

# Trust and Public Resistance Against the Transformation of Islamic Universities in Indonesia

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## ABSTRACT

This study aims to examine the influence of trust and resistance on the transformation of Islamic universities. This research uses a quantitative approach. The results showed that trust and resistance had a direct positive effect on the transformation of the status of Indonesian Islamic universities. While trust continues to have a positive effect on the transformation of Islamic Higher Education, resistance has a direct negative effect on changes in status, as well as trust has a direct negative effect on resistance. Therefore, it is necessary to maintain and increase stakeholders' reliance, by suppressing the resistance level to transformation. This article concludes that trust and resistance need to be managed as a counterweight in the alteration of the Islamic universities' status in Indonesia to run as expected.

**Keywords:** *Trust, resistance, and transformation of Islamic universities*

## 1. INTRODUCTION

Transformation is often associated with fundamental changes on a large scale in the world community. Transformation has been linked with changes of primitive societies to agricultural societies, changes from industrial societies to information societies, transformation from feudal societies to capitalist societies, from capitalist systems to socialist systems. Even Toffler refers to it as a competition between socialist system and capitalist system ideology, although ideology is no longer suitable to be used as a transformation feature. [1]

Likewise, the transformation in the scientific fields, Sutrisno Hadi said, indicates that natural sciences development was faster than that of the social humanitarian sciences, including religious sciences.[2, pp. 233–251] Islam greatly valued its adherents mastering science, therefore, Islam is seen as a whole and there is no separation or science dichotomy.

Science and religion are an integral totality that cannot be segregated from one to the other. Surely Allah created sense for humans to study and analyze what is in nature as a lesson and guidance for humans in carrying out their lives in the world.[3], [4]

The integral totality between science and religion encourages the emergence of a double demand for Islamic colleges' existence, firstly related to existence as a scientific institution, and secondly related to institutions as Islamic institutions. The first assertion is oriented towards the world of thought and critical analysts, and the second assertion is more on partiality and upholding certain views on life.[5], [6]

The dual demands have also become an appeal in the conversion of IAIN (State Institute for Islamic Studies)

Raden Intan into UIN (State Islamic University) Raden Intan. These demands have become a transition period laden with various scientific and religious issues, both internal and external. Internally, UIN Raden Intan is encountered with the rise of its student quantity, meaning there are also demands for advance facilities and infrastructure, as well as demands for an increase in majors, faculties, teaching staff and education staff. This requires UIN Raden Intan's response to scientific and religious matters. For these problems, trust from stakeholders is needed.

In order to accommodate the demand for transformation, UIN Raden Intan requires a strong trust-building on the external and internal aspects of the university, because the strongly-built trust is capable of minimizing environmental resistance to UIN Raden Intan. Resistance as a disobedience form, gives raise to a desire to resist other individual or group efforts.[5, p. 4] Resistance as a reaction to change, will be more visible when there is some pressure on alter. McGuire considers it necessary to exacerbate people's ability to refuse undesirable leverages, that they can overcome resistance arises.

Resistance as a rejection form may cause to unsuccessful transformation of an institution. As Maurer mentioned, resistance kills change, even Foote describes resistance as the vilest, occupational cancers that most weakens will to progress and good intentions.

On the other hand, change is highly needed by an organization, in order to be able to adjust paradigm development in society and its surroundings, because the mindset and community's satisfaction level will always develop,[7] hence, UIN Radin Intan must comply stakeholder necessity progress.

Peripheral changes with all requisites demand, according to Bachmann and Zaheer, will advance global competition.

While turbulence level in organizational and inter-organizational relations, has given rise to uncertainty. In this situation, flexibility is needed for establishing uncertainties, hence, more trust is needed than before[8]. Assurance moves as a prominent mechanism that ensures coordinated interaction in complex relational settings, reliance as a moral value that does not depend on personal experience or society interaction or informal socialization, but credence relies on an optimistic worldview.[9]

Considering resistance as a result of change from IAIN into UIN Raden Intan, a distinct construction is needed to surmount resistance. For one thing, establishing an UIN Raden Intan has a moral relationship and responsibility for their stockholders, that is, by understanding what stakeholder's volition, and doing what they request under stakeholder's wishes.

According to Lianna, modifications can be made from the problem of organizational focus change and starting from realizing the importance of change awareness for the organization.[10] Meanwhile, Ahmad Syahmi et al, assert the tendency of failure in change, allegedly due to increased diversity and complexity of technology, economic uncertainty, industrial growth, global competition, shifts improper demographics and change strategies. This issue raises great concern for stakeholders.[11]

Abdul Rasyid and Rahmawati, assume that resistance to changing rules, because of incomprehension that leads to aversion, rejection of changes, and old patterns is easier.[12] While Helen said changes in signification and position created by leaders, through the exert of language that is manifested in conversational reality. In this context, it is relatively easy for agents of change to position themselves as "reality makers" and to invent positive views on continuous flow manufacture (CFM).[13]

The above statement shows that a transformation will lead to resistance, and as an aftermath of resistance will reduce optimism sense, and degrade trust in others. This research focus on content of the changes conducted in the transformation of IAIN into UIN which is accommodated in the slogan of ISI (Inteleqtuality, Spirituality, and Integrity).

## 2. RESEARCH METHOD

To obtain data about trust, resistance, and change in UIN Raden Intan Lampung, this study uses a quantitative approach (philosophy of positivism), because this research is to measure populations or specific samples, then in collecting data using research instruments, the data analysis is quantitative-statistical, this analysis is to assess the hypothesis that has been set.[12, p. 8] The method used in the paper is a survey method, which is used to obtain facts about the symptoms of the problems that arise.[14]

The survey method study the relationship between variables, take samples (59 respondents) in one population (70 stakeholders of UIN Raden Intan), and use a questionnaire with a Likert scale measurement, with alternative answers Strongly Agree / Often (SA), Agree /

Often (A), Doubtful (DL), Disagree (D), and Strongly Disagree (SD), as primary data collection tools. Data analysis is quantitative-statistical using multiple regression analysis tools.

## 3. FINDING AND DISCUSSION

The hypotheses tested in this paper, the effect of trust on changes in UIN Raden Intan Lampung, the effect of resistance to changes in UIN Raden Intan Lampung, there is effect of trust on UIN Raden Intan resistance and effect of trust and resistance in UIN Raden Intan Lampung transformation. Authors and Affiliations.

The results of data analysis about trust obtained a regression coefficient of 0.856, meaning there is a positive effect between trusts to changes in Raden Intan Lampung UIN of 0.856, with a significance of 0,000, then the null hypothesis (Ho) is rejected and the research hypothesis (H1) is accepted. The findings say that trust has a significant positive effect on changes in UIN Raden Intan. It means, every time there is an increase in the UIN stakeholders' trust, changes to UIN Raden Intan Lampung may proceed.

Resistance to changes in UIN Raden Intan, the resistance regression coefficient score was -0.019 (negative). This coefficient means the magnitude of the effect of resistance to changes in Raden Intan Lampung UIN is -0.019. With a significance of 0.773 which means insignificant because it is much greater than 0.05. Due to the regression coefficient is negative, the resistance variable has no positive effect, the null hypothesis (Ho) is accepted and the research hypothesis (H1) is rejected. The findings are interpreted that resistance has negative affects on change in UIN which means that any increase in resistance (rejection) will cause the change in UIN Raden Intan Lampung not to run, whereas when resistance is low the change in UIN can run. Trust for resistance obtained by the regression coefficient score of -0.109. This means there is no positive direct effect of trust on-resistance of -0.109, with a significance of 0.343, the null hypothesis (Ho) is accepted and the research hypothesis (H1) is rejected. The findings are interpreted that trust does not have a direct negative effect on resistance to changes in UIN Raden Intan. This means that any increase in the improvement of trust investments will reduce the level of resistance, but vice versa if the planting of trust decreases will increase resistance at Raden Intan Lampung UIN.

The ANOVA test score acquired by F count was 113,362 with a significance level of 0,000. Because the calculated F value of 113.262 and significant, the analysis model can be used and it can be said that the null hypothesis (Ho) is rejected and the research hypothesis (H1) is approved. Means that trust and resistance together have positive effect on changes in UIN Raden Intan Lampung, meaning that if the trust is increased and resistance is managed simultaneously, then changes in UIN Raden Intan can continue and changes in UIN will increase significantly.

Alter as a permanent pervasive condition related to notions or behavior in organizations. Changes as stakeholders'

perceptions about new conditions that permeate the UIN Raden Intan academic members in ideas and attitude to meet public expectations, which are reflected in intellect, spirituality, and integrity.

Tom Christensen notices substantive changes taking place in existing features, change as a gradual process in the organization, which prevails in routine activities and little by little, sometimes it can be sudden and strong upheaval, the potential that has been built up over a long period.[15] Daft comprehends changes in organizations that are defined as the adoption of new notions or behaviors by organizations.[14, p. 348] Miller and Rollnick argue that change is natural and ubiquitous, intrinsic to everyone and can occur without outside intervention.[16] Intrinsic change, according to Rhenald Kasali is a drama of life by contributing to fear, but also provides hope. Arrange fear, can be a force in generating expectancy in life.[17]

The alteration process according to Colin A. Carnall is inseparable from leader role and follower. The change process begins from the leader by giving a signal that change is entailed, by explaining the plan, resources, and support for implementing the change. Change also without followers is not possible, because leaders cannot do everything, although not all followers approve changes and not all followers reject change.[18]

In order to implement change, Kelman said as follows: 1) identify people on the team who are respected team members; 2) convincing them about value of the intended change; 3) train them in new methods and in facilitating change; 4) encourage them to support other members of their team through informal training or at work; 5). invest some of your training by sharing best practices throughout the team; 6) ensure that supervisors and others support and provide organizational protection, for the attempt of the most respected colleagues; 7) senior executives must make room for this to happen, for example concerning the performance management process.[18, p. 65]

Change is an expectation, and trust according to Pruitt and Carnevale as an expectation that others will work together in the future.[19] defined as a belief in moral integrity or good intentions of others in handling unpredictable issues.[20] Trust is also said to be the positive expectancy one has for others in situations that pose a risk. Trust as a desire to be vulnerable to someone who is trusted with positive expectations for the actions and intentions of the party trusted.[21] Sometimes trust is based on disposition, which means that one's personality includes a general tendency to others trust. Sometimes trust is based on cognition, which means that it is rooted in rational evaluation of trust in authority. Sometimes trust is based on influence, which means that it relies on a feeling of authority that goes beyond all rational judgments.[22]

Colquitt states there are three bases reliance; disposition, cognition, and effects, all three can be used to build trust in people or organizations called behavioral beliefs, trust in people, organizations can be used as object, both in terms of their competencies and intentions. Trust in people and trust in organizations are related by the functions and positions that people have and the roles they play in their organizations.[23] Behavioral trust, both trust in people

and organizations, has various aspects: trust in competence, intentions and honesty.[24]

Changes in organizations tend to create fear and resistance in the work world[22, p. 94]. Resistance with its diversity has expensive implications for organizations that want to survive. Change is not always welcomed with excitement, the change will split into two big groups, namely the group that agrees to change and the group that rejects, challenges or is resistant to change. The group that agrees has an optimistic attitude to move forward and ready to compete, while the resistance group shows a more pessimistic, lazy, unproductive attitude and other negative attitudes. In this circumstance, the leader has a pivotal role in managing negative responses.[24, p. 63]

Repudiation of modification occurs because there is a dissenting perspective on change, Peter Scholtes said that basically, employees do not refuse change, but employees refuse to be changed. Rejection (resistance) of change can be identified into six rejection of organizational change sources, namely; structural inertia (physically tendency to decline), limited focus of change, group inertia, threats to experts, threats to established power relations, and threats to the allocation of applicable resources. [25]

Kurt Lewin developed The Field of Strength theory regarding organizational alteration, Lewin hypothesized that organizational change occurs when there is the power to strengthen change; resistance to change decreases, or both ensure together. According to the Force Field Theory, there are always two forces in an organization: the power to change; and the power to remain as it is (status quo). If both forces are equal, the organization is in a state of inertia and managers must find paths to overcome this inertia if an organization changes.[25]

The leader should consider and diagnose correctly the resistance to change and encounter every denial when consideration and diagnosis are made the changes in the organization tend to be more successful. This is because the leader can visualize impact, assess needs, convey changes, and entangle followers in the decision-making process hence, minimize resistance to change[25]

If Kelman sees how the change implementation, then according to Greiner, the alteration itself is accomplished and less accomplish, the accomplish alteration process always depends on two major factors, first, power redistribution in organizations where traditional decision-making practices change to exert more shared power. Second, power redistribution in the organizational structure occurs through a change development manner. Change is a process that includes a pattern consisting of specific and interrelated stages.[26] Wibowo mentioned the change developed model by Kurt Lewis that explicates how to take initiative, manage and stabilize change, the three stages of Lewin are stated as stages; unfreezing, movement, and refreezing.

UIN Raden Intan as an authority that receives trust mandate from stakeholders, it is necessary to reinforce leadership by increasing leader competencies, upgrading leader reference will construct UIN Raden Intan become a respectable university. Leadership that enlists stakeholders' credence, must have support from Human

Resources (employees, educators, and education staff), HR who strongly proficient in their field, not HR who has closeness or due like and dislike action.

The leaders' authority and HR of UIN Raden Intan as the origin of trust will be seen from the output produced by UIN Raden Intan. Raden Intan's outcome is to produce graduates who are excellent in their fields, therefore alumni are able to compete in their respective fields.

Reliance in UIN Raden Intan authority can be done by delivering birth to scholars who have expertise in Islamic Education, Islamic Theology, Islamic Law, Islamic Da'wah and Islamic Economics fields, when these fields are emphasized, therefore, management able to escalate stakeholders' trust in UIN Raden Intan. The advantages of graduates can be felt by the community at large when UIN alumni have proficiency according to their expertise field. Alumni references as evidence in society and generate public assurance in UIN Raden Intan, even UIN alumni who have capability will be accommodated by the government and private sector.

Furthermore, expert ability aspects to preserve stakeholder reliance, have to escalate their capacity to be equal to experts from other tertiary institutions. Exacerbating expert aptitude also needs to be sustained by university management. Higher education superintendence begins with improving HR skills. The demands of UIN's HR skills are adjusted to their field expertise, hence they have reliable work skills. Establishing reliance requires UIN leader performances to encourage the development of Islamic religious knowledge towards a better direction. UIN leader should present the synergy of Islamic thought with general knowledge, the leader will entail the conversion of IAIN into UIN if the development of Islamic knowledge is well advanced. The transformation of IAIN into UIN urges the emergence of a balanced policy in the construction of Islamic sciences and general science. Changes should be able to facilitate the inclusion of Islamic values in modern science.

Nurture stakeholders' credence, can also be erected through leaders and academic members' involvement in science development dynamics, this will lead concerns and awareness that there are other parties' means to proclaim dichotomy between Religion and general science. Efforts to enlarge trust require to be done by leaders and academic members to achieve UIN as a center for the development of science that emphasizes Islamic thoughts. The leaders and academic members can establish assurance by enacting the UIN a moral guard (a center for scientific morality development), they will also make the UIN a scientific center based on potential and interest, while making Islamic science the main study and make Islamic values a characteristic of UIN Raden Intan, if the actions to upgrade the ability, virtue, and integrity of UIN Raden Intan are preserved and improved, then stakeholder assurance will intensify, it means transformation in UIN Raden Intan able to proceed

Resistance management to UIN Raden Intan, by presenting renewal in services provided form, service management renewal is accompanied by an increase in performance following academic members Intellectuals,

growing spirits, and constructing integrity. UIN needs to stipulate certainty for career and future employee, UIN alterations also require attention to stakeholders' future.

The academic members need to understand that changes in UIN will generate an increase in work volume, certainly accompanied by an increase in income. UIN transformation should not lead dread for the academic members, because it is considered that the change will have an impact on employee salary, ensuring transformation will present certainty from an economic perspective. Moreover, UIN alteration has an impact on UIN governance, which is present improvements and ease services.

Governance alteration should not induce fear, therefore there is no increasing resistance in UIN governance, the academic members have to acquire socialization related to UIN governance and dissent aspects that might appear. In managing individual resistance it needs to be conveyed that UIN transformation is a natural and ordinary circumstance, this cannot be avoided because university tertiary indictments change.

The conversion of IAIN into UIN consequence will have an impact on the number of arrangements that must be implemented, rules changes will generate the perception that workings of UIN in the future will be sophisticated, this issue needs management hence, it does not cause rejection from academic members. Resistance to existing instructions raises organizational resistance and becomes a dominant factor in UIN Raden Intan transformation. Factors that can inhibit alteration, requires a stabilization process for emerge problems.

UIN modification accompanied with infrastructure supersedes at IAIN Raden Intan, This certainly influenced by outside peripheral which continues to drive changes, as well as the internal surrounding which shapes changes in UIN status, determines UIN changes performance and, in the internal side, there are group norms which can be a barrier to transformation. The norms that become obstacles are usually conducted by certain groups. These groups insist that the old norms they used also apply in UIN transformation.

The insistence of certain groups' norms will create other groups to perceive a sense of losing power as a result of being replaced by other groups. Group resistance emanates from concerns about threats to certain skills, concerns about separation of religious sciences from general sciences at UIN Raden Intan, other considerations that cause resistance related to the exclusion of several scientific disciplines, issues and concerns must be eliminated to avert larger resistance.

A further issue that arises in UIN transformation is the reign distribution, this predisposes power relations that have been established at IAIN Raden Intan when this is not well-managed, it will lead to group resistance. Reign distribution is usually inseparable from decision-making activities, UIN transformation present the decision-making system through focus group discussions (FGD), this becomes a menace in decision-making because it will evoke intensify concerns in particular positions perceive a loss of authority. In addition, resistance impedance arises

from certain groups and human resources at UIN who experience threatened by the change of IAIN to UIN. Therefore, leaders need to comprehend the possibility of the emergence of individual resistance and group resistance, succeeding in managing resistance is the prominent constituent in this case.

#### 4. CONCLUSION

Transformation is an inevitable process in an educational institution, be it related to scientific and religious matters; thus transformation needs to be managed, such as by preserving and increasing stakeholder reliance, and by suppressing resistance level to transformation. This alteration allowed immersion to groups that either approve or reject the change. This concept arouses the hypothesis that UIN transformation is inseparable from stakeholder trust and stakeholder resistance.

To conclude, trust has a significant positive effect to the transformation of UIN Raden Intan. This means, if the trust on the stakeholder of UIN Raden Intan intensifies, transformation is what likely to occur. Secondly, resistance has a negative effect on the transformation of UIN Raden Intan. This means, a decrease in resistance will accelerate the process of transformation in UIN. By contrast, an increase in resistance will hamper the process of transformation. Thirdly, trust a negative effect on resistance in the transformation of UIN. This means that any increase in trust will reduce the resistance level, but vice versa, a decrease in trust will increase resistance at UIN. Fourthly, trust and resistance together have a positive direct effect on UIN transformation, meaning that trust and resistance need to be managed as a counterbalance in the transformation of the status of UIN in Indonesia to proceed as expected.

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