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Social Intelligence Leadership in Managing Social Conflict – SARA in the Directorate General of Politics and Public Administration

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Abstract
This study aims to find out, decrypt and elaborate leadership social intelligence from echelon III and IV officials of the Directorate General of Politics and Public Administration in managing SARA social conflicts to avoid violent conflict. Research conducted in this government organization suggest that the organization does not have enough leaders in the number and lack of attention to the ability of social intelligence as part of effective leadership in managing the problem of social conflict in the future. The research method is qualitative, the type of case studies and data are obtained through interviews, observation, tracing documents and questionnaires, including Focus Group Discussions followed by informants and some of their supervisors. Leadership competencies in handling social conflicts are used by competency models of Boyatzis and Spencer, supported by various relevant journals. Research in non-profit organizations is still rare and research finds besides empathy and understanding the social world as knowledge and skills as well as self-presentation in building interaction with others well by individual leaders need to be improved both in number and in order to change the usual behavior of effective leaders in preventing violent conflict.
Keywords: Leadership, Competence, Social-SARA Conflict Management.

1. Introduction

Managing social SARA (*Suku, Agama, Ras*) conflict in a pluralistic society consisting of more than 400 ethnic groups and 6 major religions (Islam, Christianity, Catholicism, Hinduism, Buddhism and Confucianism) constitutes one problem encountered by the government in safeguarding and guaranting the domestic unity. At the same time, the Indonesian leaders have not had sufficient social intelligence competencies needed to manage complex and deeply rooted social conflicts.

Any governemt in the world would regard a social conflict based on religion and ethnicity (hereafter is refered to as SARA) as a source of problem that is sensitive and potentially disrupt the unity of a nation. It has no less negative effect than conflicts resulted from other causes, such as conflicts due to competition for economic resources. Furthermore, the SARA conflicts are often reinforced by another factor, that is, the embroilment of religious and ethnic goup elites who often involve their followers and masses in the conflict (Achmad Fedyani saifudin (2014), Nasikun (2007)).

The influence of the elite mentioned above, is more evident in the relationships between various community members. The soil that threaten the stability and harmony of a society may be found in our communities. Peeople are still uncomfortable with the presence of neighbours with different religious and ethnic background. The existence of religious symbols (churches and/or mosques) in a community predominantly inhabited by people with a different religion may also become a source of conflict in several regions in this country.

The Central Bureau of Statistics census (2010) shows that in the period of 2015 - 2016 social conflict occurred in 15 provinces. There were a total of 26 social conflict cases, which might be subsumed into 8 types of social conflicts, including the type of conflicts caused by SARA. Especially in 2015, the sources of conflicts were predominantly security issues, the issue of SARA (July in Tolikara and October in Singkil), the issue of social inequality and the issue related to internal conflict of certain mass organizations. In general, the source of social conflicts may be categorized into three. Firstly, there are 20 cases of conflicts related to the ipoleksosbud, a term that refers to ideology, politics, economic, social and cultural issues. Secondly, the conflicts related to SARA. There were 2 cases that occurred in Tolikara-Papua and Singkil-Aceh, as well as two more cases taking place in 2016 in Tanjung Balai and during DKI Jakarta Election. Finally, thera are conflicts that resulted from the disputes over natural resource issues.

Handling SARA conflict is of particular concern to the government, in this case the Ministry of Home Affairs, as seen through the annual program organized by the Directorate General of Politics and Public Administration (DG of Polpum) 2016. The concept of social conflict management as stated by Simon Fisher rests on the principal approach to preventive action conflict. Prevention is intended to resolve conflicts from activities to find a wider source of social and political conflict and to try to change negative forces such as

violence into positive social forces. This shows results-oriented leadership products, in this context in line with Drucker's statement focus here is explained how leadership is based on echelon III and IV social intelligence of the Directorate General of Polpum, as well as through structural education and various field assignments.

Jeffry Gands's study suggests that it needs to be integrated with career and organizational development. both are very close to each other. In line with this, Ekuslie Goestiandi emphasized that effective individuals who have certain abilities are real drivers for the survival of the life of the organization and human beings themselves. This is supported by the fact that Subari and Hanes Riady's study of the influence of training, that competence is closely related to effective performance.

The data collected in a Discussion Group, which was attended by half of the officials suggests that only around 25% of the total 70 officials of the Directorate General of Polpum – all of whom are echoleon III and IV officials – could be categorized as effective leaders, based on the strict requirements applied in the education and training (Diklat) and on the assignments monitored by their direct supervisors. They are considered to have initiatives to work thoroughly, whose results might be observed by their supervisors. The rest of the officials, which constitutes 75% of the leaders, perform like ordinary government employees instead of as leaders. They are only waiting for orders and are rigid and lack initiative in social relations, including empathy, social understanding and presentation in the community, and have a "business as usual" approach to their work. Even though the description of these conditions will always exist in each organization, the Directorate General of Polpum's organization strives simultaneously to achieve an effective leadership improvement and mission achievement.

Based on the concept elaborated by Spenser on ability, the basic character of an individual sits in the his deepest layer, while behavior and knowledge of those individuals lays outward. In the same line, Boyatzis's explanation states that skills and behavior can influence performance. Leadership requires basic skills based on social behavior and proactive action, and mastery of the knowledge regarding central and regional governance including, knowledge on service, which includes the timely presence of the officials, which can be regarded as the value of the civil servants. But leaders should also be professionally skilled in coordination, while special abilities and have empathy in presentation in the middle of society managing social conflicts that occur. This is in line with Daniel Goleman's core explanation (Daniel Goleman, 2016), that regards social awareness as an element of social intelligence that is interpreted to understand the thoughts and intentions of others by effectively presenting themselves or desires in the social relations needed to solve problems. This sentence reminds that leadership in managing important conflict prevention approaches is carried out by effective leaders prepared through education and training as well as assignments so that leaders' social intelligence competencies in the prevention of SARA social conflicts are very important and necessary.

2. Literature Review
a) Effective Leadership and Competency

Peter Drucker (2006) said *leadership is all about results*. Stephen P Robbins (2003) defines leadership as leadership as the ability to influence a group toward the achievement of goal. Leadership is the ability of a leader to influence a group towards the achievement of a predetermined organizational goal. In this sense leadership has been interpreted as how a leader uses his influence to influence group members to achieve organizational goals. The source of the leader's influence can be sourced in him and also because of his position or occupying a position as leader. Peter G Northouse (2017) which further states position power includes legitimate power, rewards and force personal or personal power arises from followers and which includes the power of expertise and is believed to have something of value. Wibowo (2010) explained that leadership is about seeking people from top to bottom in the organization to improve its performance. Every person in the organization has an important role to play. Leadership issues are separated between being born or made. Both are bound to belief that there are specific characteristics that are mastered by all leaders. Renald Kasali (2007) distinguishes great leaders who have four elements namely vision, mission, innovative and dynamic in responding to change. leadership is a unified word that cannot be structurally or functionally separated. The leader is the core of the organization, in achieving its goals. He is required to have innovative elements and dynamic attitudes in conditions of change.

Vaculik said that effective results-oriented leadership can also be called competency-based leadership.

Based on the description above, competency-based leadership or effective leadership is formulated to have a set of elements, namely: Leaders who realize their ability to influence others; self-control; empaty, commitment to the organization; character serving and empathy and flexible (Spencer); Self-concept develops continuously in a period of service dedication (Drucker; Eka; Manoj Kumar); Commit results in positive organizational changes (Vaculik; Moo Jun hao); having conflict resolution knowledge; and skills in the application of the meaning of diversity.

Based on the description from the beginning, the effective or competency-based leadership followed by social intelligence in the face of diversity is the ability to influence others in line with its commitment to tangible

results shown by strong social awareness behavior. like empaty and understanding of social conditions. Empaty is the ability to feel signals in interacting with others. And the ability to feel other people's emotions that take place spontaneously and quickly or appear automatically. Understanding social conditions is a social awareness in the form of knowledge about how the social world actually works. Danil Golemean, hereinafter referring to the component of social intelligence related to social facilities is a self presentation which is related to the skills of self-control in all situations to act accordingly. Other social facilities are influences in their ability to influence others in order to form the results of good social interaction. More clearly according to Armstrong that in building social intelligence elements of communication and education. very important.

3. Method

In this study, researchers used a qualitative approach to the case study method because they intend to examine and understand the phenomenon of leadership with their competence in managing SARA social conflicts in the Ministry of Home Affairs Directorate General of Polpum so that they get answers to why and how certain competencies are needed in managing SARA social conflicts. Described case study qualitative research experts are research that explores a problem with detailed boundaries, has in-depth data retrieval, and includes various sources of information. Research is limited by time and place. As for the characteristics of qualitative research, the focus of research is on the meaning of reality. Researchers approach reality as subject and compound. Researchers as ethics and subjects as emics. The focus of researchers in approaching research subjects and data continues to attempt to study the meaning conveyed and developed by participants who are considered sources of data. The reason why this dissertation research is carried out a qualitative approach? In line with Zahara, quoting Muchlis R Luddin there are five reasons, namely: 1 first, as the scientific discipline, such as philosophical orientation, sociology, anthropology and phenomenology; second, the nature of research problem, wants to explain what is happening in the field as is. Developments in the field can change the focus or title of the research; third; trying to uncover people's experiences or phenomena, fourth, want to know behind the phenomenon and fifth; want to reveal more details of the phenomenon.

The research was carried out at locations in the Ministry of Home Affairs, Directorate General of Politics and Public Administration; Jln. Merdeka Utara, Central Jakarta. The original plan was to conduct research time at the research site from April 2016 to various participants in November 2017, extended to March 2018, to adjust the opportunity for informants who were still needed in in-depth interviews and obtain data.

Techniques and data collection are carried out through observation, the initial stage; interview process for 17 informants and documentation search. Then data analysis is carried out which is defined as the sorting process, focusing attention on simplifying and transforming rough data that arises from written records in the field.
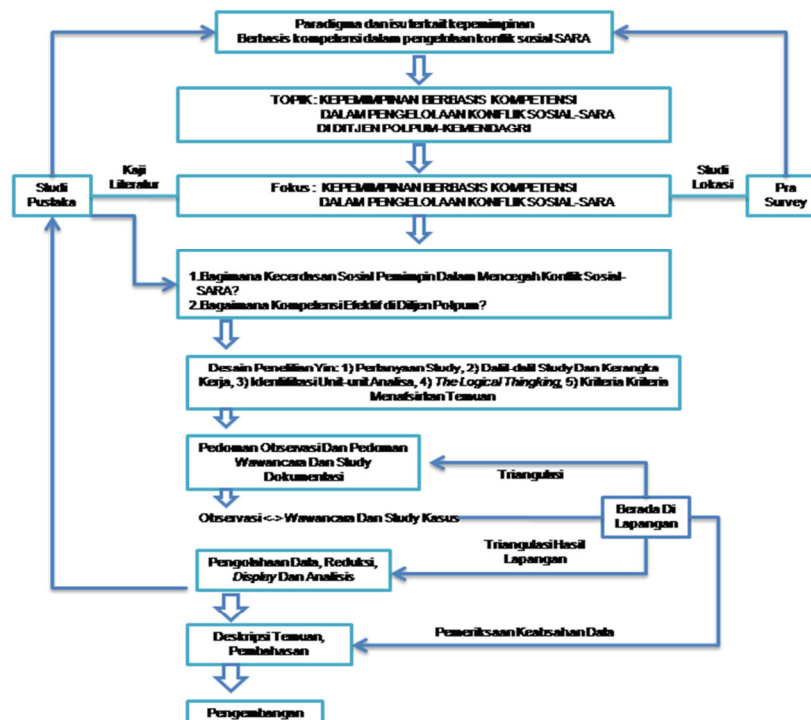

**Figure 3.1 Design of Researcher's
Research Activities**

4. Findings

Organization of the Directorate General of Polpum, 4 times in the period 2015-2016 carried out changes in the position of internal human resources through the promotion and repositioning of echelon II leaders; III and IV are intended to fill vacancies and refreshments by applying the criteria for empathy behavioral knowledge competencies and working as a team that approaches the terms of office that will be occupied. As stated by the Directorate General of Polpum, Setdit (*Sekretaris Dirjen*) said one side fills the void in office, on the other hand it is shown that the more effective leadership is to carry out the task of achieving the mission.

The demographic conditions of the leadership in the bureaucracy of the Directorate General of Polpum shows Echelon II leaders numbered 5 people, echelon III: 23 people and echelon IV numbered 47 people, total leaders numbered 75 people who held positions based on documentation data obtained. The background of the tribe was cited by a non-Javanese majority with twice the number of ethnic Javanese. From the aspect of religion adhering to Islam six times more than non-Islam.

Based on the duties and functions of the relevant leaders directly addressing the issue of general governance, including facilitating the cessation of social conflicts in the territory of Indonesia, carried out by employees who are in the echelon III nomenclature (Head of Subdistrict) totaling 10 (out of a total of 23 Head of Sub-districts) and echelon IV 20 (Kasi) (of the total number of 47 heads) came from the Directorate of Social Conflict units, Freedom of Insights and the Directorate of Community Organizations and Socio-Cultural

Resilience. The rest, community units and political units, deal more with domestic licensing and political development issues.

In managing social conflicts, elements of the Directorate General of Polpum provide supervision and coordination as well as oversee in encouraging related parties to stop the conflict. This information was obtained from one of the Team member informants who were deployed to handle social conflict in Tolikara stated after arriving in the field the team collected data and coordination, asked what the Local Government had done, the chronology and causes, who the perpetrators and victims were, especially our desire to help the local government, including what the local government needed, returned to Jakarta we made a report and we add some kind of recommendation for future handling we feel in the community that there are many potential conflicts.

The leadership of the Directorate General of Polpum in 2016 addressing the issue of SARA in the DKI Jakarta regional election (2016) was somewhat different from the Tolikara and Singkil events. Handling the issue of SARA conflicts is managed in a system and structured together with the Jakarta Kesbang office. The distance factor between the Office of the Directorate General of Polpum at Merdeka street and the Kesbangpol Office within 5 -7 km is very helpful for the smoothness of personal relationships in meeting physically. Related leaders have a close relationship to facilitate monitoring day by day. Written daily reports from Kesbangapol to the Governor whose copies are addressed to the Directorate General of Polpum. Reports containing the political situation and supporting activities of each contestant in all areas of DKI Jakarta that were detected and reported by the regional offices, East, West, North, South and Central Jakarta respectively, resulted in more than 330 written reports. The speed of handling seems to reflect the skills of searching and collecting data (pulbaket) by leaders and teams, timely reporting, in addition to communication utilizing handphone functions and coordination between regional central leaders shows the performance of the national awareness unit of the Directorate General of Polpum and the national unit of the Kesbang Office in Jakarta, the people involved were very good at jointly paying attention to the conflicting parties' issues monitored throughout the Jakarta area and the social media brought in and discussed in limited daily meetings.

Leaders who are directly related to the task structure and function facilitate the cessation of social conflict in the place where social conflict occurs, carried out by employees who are in echelon III nomenclature (Kasubdit) totaling 10 (out of a total of 23 sub-units) and echelon IV 20 (Kasi) (out of the total 47) covering the handling of social conflict, freedom of mind, facilitation of community organizations and socio-cultural resilience.

Data from informants, echelon III and IV leaders have at least been working for around 15-25 years and have had a network to various elements of society in the religious and cultural fields and are members of the central intelligence community. They carry out tasks in the workplace, coordination, meetings, formal and informal meetings for a long time, essentially, they get information and knowledge enrichment, including social awareness competence so that there is no problem for echelon III when assigned to Tolikara or Singkil, especially in pulbaket, through a little difficulty in coordination with the local government.

The service attitude that is still expected by the organization is built in the leadership, based on observations carried out for more than 1 year, in order to become a behavioral value, represented in the feelings that develop in the midst of employees, it can be seen in daily view and written slogans placed on each floor of the building. emblazoned writing reads; apparatus as public servants. This condition was intended to be socialization in the form of all employees. a standing banner was seen in front and at the corner of the Ministry of Home Affairs building and building F where the employees of the Directorate General of Polpum were working.

What conditions are felt and verbal expressions and writings from management that launches awareness

raising on awareness raising services, empaty and individual presentations so that they are quickly present in the community that requires a leader's role have at least become criteria that must be possessed as an element of effective leadership, as well as speeches for the submission of certification competency within the Ministry of Home Affairs in November 2017, is recognized and referred to by the Head of the Ministry of Home Affairs' Human Resources Development Agency, Teguh said still very lacking and needs to be continuously improved.

In line with the above conditions, Boyazits, the competency expert stated mapping the existence of who is the category of effective leadership and the usual is very important in showing the competence of the organization

Emphaty

Some leaders expressed and acknowledged that what is needed in carrying out the task now requires the art of organizing and building social relations with social institutions in the community because the diversity of ethnicity and religious backgrounds is very complex. The ethnic background and religion of the leader is enough to be a capital of basic knowledge when facing conflict problems that originate from ethnic and religious aspects. The basic knowledge felt by the informants helps from an early age to understand the problems that are happening. As said one of the informants assigned directly to the area was involved in supervision and coordination. Cases in Tolikara-Papua and Singkil-Aceh in July and October in the same year 2015.

The direct leadership in the field traced the chronology of violence as a result of the attitude of one who saw another error without tolerance, which led to the violence in Tolikara mosque was destroyed temporarily three months later in Singkil, the church that was deemed not to have permission was burned. Each one brings a victim. In reporting and mapping sources and individuals involved in conflict, leaders quickly understand (empaty), as State civil apparatus, informants maintain good relations between the parties involved. Neutral attitude in social conflict becomes an impulse to feel the problems of both parties involved in the conflict and become the capital of the ability to be carried out smoothly and guaranteed the process of putting the conflict parties to dialogue.

Presentation

The Chairman of the Directorate General of Polpum realizes that the preparedness in the conflict control phase is very good even though the team must work in the intelligence community together with the intelligence apparatus and other institutions, which can provide quick information in the form of daily reports on the progress of the demonstration, and the results of building good relations between opposing figures and his followers in the Jakarta area can be used by the apparatus through anticipatory actions to prevent violence from becoming a movement to pray for a peaceful state together. It was realized by the leadership of the Directorate General of Polpum that the knowledge and experience of echelon III and IV leaders and the background of Javanese ethnic and non-Javanese ethnic groups as well as adherents of Islam the leaders functioned and worked on their own elements (language, means of communication and religious emotions) complemented the presence (presentation) amid the process of finding solutions to the ongoing social conflicts and contributing to the smooth process of prevention of early field violence and early prevention (Ceni) which is very important.

5. Discussion

Leaders who are able to influence others are their relationships with other individuals or social relations in dealing with and finding solutions to social problems. In this context, it is in line with Daniel Goleman's (2016) core idea which explains social awareness as an element of social intelligence that is understood to understand the thoughts and intentions of others by effectively presenting themselves or desires in the social relations that are needed to solve problem.

Solving this problem in line with Simon Fisher's (2001) explanation of finding a wider source of social and political conflict and seeking to convert negative forces such as violence into positive social forces. The focus here is directed to avoiding violence in a violent conflict. The focus here is directed to avoiding violence in a violent conflict. Although Simon acknowledged that prevention is thus a limited goal but not the end of the process in a broader framework of peace. In the preventive conflict stage, facing difficult problems because of the experience of the people involved, in dealing and deciding based on mutual trust or not.

The Directorate General of Polpum, through echelon III and IV leaders appointed to carry out facilitation and monitoring in the field by leadership representatives and coordination at the central level with the Ministry of Politics and Security and intelligence in an effort to control so that conflict in the area does not expand. Based on this matter, there are two things related to the management of the event, namely the management that is relied upon is the Regional Government and Polpum officers in the local area and is carried out after the event. The incident of SARA conflict, even though there was no violence, the category of threat of chaos originating from the emotional state of Islam rose against the accusation of Governor Ahok of blasphemy against Islam and had a sense of concern among people outside Jakarta.

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In facilitating conflict, the leaders are attached to the dam and have social intelligence. Social competency intelligence is the key to the ability to base the management of SARA social conflict. From social intelligence elements, social awareness aspects, namely empathy, can encourage other elements of communication coordination coordination in aspects of social facilities, namely the presentation of individual leaders in each emergence and the occurrence of social conflict. The effective leadership that Spencer states in the competency section and Biyozitz in the intersection meeting between the purpose of the goal, the organizational environment and the ability of individuals to produce effective behavior, be effective and measured leaders encourages the belief that individuals can be learned effectively and through many practices, resulting in fast behavior and reflex.

Effective leadership that contains social intelligence competencies in meeting questions of the importance of the task, within the organizational environment and individual abilities can be an appropriate assignment, education, and training in reaching the stage. Quick response (early prevention) is placed on the other individual who sees and is perceived by the acceptance of a sense of empathy and the presence (achievement) of a leader.

The leader in the Directorate General of Polpum of the results of the study of 27 people categorized as effective leaders from a total of 70 people can be used as a model of 43 people categorized as ordinary leaders. Shown to make ordinary leaders become effective leaders in accordance with the part of the organization that is effective in achieving its mission.

6. Conclusion

Social intelligence-based leadership by managing social-SARA conflict in the Directorate General of Polpum, since the change in nomenclature has known the number of effective leaders and less attention to competency issues.

Based on the discussion in advance, social intelligence competencies possessed by two aspects, namely social awareness, one of which is empaty and aspects of social facilities, namely presentation (presence) in the middle of social institutions and others in the community, are very important and needed by future leaders in managing SARA-social conflict. avoid sharpening violence.

The number of effective leaders that are directly related to the handling of SARA conflicts which are currently very minimal can be used as bench marks for ordinary leaders. The leadership of the attached organization, internal authority can decide and implement the new policy of having this.

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