is seen that the main focus is in the form of prevention and healing periodically. Curative strategies in stress management, key leaders make policies by placing the best people to be given positions and workloads according to their capacities. When giving positions, the main leadership explains clear, structured, systematic and integrated work procedures between units and other units so that there is continuity of work in the organization. Preventively, the strategy carried out is to accommodate the aspirations and input of lecturers and stakeholders in units and study programs.

CONCLUSION AND RECOMMENDATION

Stress is a condition or feeling experienced when a person perceives that demands outweigh the personal and social resources of the individual. Stress is related to motivation that sometimes does not manifest. Stress can occur in all circles, including for the University community. Leaders in colleges are responsible for managing stress under their authority.

In this case, the stress that occurs in the university Darul Falah environment is mostly in the aspect of workload, especially those related to time management and policy making which can cause pros and cons. Leaders have their own duties and roles according to the structure of duties and governance of an institution. Leaders have workloads according to the level of policy that must be decided. In making decisions, the leadership is charged with formulating and establishing strategies that are acceptable to all parties in conducting the Tri Dharma of Higher Education.

When giving positions, the main leadership explains clear, structured, systematic and integrated work procedures between units and other units so that there is continuity of work in the organization. Preventively, the strategy carried out is to accommodate the aspirations and input of lecturers and stakeholders in units and study programs. Also, leaders need to manage every resource to accommodate the implementation of academic services for students and faculty.

Thus, each leader must be able to overcome his stress first so as not to spread to other aspects. So strategies are needed to build a healthy work culture with active collaboration and discussion to minimize the onset of stress in providing academic services.

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