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Effect of motivation, cultural organization, leadership and conflict management on participation in coastal environment conservation

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Abstract. Dependence on coastal areas for the City of Baubau is very dominant, as evidenced by the activities of many people who depend their lives on the use of resources in the coastal areas. In order not to be damaged, it requires commitment from all components in the City of Baubau including all academicians at Buton University of Muhammadiyah to protect and manage the coastal environment through conservation efforts, of course with the same vision and understanding starting from campus. This study aims to (1) test and analyze the effect of motivation on participation in the preservation of the coastal environment. (2) Test and analyze the influence of organizational culture on participation in the preservation of the coastal environment. (3) Test and analyze the influence of leadership on participation in the preservation of the coastal environment. (4) Test and analyze the influence of conflict management on participation in the preservation of the coastal environment. This study uses explanatory patterns. The number of samples used was 147 respondents. Significant values for motivation, transformational leadership, and conflict management are smaller than the probability value with the t-value positive sign, which means motivation, transformational leadership and conflict management have a positive and significant effect on coastal environment participation at Muhammadiyah Buton University, while organizational culture has no effect on coastal environment participation at Buton Muhammadiyah University, because the significant value for organizational culture variables is greater than the probability value. Organizational culture needs to be encouraged starting from the smallest unit of study program to be more concerned with environmental issues, especially coastal areas so that sustainability is guaranteed.

1. Introduction

Management of coastal area resources needs to be a concern for all people, especially in the City of Baubau, because the city is surrounded by the sea and 90 percent of the people of Baubau City depend on the sea, this implies that the sea as a source of life for the community, both to utilize natural resources which is in it such as fish, shrimp, squid, seaweed, sea cucumbers, pearl development, mangrove crabs, sea crabs and others as well as for the uses therein including the beach area which is



commonly used for transportation activities using ships or boats . If in 1980 we still saw sea horses around the sea or river that continued with the sea, but now we have not seen these sea animals, in the past there were a lot of fish in the Port of Murhum and the public did not have to go far enough to take fish to bring hooks fish, tation as fishing rods and ballast can carry fish home every night, without using a boat. Also at this time we have not seen mangrove crabs, because the raw forests have been cut down by humans and they have begun to cultivate milkfish, and the river water in Baubau City has tasted salty, because sea water has affected it. This shows the degree of damage to resources due to unsustainable use.

Seeing this reality, the role of university involvement is highly expected to play a role in preparing an educated community to maintain the coastal area so that it is sustainable, therefore higher education participation is highly expected, starting from the leaders of Muhammadiyah Buton University and even to the lowest leadership in the study program, including lecturers and administrative staff. In the previous approach, participation was often interpreted narrowly, that is simply the mobilization of community resources for the benefit of a program or project designed from above. In the era of autonomy, community participation (stakeholders) should be interpreted more broadly, starting from problem analysis, planning, implementation and utilization of program success. Thus the community participates in all stages of a program. This will bring many benefits both from the government itself and for the people [1]. So the role of universities is expected not only to prepare resources in the campus environment but also to be expected to communities outside the campus, because the community is highly dependent on coastal areas, and social and political ties are also quite high, therefore there is a need for integrated and integrated programs in preparing campus and surrounding communities to protect coastal areas such as being filled with various environmental education activities (counseling), training (training), workshops (workshops), comparative studies, and participation in seminars, conferences, and meetings (regionally and nationally). Environmental education (PLH) provided to the community in the form of counseling about coral reefs, the concept of protected areas, forests, environmental law, habitats and ecosystems of coastal areas, and community organizing [2].

Higher education can also develop the coastal area, especially Nirwana Beach in the City of Baubau as a tourism destination, in collaboration with the government, private sector and community, so that a sense of belonging is established with one another, where it is hoped that all these activities are community based, meaning that community involvement is expected to be very high.

Coastal and marine ecosystems have great potential and can be utilized for the benefit of tourism, one of which is coastal and sea tourism activities in Indonesia is beach tourism [3]. Coastal tourism is a form of tourism activities carried out in coastal areas which generally utilize coastal resources [4]. One of the categories of beach tourism is beach recreation which is a recreational activity utilizing beach resources such as white sand, scenery, stretch of beach and waters of the beach [5]. The development of coastal areas for recreational purposes in Indonesia today tends to increase its activities along with the increasingly active tourism sector, besides that tourism can also support the local economy [6].

Tourism is a sector that contributes greatly to the economy. To make this sector successful, intelligence is needed in managing existing tourism assets, both assets in the form of natural and cultural wealth. The success of tourism not only makes the main target of attracting foreign tourists to come, but more to develop opportunities for community businesses in it to develop and progress. Meanwhile, efforts to develop tourism oriented to local communities are still lacking in value. Simply stated, participation is a process in which the community as stakeholders are involved in influencing and controlling development in their respective places. Communities actively participate in initiating their lives, through the process of decision making and the acquisition of resources and their use. So far, the development of community-based tourism has not been seen as able to bring various benefits, where the community has a very important role in supporting tourism development. Thus the involvement of the government and the private sector is limited to facilitating and motivating the community as the main actors in the development of tourism villages to be able to better understand

the natural phenomena and culture, as well as determine the quality of tourism products in the tourist villages. One of the concepts of tourism that can be applied to take advantage of local communities in the area is to introduce the concept of community based tourism (CBT). By using the concept of community-based tourism (CBT), the community is expected to be able to realize a well-organized and cohesive local community with all the mechanisms and management systems when the tour is running. In its implementation, the development of the concept must be able to be facilitated properly by the local (regional) government and other relevant stakeholders who are likely to have competence in the field [7].

Every Muhammadiyah College has a Dharma Chess that distinguishes it from other tertiary institutions and in it there is an element of educator who is known by lecturers who run the College Dharma Chess. Lecturers are the most strategic component of education to create quality in education, active participation and its role make a major contribution in achieving national education goals. Therefore, improving the performance of lecturers in tertiary institutions, especially private tertiary institutions, is a basic requirement [8]. Performance is influenced by how a person's response to a condition that affects their work. The role of lecturers is multidimensional: as educators, teachers, leaders, facilitators, motivators, and researchers [9]. The lecturer is responsible for the teaching-learning process. Therefore, in an effort to improve the quality of higher education, lecturers play key roles and positions in the entire education process, especially in higher education [10]. Lecturers have three main tasks, namely in the fields of education, research and community service. The main task aims to realize the learning organization in accordance with the principles of professionalism in meeting equality for every citizen to get quality education. The importance of the role and function of lecturers makes the need for motivation, competence, organizational climate and job satisfaction in creating quality performance. Lecturer performance is one of the factors causing the success of Higher Education which is reflected in work performance in accordance with Higher Education Tridharma (Education and training, transfer of research technology, and community service). Expectancy theory (Vroom) explains that a person is motivated to achieve high-level efforts and he believes that this effort leads to better performance. Furthermore, in the process of giving effect to employee performance, motivation includes three things: expectations, instrumentality, and valence [11].

The creation of competitive advantage is not only influenced by human capital and organizational performance but also the leadership needed as an driving element of organizational performance and competitive advantage. Leaders have an important role in universities, many determinants of higher education competitiveness, but the most decisive leadership is capable and responsible, both at the university level and at the faculty and department level. Leadership is defined as the ability to influence a group towards achieving its goals [12, 13, 14].

The role of the leader is also biased to overcome the existing conflicts to be directed at positive things for the self-development of lecturers in this case directed to activities that can improve the quality of lecturers and are fully supported by university management both infrastructure, financial assistance and campus climate for self-development lecturers both in research, teaching and in community service. According to the results of the study it is suggested that people in conflict situations, regarding having individual characteristics, personality, morals, religion, emotional management skills, and have different reactions. The use of appropriate conflict management strategies and increasing creativity and innovation, are effective and can increase creativity and innovation in people [15].

For organizations in general and for the University of Muhammadiyah Buton in particular, are hoping for human resources who have extra-high behavioral roles at work. For Muhammadiyah Buton University what is meant by human resources are lecturers and employees who have an important role in providing services to stake holders, as well as internal services at Buton Muhammadiyah University. That is, all employees and lecturers are expected to have high performance in carrying out their duties, bearing in mind the high workload and demands that must be carried out by staff and lecturers every day in building an effective work culture.

Organizational culture is inseparable from the organizational strategy, including the vision and mission of the organization itself and is one of the important factors in implementing strategies for improving performance in an organization. [16] This culture is closely related to the values and norms held and applied to lecturers and employees doing their jobs. A strong culture is the foundation of an organization's performance. If there is a culture that is not conducive in an organization then it might be able to influence employees in carrying out their activities and directly affect the performance of each employee. The research findings found that leadership, work competency, and organizational culture partially have a direct effect on job performance [17].

This study aims to (1) test and analyze the effect of motivation on participation in the preservation of the coastal environment. (2) Test and analyze the influence of organizational culture on participation in the preservation of the coastal environment. (3) Test and analyze the influence of leadership on participation in the preservation of the coastal environment. (4) Test and analyze the influence of conflict management on participation in the preservation of the coastal environment. For more details the conceptual framework in this study can be seen in figure 1.

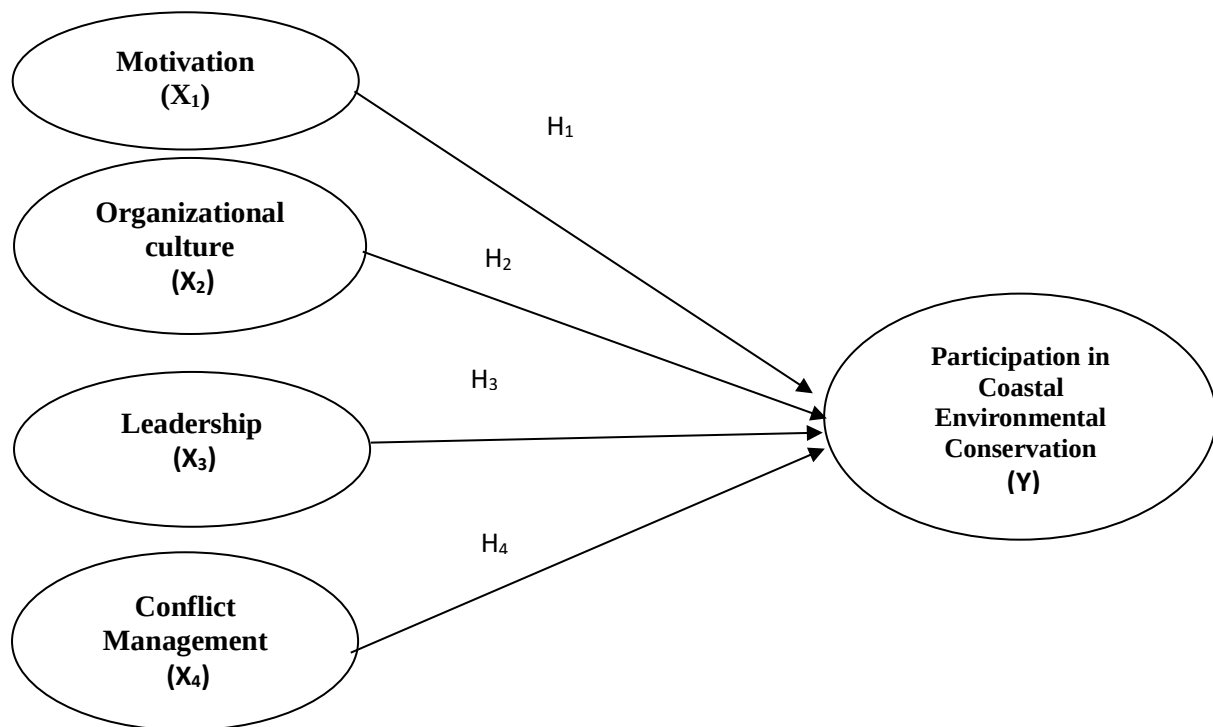


Figure 1. Theoretical framework

Based on a theoretical framework, the hypothesis is:

H1: Motivation influences participation in the preservation of the coastal environment.

H2: Organizational culture influences participation in the preservation of the coastal environment.

H3: Leadership influences participation in the preservation of the coastal environment.

H4: Conflict management influences participation in the preservation of the coastal environment.

2. Methods

Based on the formulation of the problem and the purpose of the research that had been formulated previously, then this study uses a pattern of explanation (level of explanation). Explanatory research is

a form of research conducted by explaining the symptoms caused by an object of research, testing and providing explanations or relationships between variables through hypothesis testing [18] The same thing is also stated that explanatory research is used to find and explain causal relationships between variables -variable through hypothesis testing [19].

In this study, the population was all 147 lecturers at the University of Muhammadiyah Buton. The sample is a portion of the population. This means that there will be no sample if there is no population. Sampling is a method used to select and retrieve a number of individuals from a population member to be used as a representative sample. The number of samples in this study was determined by total sampling, which is a sampling technique by taking all populations [20]. The number of samples is 147 respondents. Data collection methods used in this study are as follows:

1. Observation (observation) that is collecting data through direct observation of motivation, organizational culture, leadership style, conflict management, job satisfaction and lecturer performance to obtain data related to this research.
2. Questionnaire (questioner) that is collecting data through the distribution of questionnaires to respondents
3. Study the document, namely the collection of data through books, reports, journals or scientific papers that have a relationship with the problem to be examined

Judging from the type of data, then in this study there are two types of data to be collected, namely primary data and secondary data. Primary data were collected through direct interviews with respondents through a list of questions (questionnaire). While secondary data have two sources, namely internal and external data sources [21]. Internal data sources are data originating from each organization as research objects. Whereas the source of external data is data obtained from outside the organization, for example the Indonesian Statistics Bureau (BPS) and related agencies.

Understanding variables is a trait that has a variety of values. Variables are symbols or symbols on which a number or value is placed. The identification of these variables is based on theoretical and empirical studies based on the terms of reference for deductive and exploratory thinking through empirical studies for deductive conclusions [22].

The following grouping variables is done into two parts, namely explanatory variables (exogenous), and explained variables (endogenous), explanatory variables namely motivation, organizational culture, leadership style, conflict management, and job satisfaction, and lecturer performance as endogenous/dependent variables.

Instrument testing

a. Validity test

Validity test aims to find out how well the instrument or indicator variables measure the concepts that should be measured and find out how well the validity of the questions items in a variable, the Confirmatory Factor Analysis (CFA) approach through the SPSS Version 22 program. To determine an instrument valid value, if it has a factor loading value that meets convergent validity ≥ 0.5 is a minimum of 0.7 and the cut of value of the Variance extracted is a minimum of 0.5 [23].

b. Descriptive analysis

Descriptive statistics are statistical methods used to describe or describe the data that has been collected into information [24]. To determine the level of achievement of respondents and the criteria of the respondents used formulations or formulas as follows:

$$\text{Average score} = \frac{\sum X_f \times W_o}{N}$$

Where : X_f = number of i th frequencies
 W_o = weight
 N = number of respondents [20].

c. Reliability test

Reliability is a measure of the internal consistency of the indicators of a formation variable that shows the degree to which each indicator indicates a common formation variable [23]. There are two ways that can be used, namely, Composite (construct) Reliability and Variance Extracted, cut of value from Composite (construct) reliability.

Data analysis in this study used the multiple linear regression equation model using SPSS version 22.

3. Results and discussion

3.1. *t* test

The *t* test was used to answer hypotheses 1, 2, 3, and 4, in this study. *T* test is used to determine the effect of independent variables studied individually or individually both motivation (X_1) on participation in the preservation of the coastal environment (Y), organizational culture (X_2) on participation in the preservation of the coastal environment (Y), leadership (X_3) on participation coastal environmental preservation (Y) conflict management (X_4) towards participation in coastal environment preservation (Y) at Muhammadiyah Buton University. The results of the *t*-test analysis can be seen in table 1.

Table 1. *t* test analysis results for each independent variable

Model	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
	<i>B</i>	Std. Error	Beta		
1 (Constant)	-.316	.236		-1.340	.182
Motivation	.199	.051	.198	3.927	.000
Organizational culture	.041	.029	.047	1.404	.163
Leadership	.096	.043	.088	2.222	.028
Conflict Management	.187	.060	.194	3.114	.002

a. Dependent Variable: Coastal Environmental Conservation

Table 1. shows the regression equation as follows:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$ so the equation becomes:

$Y = -0.316 + 0.199 X_1 + 0.041 X_2 + 0.096 X_3 + 0.187 X_4 + e$

Where:

a = a constant

e = error

Y = preservation of the coastal environment

b_1, b_2, b_3, b_4 = coefficient of determination

The constant value = -0.316 means that if there is no change in motivation, organizational culture, leadership, and conflict management, the participation of the coastal environment at Muhammadiyah Buton University decreases by 0.316. Value of b_1 (motivation) = 0.199 means that if there is an

increase of 1 percent motivation, the participation of the coastal environment will increase by 0.199. If the value of b_2 (organizational culture) = 0.041, it means that if there is a 1 percent increase in organizational culture, the participation of the coastal environment will increase by 0.041. Value of b_3 (leadership) = 0.096, meaning that if there is a 1 percent increase in leadership, the participation of the coastal environment will increase by 3.746. And the value of b_4 (conflict management) = 0.187 means that if there is a 1 percent increase in conflict management the participation of the coastal environment will increase by 0.187.

a. Hypothesis 1 test (Motivation affects coastal environment participation)

H_1 = There is an influence between motivation on Coastal Environment Participation at Buton Muhammadiyah University.

H_0 = There is no influence between motivation on Coastal Environment Participation at Buton Muhammadiyah University.

The test criteria are:

If $t_{\text{arithmetic}} \geq t_{\alpha}(\text{db})$ at the 95% confidence level ($\alpha = 0.05$), it means reject H_0 or accept H_1 .

If $t_{\text{arithmetic}} < t_{\alpha}(\text{db})$ at 95% confidence level ($\alpha = 0.05$), it means accept H_0 or reject H_1 .

or

- If the probability is > 0.05 , H_0 is accepted.

- If the probability is < 0.05 , H_0 is rejected.

Based on table 1 it can be seen that the significant value for the motivational variable is 0,000. Significant value is smaller than the probability value (probability value/pv) 0.05 or $0.000 < 0.05$, with the value of t is positive sign that is 3,927, then H_0 is rejected, which means that motivation has a positive and significant effect on the participation of the Coastal Environment at the University Muhammadiyah Buton.

Based on statistical tests at 95% confidence level, the significance value of motivation (X_1) is smaller than the value of α ($0.000 < 0.05$). This is certainly the lecturers need to continue to be motivated to increase participation, especially in the coastal environment because it gives a positive impact for the lecturer to care about the surrounding environment so that they can develop their learning models, not just teaching, but also conducting research and service to the community as well as Al Islam and Kemuhammadiyah (Chess Dharma College of Muhammadiyah) and this has been done at Muhammadiyah Buton University and has been felt by the lecturers themselves through technical guidance, Training of Trainer (ToT), Interactive Workshop, Proposal Clinics, both research and research. dedication, as well as a lot of training in writing and publishing articles in international journals and in national journals by preparing manuscripts, carrying out research collaborations with other countries, attending training in Basic Technical Instructional Skills, and the continuation is followed the Applied Approach (AA) organized by the Higher Education Service Institute the implementation of Baitul Arqom Kemuhammadiyah for new lecturers who do not know about Muhammadiyah, Up-Grading, so that lecturers better understand the main tasks and functions not just teaching tawaf. Lecturers have also been motivated to continue their studies to the doctoral level to increase human resources, so they can compete in the future. So with the government program through the Ministry of Research Technology and Higher Education (Kemenristekdikti) to limit research schemes for Masters, it is very good to motivate lecturers so that they want to improve their knowledge and not feel satisfied with Masters degrees.

b. Hypothesis 2 test (Organizational Culture Influences Participation in Coastal Environment).

H_1 = There is an influence between organizational culture on Coastal Environment Participation at Buton Muhammadiyah University.

H_0 = There is no influence between organizational culture on Coastal Environment Participation at Buton Muhammadiyah University.

The Test Criteria are:

If $t_{\text{arithmetic}} \geq t_{\alpha}(\text{db})$ at the 95% confidence level ($\alpha = 0.05$), it means reject H_0 or accept H_1 .

If $t_{\text{arithmetic}} < t_{\alpha}(\text{db})$ at 95% confidence level ($\alpha = 0.05$), it means accept H_0 or reject H_1 .

or

- If the probability is > 0.05 , H_0 is accepted.

- If the probability is < 0.05 , H_0 is rejected.

Based on Table 1 it can be seen that the significant value for the organizational culture variable is 0,163. Significant value is greater than the probability value (pv) 0,05 or a value of $0,163 > 0,05$, with a positive value t count of 1,404, then H_0 is accepted, which means that organizational culture has no effect on Coastal Environment Participation at Muhammadiyah University Buton

Based on statistical tests at 95% confidence level, the significance value of organizational culture (X_2) is greater than the value of α ($0.163 > 0.05$). It is of course that lecturers need to be introduced about organizational culture to increase participation in the coastal environment such as the socialization of vision and mission, this needs to be known by all lecturers so that what is done can be in line with the ideals of the University of Muhammadiyah Buton, because there are also lecturers who have not know the existing vision and mission, the values developed need to continue to be encouraged such as maintaining cleanliness of the campus by not littering, so that cleanliness is maintained at all times, not smoking in the campus environment especially in air conditioned rooms or air conditioners, especially there are lecturers who cannot teach if they don't smoke, while lecturers must be role models in front of their students, so that many students also take part in smoking and their cigarette butts are discarded carelessly. Also the values that need to be maintained are if you meet say hello, this has not been fully implemented by the lecturers, so this needs to be developed continuously, praying on time, it turns out even though the call to prayer has been echoed by the muezzin there are still lecturers who carry out their duties although it has been said that the prayer schedule for all campus activities must be stopped, of course this needs to be given an understanding, so that the lecturers do not have other activities if the prayer time has arrived. What has been socialized is when the lecturer enters the Water Closet (WC) room because of the information posted in the toilet room to keep the toilet clean according to the goals desired by the Muhammadiyah Buton University, such as "make others comfortable after you" or "remember do not leave a trace, because after you have used this toilet".

The values of togetherness need to be developed like a campus should prepare social funds for lecturers and poor people, for example there are lecturers who are sick, give birth, or who are affected by natural disasters and deaths, this has not been implemented or has not been programmed properly, including providing scholarships from social funds for underprivileged communities such as their children are freed to pay Education Donation Donations (SPP) while studying at Muhammadiyah Buton University.

Regarding the culture of wearing headscarves for female lecturers, this has also been done well, because all female lecturers have Muslim clothing, but there are still many rules produced by the campus that are not socialized to lecturers, or to officials, only given to the chancellor and representatives chancellors and temporary deans of institutions, bureaus, study programs are not given, and those who make the most references to internal rules for the sake of making administration such as the chancellor's decree on the determination of internal reviewers by research institutes and community service, to require statutes must ask university leaders because it is less socialized. The rules for research institutions and community service have been socialized both through meetings with all lecturers on the launch of the Research Guidelines book, Research Master Plan and Strategic Plans for Community Service, also the book has been reproduced and has been sent to each Study Program including related institutions such as The Quality Assurance Institute (LPM) of the Muhammadiyah University of Buton to serve as a guideline for lecturers in carrying out research and community service activities. So the culture of researching and devoting lecturers to the community is still

lacking, especially not caring about the environment, therefore it is necessary to strengthen internally and externally so that environmental awareness is increasingly high.

c. Hypothesis 3 Test (Leadership Influences Coastal Environment Participation).

H_1 = There is an influence between leadership on coastal environment participation at Buton Muhammadiyah University.

H_0 = There is no influence between leadership style on coastal environment participation at Buton Muhammadiyah University.

The Test Criteria are:

If $t_{\text{arithmetic}} \geq t_{\alpha}(\text{db})$ at the 95% confidence level ($\alpha = 0.05$), it means reject H_0 or accept H_1 .

If $t_{\text{arithmetic}} < t_{\alpha}(\text{db})$ at 95% confidence level ($\alpha = 0.05$), it means accept H_0 or reject H_1 .

Or

- If the probability is > 0.05 , H_0 is accepted.

- If the probability is < 0.05 , H_0 is rejected.

Based on Table 1 it can be seen that the significant value for the leadership variable is 0.028. Significant value is smaller than the probability value (pv) 0,05 or a value of $0.028 < 0.05$, with a positive value t count of 2,222, then H_0 is rejected, which means that leadership has a positive and significant effect on coastal environment participation at the University Muhammadiyah Buton.

Based on statistical tests at 95% confidence level, the significance value of leadership (X_3) is smaller than the value of α ($0.028 < 0.05$). This is certainly transformational leadership (transformational leadership) based on the principle of subordinate development (follower development). Transformational leaders evaluate the ability and potential of each subordinate to carry out a task / job, while looking at the possibility to expand the responsibilities and authority of subordinates in the future. Conversely, transactional leaders focus on achieving goals or objectives, but do not seek to develop the responsibilities and authority of subordinates for the advancement of subordinates. This difference causes the concepts of transactional and transformational leadership to be positioned on a continuum where both are at different ends [25]. The relationship between superiors and subordinates in the context of transformational leadership is more than just the exchange of "commodities" (exchange of economic rewards), but has touched the value system. Transformational leaders are able to unite all subordinates and are able to change the beliefs, attitudes, and personal goals of each subordinate in order to achieve goals, even beyond the goals set [26]. So transformational leadership is considered to have provided spaces for lecturers to develop the potential possessed by lecturers, by providing opportunities or opportunities to advance together and rewarding lecturers who have the ability or achievements of other lecturers, so that other lecturers feel encouraged by itself, for example providing incentives to lecturers who have written both in accredited national journals as well as international journals and reputable international journals, lecturers who publish works in the form of books, or Intellectual Property Rights (IPR), especially often discussed in front of lecturers for lecturers- The outstanding lecturer, of course, will inspire other lecturers to work, because transformational leaders see subordinates as an asset that must be developed as from the following statement that the leader views each subordinate as an organizational asset. Therefore, the leader's understanding of the potential and ability of each subordinate makes it easy to foster and direct the potential and best abilities of each subordinate [27].

Transformational leaders encourage subordinates to be more creative and innovative in understanding and solving problems. Subordinates are encouraged to leave old ways or methods and are encouraged to provide new ideas and solutions. Free subordinates offer new methods and every new idea will not be criticized or criticized. Instead, leaders try to improve the morale of subordinates to dare to innovate. Leaders behave and function to foster and direct the innovation and creativity of subordinates, individualized consideration or personal attention, individualized consideration leads to the understanding and attention of leaders on the potential and abilities possessed by each subordinate. The leader is aware of the different abilities, potentials and needs of subordinates. So that leaders feel helped to feel what is felt by subordinates, so do subordinates feel very cared about by their leaders, so

try not to disappoint each other even support each other. The ability of transformational leaders to change subordinate value systems in order to achieve goals is obtained by developing one or all of the factors that are transformational leadership dimensions, namely: charisma (then converted into an ideal influence or idealized influence), inspiration (inspirational motivation), intellectual development (intellectual stimulation), and personal attention (individualized consideration) [26, 27].

The application of this transformational leadership in the campus environment of the University of Muhammadiyah Buton, has had an influence on the performance of the lecturers of the University of Muhammadiyah Buton. there are 15 lecturers who write in the international journal Scopus, there are lecturers' works in the form of books and IPR, this proves that some of the lecturers have realized their duties and responsibilities as lecturers and culture that must be developed within the campus environment is that the name of the lecturer must have an identity scopus (ID Scopus), so that all can register their names in the international world, not only register their names only in the area of the City of Baubau, or only in the territory of Indonesia, but it is part of this world.

d. Hypothesis 4 test (conflict management influences coastal environment participation).

H_1 = There is an influence between conflict management on Coastal Environment Participation at Buton Muhammadiyah University.

H_0 = There is no influence between conflict management on Coastal Environment Participation at Buton Muhammadiyah University.

The test criteria are:

If $t_{\text{arithmetic}} \geq t_{\alpha}(\text{db})$ at the 95% confidence level ($\alpha = 0.05$), it means reject H_0 or accept H_1 .

If $t_{\text{arithmetic}} < t_{\alpha}(\text{db})$ at 95% confidence level ($\alpha = 0.05$), it means accept H_0 or reject H_1 .

Or

- If the probability is > 0.05 , H_0 is accepted.

- If the probability is < 0.05 , H_0 is rejected.

Based on Table 1 the coefficients above can be seen that the significant value for the conflict management variable is 0.002. Significant value is smaller than the probability value (probability value / pv) 0.05 or $0.002 < 0.05$, with a positive value t count of 3.114, then H_0 is rejected, which means that conflict management has a positive and significant effect on Coastal Environment Participation in Buton Muhammadiyah University.

Based on statistical tests at the 95% confidence level, the significance value of conflict management (X4) is smaller than the value of α ($0.002 < 0.05$). This shows that conflict management at Buton Muhammadiyah University has been running and managed properly, meaning that any conflicts that arise can be resolved properly which is certainly directed to increase participation of the coastal environment itself. So if conflict management is managed properly it will have a positive impact on the participation of the coastal environment and the progress of the campus itself, because lecturers will become more mature with the conflict itself, therefore conflict does not need to be avoided, reduced even termination of conflict, but it is necessary designed effective macro-level strategies to minimize conflict dysfunction and improve the constructive function of conflict to improve learning and effectiveness in an organization. Organizational learning is a significant construct and a number of contemporary organizational theorists have shown that the problem for organizations is not whether they want to learn, they must learn as quickly as possible. Some experts conclude from their review, the organizational learning literature that "the presence of tension and conflict seems to be an important characteristic of organizational learning. Tension and conflict will be evidenced by questions, disequilibrium, and challenges to the status quo. Unfortunately, the literature on organizational conflict does not provide a clear relationship between conflict management strategies and learning and organizational effectiveness The existing theories encourage the process of self-strengthening and anti-learning which can be described as "apparent conflict resolution". Some scholars have indicated the need to accommodate tensions and manage conflict constructively or the

potential for collective learning will not be realized [28]. The implicit assumption here is that conflict management needs to be strengthened at the macro level to encourage learning and effectiveness.

Some conflict management scholars [28] have suggested that conflict management strategies involve the following recognition:

1. Certain types of conflicts, which may have negative effects on individual and group performance, may need to be reduced. These conflicts are generally caused by negative reactions from members of the organization (eg, personal attacks by group members, racial disharmony, sexual harassment).
2. There are other types of conflicts that might have a positive effect on individual and group performance. This conflict is related to disagreements relating to tasks, policies, and other organizational issues. Conflict management strategies involve the generation and maintenance of conflicts in a moderate amount.
3. Members of the organization while interacting with each other will be asked to deal with their differences of opinion constructively. This calls for learning how to use different conflict management styles to deal with various situations effectively.

Conflict in human interaction occurs naturally, whenever there are differences of opinion about opinions, beliefs, values, priorities, and situations. This develops as a result of two or more interdependent parties who feel a mismatch, as well as possible interference from the other party. This threat must be felt psychologically by at least one of the parties [29]. Because of the interdependence of the parties, the cessation or continuation of the conflict will depend on the joint efforts of those involved.

For conflict management strategies to be effective, they must meet certain criteria. This has come from diverse literature on organizational theory and organizational behavior. The following criteria are very useful for conflict management, but in general, these criteria may be useful for management decisions:

1. Organizational Learning and Effectiveness. Conflict management strategies must be designed to enhance organizational learning. It is hoped that organizational learning will lead to long-term effectiveness. To achieve this goal, conflict management strategies must be designed to enhance critical and innovative thinking to study the process of diagnosis and intervention in appropriate problems.
2. Stakeholder needs. Conflict management strategies must be designed to meet the needs and expectations of strategic constituencies (stakeholders) and to achieve a balance between them. Therefore strongly recommend choosing the right stakeholders to solve the right problem. Sometimes many parties are involved in conflicts within an organization and the conflict management challenge is to involve these parties in the problem solving process that will lead to collective learning and organizational effectiveness. It is hoped that this process will lead to the satisfaction of relevant stakeholders.
3. Ethics is a strong supporter of ethical management. He concluded that if we cannot define the problem so that it leads to ethical actions that benefit humanity, then we have not defined it or cannot currently define the problem correctly. A wise leader must behave ethically, and to do so the leader must be open to new information and be willing to change his mind. In the same way subordinates and other stakeholders have an ethical duty to speak out against supervisory decisions when the consequences of these decisions tend to be serious. To manage conflicts ethically, organizations must institutionalize employee advocacy positions, customer and supplier advocacy, as well as environmental advocates and shareholder advocacy. Only if these advocates are heard by decision makers in organizations can we hope for a better record of ethically managed organizational conflicts [28].

Basically the conflict at Muhammadiyah University of Buton has been managed well, for example there are differences of opinion about Muslim clothing for women, do not wear tight hijabs, or do not wear headscarves using trousers but skirts, but in fact there are those who wear trousers some who wear skirts, of course there is a channeling that is through the right channel, in the form of discussions with officials who have been appointed by the university namely the Vice Chancellor IV in the field of

Al Islam and Kemuhmadiyah and Cooperation or can be through the Center for Islamic Studies (PSPI), to be studied based on an Islamic approach, so that lecturers female lecturers can understand the real rules. Usually the peak of conflict in Buton Muhammadiyah University is during the rector election, because the rector's position can only be held by one person, but there are so many who register to become rector, meaning that a lot of people want the position, while there are those who force themselves in the rector's nomination, even though they are not In accordance with the existing rules, of course, it must be returned to the actual rules, so that the existing conflicts can be damped and not cause a prolonged conflict to report to the police, because they feel less satisfied with the rector's selection process.

The conflict at the Muhammadiyah University of Buton had occurred with the appointment of a fake chancellor by the Muhammadiyah Regional Administrators who were supposed to be appointed by the Muhammadiyah Central Leaders, so there was a rival chancellor and had time to freeze all funds belonging to Muhammadiyah Buiton University in several banks in the City of Baubau namely Bank Rakyat Indonesia, Bank Muamalat, Bank Syariah Mandiri, Bank Mandiri and Bank Negara Indonesia (BNI), so that the lecturers cannot receive salaries, finally the relevant person is reported to the police and processed legally. There was also a conflict between lecturers and students, where students protested lecturers who sold the textbook too expensive and those who did not buy were threatened not to pass the course being taught by the lecturer, so students held a demonstration to voice their aspirations, in that case the leader of the university in this case the chancellor must intervene by calling the individual lecturer and meeting his students, so that the individual lecturer does not repeat his actions.

4. Conclusion

Significant values for motivation, transformational leadership, and conflict management are smaller than the probability value with the t-value positive sign which means motivation, transformational leadership and conflict management have a positive and significant effect on coastal environment participation at Muhammadiyah Buton University, while organizational culture has no effect on coastal environment participation at Buton Muhammadiyah University, because the significant value for organizational culture variables is greater than the probability value. Organizational culture needs to be encouraged starting from the smallest unit of study program to be more concerned with environmental issues, especially coastal areas so that sustainability is guaranteed.

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