

# Coordination Patterns in Educational Institutions in the Perspective of Islam

Maryani

Lecturer of Faculty Sharia Sulthan Thaha Saifuddin IAIN Jambi

**Abstract:** *Coordination or integration is a process to develop and maintain a good relationship between activities, both physical activities and spiritual activities. Coordination is critical in complex organizations, because there can be many different activities carried out by many people in many parts. The need for coordination arising at any time if the person or group responsible for the perfection of a task. If there is a state of mutual dependence between the activities, then the effective results will be achieved only when such activities are coordinated. In view of the Quran, there are two words that help to study this coordination. The word is Shaff and the Ummah. Shaff said with coordination. So coordination according to this word analysis is an association or a congregation that has a regulated and orderly system to achieve a common goal. While the Hadith mentioned, which means that each slave is above wealth preserver of his master, and he is responsible for property management (HR. Imam Muslim). A manager in providing coordination to all other individuals and units under their command should have a policy and expertise was unknown by individuals and the units.*

**Keywords:** Coordination, Educational Institutions, Islamic Perspective

## 1. Introduction

Coordination is very important and must be present in a management, because coordination is supporting the achievement of objectives that exist in a management. Coordination here relates to the leadership of a management, good management in education and outside of education. This is in accordance with the opinion of Mike Schraeder (2014) there are five basic functions of management, including planning, organizing, directing, coordinating and controlling, with the leader and the pattern of coordination is the most important thing.

With better coordination in a management company, it will produce good results, and more leverage in achieving its objectives. Therefore, it needs good cooperation between leaders and subordinates, or fellow members that exist in a management. The point is there should be good cooperation between all the components in a management company. Results of research Charles Osifo (2012), stating that the connection is effective and efficient internal components and external organizations to help in reducing the risk of failure of an organization, improving productivity and linking role between groups of organizations, inter and intra, bridging the performance and trust among groups in the organization, and define the tasks of work organization and their achievements.

Coordination is needed in every small and great management, whether simple or complex management. In achieving the goal of management is always there are some things that are interrelated and need to coordinate to support organizational performance. This is in accordance with the opinion Ramunas (2014) that in order to improve performance, leaders must focus on the coordination of organizations working elements and steps, namely employee motivation, skills, growth of productivity and flexibility, functional, and organizational effectiveness.

## 2. Research Methodology

This research has included a library research. Therefore, all the data used in this study came from written materials which generally consists of two items: primary data and secondary data. Primary data are the main data which are directly related to this discussion. While secondary data are data that the authors use as a source of support or data indirectly, but closely related to this discussion (Sugiono, 2009). In an effort to get the data and facts, the author uses the data collected by understanding and taking excerpts from the book relating to this discussion.

## 3. Discussion / Discussion

3.1 Definitions of Coordination in education management based Al-Qur'an and Hadith. In view of the Quran, there are two words that help to study this coordination. The word is Shaff and the *ummah*. Shaff said with coordination. So coordination according to an association or a congregation is having a regulated and orderly system to achieve a common goal. In *surah al-Shaff* paragraph 4 stated that "Allah loves those who fight in the street His orderly rows as if they were a solid cemented structure". The purpose of the Shaff there by al-Qurtubi is sent included in a row (organization) so that there is order to achieve the goal (Samsyu al-Din al-Qurtubi: 2005).

In a hadith explained: "God loves those who do a job if done with precise, effective and thorough". According to al-Baghawi purposes of paragraph above is the man should remain in place and do not move to other place (Abu Muhammad Hasan ibn Mas'ud al-Baghawi: 2005). In addition, many commentators in the verse which explains that the verse was a line in the war. (Ibn Jarir al-Tabari: 2005). In another version of the interpretation, argued that the verse shows the sequence of prayers which have regularity. (Samsyu al-Din al-Qurtubi: 2005). From here it can be argued that the characteristics of the organization are to have a leader and occur *itba'* against the leadership. But there is also a definition, namely: Coordination derived from

the Latin, namely cum different meaning, and *ordinare* which means preparation or placing something on necessity. Coordination is called cooperation, but actually more than just cooperation, because coordination is also contained synchronization. (E. Mulyasa: 2002).

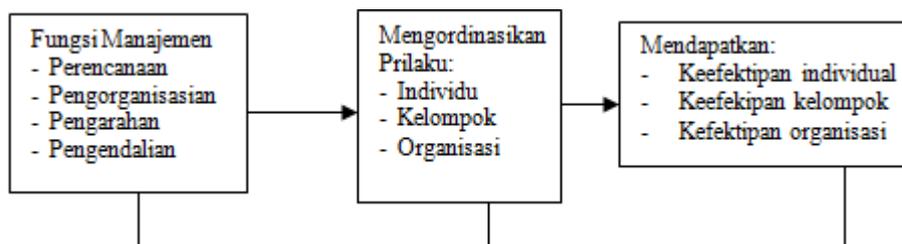
Coordination is the arrangement of the relationship of a concerted effort to get the unity of action in the achievement of common goals. Coordination is a process that regulates the division of labor between individuals or between groups within an organization. (Syahrizal Abbas: 2009). Hasibuan (2001) define that Coordination is directing activities, integrate and coordinate the management elements and tasks of subordinates in achieving organizational goals. Peithzal and Rival (2009) argue: coordination is activities bring people, materiel, thoughts, techniques and purpose pliers into a harmonious and productive relationship in achieving a goal.

Coordination is an important part of the members or organizational units or management work are interdependent. The more the work of individuals or units are different but closely related, the greater the likelihood of coordination problems. For example, the procurement of school supplies by the principal must be coordinated with school staff so that there is no overlap. Resources include human resources, education (school principal, guidance counselor, employee administration,

students, school committees, superintendents, education department officials and others), while other resources (equipment, supplies, money, and materials). Software (the organizational structure, regulation, the laws, job descriptions, plans, programs), expectations, vision, mission, goals and objectives to be achieved education).

A principal in managing school uses a number of input management, namely: policy, the work plan should be detailed systematic work procedures, meetings, briefings, a joint decree, a joint circular, the committee, task forces, working groups, task forces, school committees, and quality control techniques. A principal as coordinator to mobilize all the personnel or the existing input so that the objectives set can be achieved, therefore a school principal as a manager as well as the coordinator must understand the nature of his work, namely: coordinated the duty of individuals, groups and organizations, with the four functions namely management: planning, organizing, leading, and controlling, to achieve the goals of individuals, groups and organizations. (Gibson, 2009).

Can be concluded that coordination is one of the work of a manager (leader), without coordination objectives to be achieved is not right can be obtained effectively and efficiently as possible with the following description:

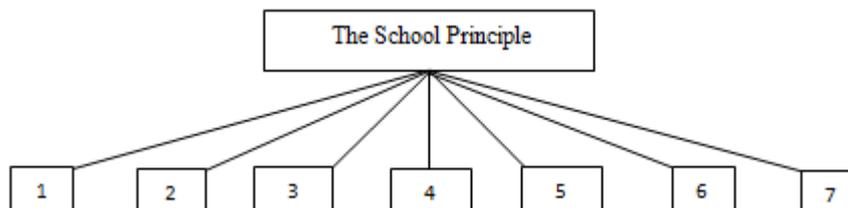


**1. Various kinds of coordination in education management based Al-Qur'an and Hadith.**

In the implementation of the coordination within an organization or in the process of implementation of the management, there are three kinds of circumstances are interdependent (Interdependence) between organizational units which are: (a). Pooled interdependence, (b) Interdependent circumstances sequentially, and (c). Circumstances are interdependent reciprocal (Husaini Usman: 2006). The dependent unified state is when an

individual or organizational units are not dependent on each other to perform their duties, but it depends on the implementation of an adequate job of each individual or organizational unit for survival. For example, the principal coordinating with the head of health, the head of the labor department, the head of education, in order to increase the resources of students in the school. The school principal will work in an interdependent in full on the head of health, labor offices, education offices.

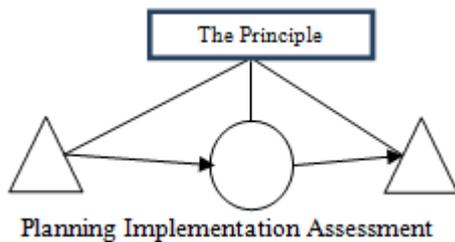
Examples of the image as follows:



Circumstances are interdependent, joined and principals as coordinators Information:

- 1. = WK/ The Principle
  - 2. = Teacher
  - 3. = Students
  - 4. = Community/school committees
  - 5. = Government
  - 6. = Elements profession
  - 7. Another element related =
- = line of coordination

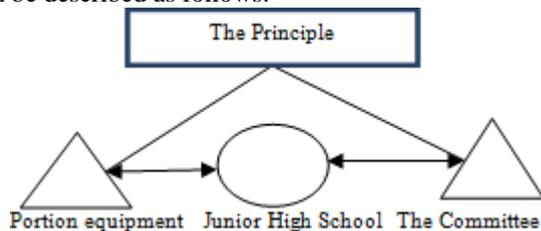
Circumstances are interdependent is an individual or a school unit must act before the next school or other unit can act. Example: waiting for the execution of the work performance assessment is completed, while work awaits the implementation of the work plan is completed. Described as follows:



**Mutually Dependent and sequential state**

State reciprocity is interdependent individuals or units interdependent schools in completing tasks. For example: to improve the students final score, junior implement PBM as well as possible, along with the principals through the equipment, providing infrastructures KBM her to meet the needs of the teachers and their students, and the caretaker committee motivates parents/guardians of students in order to oversee and nurture their children to study hard.

Can be described as follows:



**Mutually Dependent circumstances and reciprocity**

According to Usman coordinate the number of people who should not be more than 10 people for each activity if more than 10 people then would have trouble coordinating, coordination is not the same with the cooperation or team work (Husaini Usman: 2006). From the above coordinate outline can be divided into two:

a. Coordination hierarchical (vertical coordination)

Coordination hierarchical (vertical) is coordination will be undertaken by an official of the leadership in a government agency against officials employees. Each agency leaders are obliged to coordinate the activities of subordinates.

b. Functional coordination

Functional coordination is coordination will be undertaken by an official or an agency against officials or other agencies whose duties are related based on the principle of functional. In functional coordination can be differentiated into three, namely: (1). Functional coordination Horizontal, coordination is done by an official or an agency against officials or other agencies that level, (2). Functional coordination Diagonal, coordination is done by an official or an agency against officials or other agencies inferior but not subordinates, (3). Functional coordination Territories, coordination are done by an officer or principal or an agency against officials or other agencies that are in one area (territorial) certain where all matters within the area under the authority or responsibilities as a ruler or a single responsible person.

In coordination there are two parties are interdependent and is a key element in an organization that is where leadership as a supervisor and subordinate as an employee. Both sides need each other and cannot be separated existence. In order to guide and mobilize others, a leader needs to have an excess of subordinates, it relates to the qualities of the leader. Kauzas-Posner said some habits and behavior of leaders, namely: (a) Against the process, look for opportunities to take the risk trial, (b) To inspire together, describes the future, helping others, (c) Allow others to act, strengthen cooperation, strengthen others, (d) Make-solving model, giving an example of the success plan, (e) Encouraging recognize the contribution of individuals, celebrate performance (Kauzes-Posner: 2009). Thus, basically the behavior of a leader in coordinating and inspire subordinates, complete tasks, and develop subordinates, obligations and fix a setback due to failure to achieve the goal.

**2. Objectives and Benefits of Coordination in education management based on the Quran and Hadith**

The purpose and benefits of coordination, among others: (a). To realize the Coordination, interaction, synchronization, in order to achieve organizational goals effectively and efficiently, (b). To Solve the conflict, (c). Managers are able to integrate education and to synchronization the performance of its duties by education stakeholders is interdependent, the greater the dependence of these units, the greater the need will coordination, (d). In order for education managers can coordinate education sector development with the development of other sectors, (e). In order for education managers capable of integrating the functional activity of the department of education and the purpose of the organizational unit separately to achieve common goals with limited resources effectively and efficiently, (f). The division of labor where the greater division of labor, the more necessary coordination and harmonization, (g) To develop and maintain a good and harmonious relationship between the activities, both physical and non-physical with stakeholders, (h). To facilitate the implementation of tasks in order to achieve educational goals with limited resources, (i). Conflict prevents internal and external counterproductive school, (j). Prevent a vacuum in space and time, (k). Prevent unfair competition.

**3. Approach coordination in management education based Islamic Al-Quran and Hadith.**

There are three approaches to achieve effective coordination and efficient, as follows:

- a. Coordination mechanism can be briefly described: (1). Managerial hierarchy, organizational command series, ie. illustrate the relationship between individuals and units supervised, (2). Regulations and Procedures, which is an organization created to deal with daily events before these things happen, (3). Plans and Goals, namely to achieve coordination should ensure that all individuals or units directing and mobilizing efforts towards the same broad objectives.

b. Improve the coordination ability.

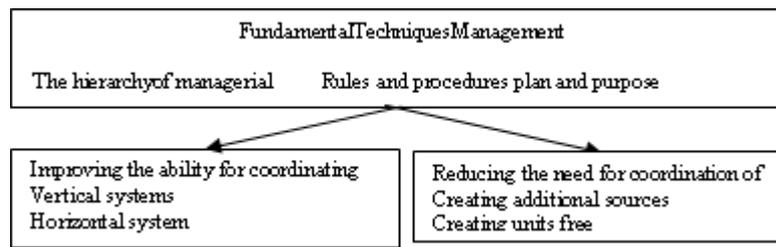
If the unit more and interdependent, we need more information for the organization to achieve its goals. Thus, the ability of coordination should also be enhanced.

c. Reducing the need to coordinate

How to reduce the need for coordination among the others:

(1) Creating additional sources, which provide facilities to

individuals or units to meet its needs, (2). Creating units free, which gives freedom to individuals or units so that no longer need to coordinate.



**4. The principle of education management coordination based on the Qur'an and Hadith.**

The principles of coordination as follows: (a) The similarity, the same vision, mission, and steps to achieve common goals, (b) Orient, its center at the school (stakeholders), (c) Organize, coordinate people to build a school that should be under one umbrella (organized) so sectoral ego could be spared, (d). Formulate, stated correctly on the duties, powers, responsibilities, so as not to overlap, (e) Discuss, look for ways that are effective, efficient, and communicative, in coordination, (f). Inform, all the results of the discussion as soon as possible delivered all of the elements through coordination, (g). Negotiate the talks seeking an agreement must respect the school not to feel aggrieved, (h) Set the schedule, coordination plans must be complied with as well as possible by all parties, (i). Solutions, that problem must be solved and solved jointly by stakeholders, (j). Remind to all stakeholders must make a written report and prepared to inform as needed coordination.

**5. Characteristics of Effective coordination in the management of education-based Al-Quran and Hadith.**

According to Usman, there are ten characteristics of effective coordination, namely: (1). The purpose of coordination is achieved by satisfying all parties involved, (2). Coordination very proactive and cooperative Stakeholders, (3). No selfish or group (sectoral ego), (4). Do not overlap the task, (5). The commitment of all parties high, (6). Inform decisions faster flow all of the parties, (7). No adverse parties coordinate, (8). The timely implementation, (9). All problems can be solved, (10). Availability of reports written by the respective stakeholders (Husaini Usman: 2006).

**Coordination of Educational Resources in Achieving Educational Goals**

**1) Coordination of the learning process.**

- a) The school principal, school superintendent, and deputy principal, curriculum affairs programming supervision activities of teaching and learning activities complete with detailed administration and division of tasks.
- b) Try their coordination with the principal example of truth, difficulties in acceptance and graduation.
- c) The school principal programmed to hold a meeting with stakeholders at least once a month for example: staff meetings, meetings with parents/committee, and others.

**2) Coordinate Student**

- a) Streamlining the activities of the new admissions principals should form a committee, with tasks that are clear and detailed.
- b) The headmaster always throws coordination with the head of the education department of the levies to be performed so that the school problem solving can be resolved at an early stage.
- c) Meeting of principals, teachers, committee made regularly to discuss student issues.

**3) Coordination of workforce**

In the framework of workforce administration activities such as power requirements, lack of energy, promotion, headmaster assign personnel section chief at the school to complete the task. Section chief of personnel coordinate and report the results to the head of education/staff in charge, to coordinate with the heads of local personnel.

**4) Financial Coordination**

Making a list of proposed activities, a list of projects, and make Block Grant proposals requires coordination with all relevant school staff. Financial report also requires coordination with the school principal financial section chief of the school.

**5) Coordination of facilities and infrastructure.**

- a) The school principal is always coordinated with the vice principal areas of facilities and infrastructure for procurement, storage, and distribution facilities and infrastructure of the school's curricular and extracurricular activities.
- b) Deputy head of school facilities and infrastructure coordination body with the head of the education office supplies to meet the needs of school facilities and infrastructure.
- c) To expedite the procurement process of all school facilities and infrastructure needs of the principal, vice-principal fields of infrastructure continue to coordinate.

**D. Education Sector Development Coordination With Other Sector**

The school principal is responsible for policy development at the school level education sector. In carrying out its policies, of course, relate to other sectors which are the responsibility of the school official or other entities. School construction is closely related to the health sector therefore need to coordinate by the school principal of health-related school health such as vaccination, treatment, free food additives, prevention of infectious diseases, etc.

To enhance the resources of graduates who are skilled and have the life skills headmaster coordinate with vocational training institutes, how well the training program included projects in extracurricular activities, for example: computer exercises, sewing, overhaul, mobile servicing and electronic and so on associated with the skill. By the coordination of the principal and other agencies that all difficulties would be overcome by the school together so that an effective educational purposes and efficient will be achieved.

#### 4. Conclusion

Through the above description may determine whether the coordination and role in the organization. Coordination has an important role in achieving the objectives of an organization. If the coordination between groups or individuals, both the results achieved are also right either. Similarly, if less coordinate the results will be less satisfactory. The conclusion of the experts regarding the coordination is the process of integrating (blends), synchronizes, and simplifies the task of implementing a separate separating continuously to achieve the goals effectively and efficiently.

The purpose and benefits of coordination are as follows: (a) To realize the KISS (coordination, integration, synchronization and simplification), (b) Solving conflicts of interest of various stakeholders, (c) In order for the manager of education are able to integrate and synchronize the performance of its duties, (d) In order for education managers able to coordinate the development of the education sector, (e) In order for education managers are able to integrate functional activities department of education and the goals of organizational units, (f) the division of labor where the greater division of labor, the more necessary coordinating/harmonizing, (g) To develop and maintain a good relationship and harmonious, (h) for expedite implementation of tasks in order to achieve the goals of education, (i) Preventing conflicts internal and external school is counterproductive, (j) Preventing the vacuum of space and time, (k) Preventing competition healthy.

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