

## AL-IKSHID'S STRATEGY AND LEADERSHIP STYLE

Apipudin

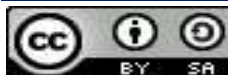
Fakultas Ilmu Pengetahuan Budaya, Universitas Indonesia, Indonesia

Email: apipudinsihab@gmail.com

### ABSTRACT

*Al-Ikhshid is a leader who has various abilities and successes. The reign of al-Ikhshid was one of calm for the Ikhshidid dynasty. In solving problems, Al-Ikhshid used more peaceful means. Lobbying and negotiation techniques are mostly used by al-Ikhshid in achieving his goals. Both of these techniques apply a lot of persuasion. This paper aims to explain how lobbying and negotiation techniques are used by al-Ikhshid in his strategy and how al-Ikhshid's leadership style is. Through the secondary analysis method, this paper will discuss the strategies and leadership styles applied by al-Ikhshid to achieve and maintain his power. Al-Ikhshid used many lobbying techniques by establishing relationships with various powerful parties. In addition, he also applies negotiation techniques by making peace agreements. During his time as a leader, al-Ikhshid applied the benevolent autocratic leadership style which is one of the effective leadership styles. Lobbying and negotiation techniques as well as this benevolent autocratic leadership style are some of the things that are the keys to al-Ikhshid's success.*

**KEYWORDS** *Al-Ikhshid, Ikhshidid Dynasty, Leadership Style, Lobbying, Negotiation*



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### INTRODUCTION

Abu Bakr Muhammad ibn Tughj ibn Juff or better known as al-Ikhshid was the founder of the Ikhshidid dynasty. The title al-Ikhshid given by Khalif al-Radi to Muhammad ibn Tughj refers to the "King of the Farghanians". Al-Ikhshid was a descendant of the Mamluks or military slave. He is the third generation of his family who served the Abbasid caliphate (Bacharach, 1975). Before leading the Ikhshidid dynasty, Al-Ikhshid had a lot of experience in military and leadership matters. Al-Ikhshid also had brilliant abilities and achievements so that he also managed to become the leader of the Ikhshidid dynasty (Karam, 2014).

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Al-Ikhshid led the Ikhshidid dynasty from 935 to 946. When al-Ikhshid was appointed leader of the Ikhshidid dynasty, Egypt's political and economic conditions were in crisis and almost reached the status of anarchy (Attar, 2012). Before al-Ikhshid took power, there was much rioting and looting, the people experienced economic misery, and there was a major attack by the Fatimids. Through land and sea expeditions, al-Ikhshid also managed to control Egypt and eventually led the Ikhshidid dynasty (El Daly, 2005). During the reign of al-Ikhshid, the territory of the Ikhshidid dynasty included Egypt, Syria, Palestine, Mecca, and Medina (Philip Khuri Hitti, 1996). The seat of government is in Egypt (Dabashi, 2017).

Having previously faced a crisis, Egypt was fairly calm during the reign of al-Ikhshid. There were no demonstrations, riots, community rebellions or rebellions from within the family that occurred during the reign of al-Ikhshid (Bacharach, 1975). During the reign of al-Ikhshid, he would only choose to fight when he was sure he would win or when he really felt threatened (Bacharach, 1975). Al-Ikhshid prefers to use peaceful means and not to fight when it is not needed. In fact, al-Ikhshid also made regulations prohibiting looting (Dabashi, 2017). In fact, the act of looting was something that was considered natural for the conquering army to do. During his leadership of the Ikhshidid dynasty, al-Ikhshid managed to protect his area from the Fatimids from the West, the Nubians from the South, the Bedouins from the desert, and various other political enemies who attacked from Syria (Karam, 2014).

Both before and after becoming the leader of the Ikhshidid dynasty, al-Ikhshid used various ways to gain power and maintain it (Bacharach, 1975). In addition to using military methods, al-Ikhshid also carried out non-military methods, such as marriage alliances, propaganda, and others. In fact, al-Ikhshid prefers to use non-military means first to achieve his goals (Bacharach, 1975). In carrying out these non-military methods, al-Ikhshid used a lot of lobbying and negotiation techniques. Basically, this lobbying and negotiation technique uses an act of persuasion to influence the target or opponent to do what we want (Al-Daffa, 2020).

During the reign of the Ikhshidid dynasty, al-Ikhshid was known as a leader who prioritized peaceful means (Gittes, 1983). Al-Ikhshid also always maintained good relations with the Abbasid caliph who was leading at that time. In addition, al-Ikhshid was a leader who had clear goals. The main aim of al-Ikhshid was to have hereditary control over Egypt (Bacharach, 1975). Al-Ikhshid ensured that he would continue to be the leader of Egypt and subsequently bequeathed it to his descendants.

This paper aims to explain how al-Ikhshid applies lobbying and negotiation techniques in his strategy to achieve goals. This lobbying and negotiation technique was used by al-Ikhshid both before and after becoming the leader of the Ikhshidid dynasty (Philip K Hitti, 2002). Therefore, this paper will discuss how al-Ikhshid's strategy to achieve his position as the leader of the Ikhshidid dynasty and the strategy during leading the Ikhshidid dynasty. In addition, this paper will also discuss how al-Ikhshid's leadership style during leading the Ikhshidid dynasty (Wu, 2009).

## METHOD RESEARCH

In this paper, the author will use the method of secondary data analysis or secondary analysis. Secondary analysis is a further analysis of an existing set of data which then produces interpretations, conclusions or additional knowledge or may differ from existing findings (Johnston, 2014). The author will look at the existing writings and data and relate it to several concepts and theories.

## RESULTS AND DISCUSSION

### 1. Al-Ikhshid Before Leading the Ikhshidid Dynasty

Prior to leading the Ikhshidid dynasty, al-Ikhshid had some experience in military and leadership matters. Al-Ikhshid first gained administrative and military experience when he became governor of Tiberias for his father (Bacharach, 1975). He has also held a position as a tax inspector in the courts. Al-Ikhshid's reputation began to take shape when he managed to save a Syrian pilgrimage caravan from Bedouin raiders. The change in al-Ikhshid's career occurred when he was appointed governor of Amman and the region on the East side of Jordan in 933 (Bacharach, 1975).

Before becoming the leader of the Ikhshidid dynasty, al-Ikhshid sought to improve his position and sought ways to strengthen relations with the caliph in Baghdad. In those days, military service was one of the most important and fastest ways to make contact and win the hearts of powerful leaders. This was also done by al-Ikhshid by participating in the military group formed by Mu'nis when the Fatimids launched their second attack on Abbasid Egypt (Bacharach, 1975). Mu'nis was a military leader who had power in Baghdad. After that, al-Ikhshid continued to maintain good relations with Mu'nis.

Al-Ikhshid was also governor of Ramla (Palestine-Filasfin) in 928 and governor of Damascus in 931 (Bacharach, 1975). These two appointments are related to the relationship between al-Ikhshid and Mu'nis. At that time, Caliph Abbasid al-Muqtadir was being deposed temporarily and Mu'nis was out of power. Before the crisis occurred and after Mu'nis regained power, agents from al-Ikhshid made contact with Mu'nis. After Mu'nis succeeded in overthrowing al-Muqtadir and regaining his power, al-Ikhshid immediately joined and gave support to Mu'nis. The appointment of al-Ikhshid to two governorships in Greater Syria signified al-Ikhshid's ability to establish and maintain relations with at least one person who had power in Baghdad and always kept an eye on relations with Abbasid capital.

Before actually leading the Ikhshidid dynasty and Egypt, al-Ikhshid was appointed as the leader of Egypt in 933. At that time, Mu'nis was in power in Baghdad and became the figure behind the appointment of al-Ikhshid as governor of Egypt. However, al-Ikhshid's reign lasted only 32 days. This was caused by the feud that occurred between Khalif al-Qahir and Mu'nis which made Mu'nis step down from his power as military leader in Baghdad. Khalif al-Qahir who associated al-Ikhshid with Mu'nis eventually revoked the post of al-Ikhshid and appointed Ibn Kayghalagh as the new governor of Egypt. After his position was withdrawn, Al-Ikhshid had time to attack and managed to defeat

Bushri, governor of Aleppo and Damascus. Khalif al-Qahir ordered Ahmad ibn Kayghalagh to fight al-Ikhshid. However, al-Ikhshid avoided fighting and chose to make a pact with Ibn Kayghalagh. The two leaders also agreed that Damascus would be led by al-Ikhshid and Ibn Kayghalagh would continue to lead Egypt.

In 935, al-Ikhshid was again appointed governor of Egypt and became the leader of the Ikhshidid dynasty. This appointment relates to his relationship with al-Fadl (Bacharach, 1975:593). Al-Fadl was the inspector general (*wazir al-kashf*) who became a confidant of Khalif al-Radi and wielded great power. He wrote down the name of al-Ikhshid as governor of Egypt. Apart from al-Ikhshid's ability and success, this was also due to the marriage alliance that existed between al-Ikhshid and al-Fadl where al-Fadl's son married al-Ikhshid's daughter.

From some of the things that have been described, it can be seen that al-Ikhshid used a lot of lobbying techniques to improve his position. An example of the form of lobbying carried out by al-Ikhshid is his relationship with Mu'nis and al-Fadl. Basically, lobbying is an art to get useful friends (Partao, 2006). This was done by al-Ikhshid by establishing good relations with Mu'nis and al-Fadl who had great power and influence. With the power and influence they wielded, Mu'nis and al-Fadl became useful companions for al-Ikhshid's career. The relationship between al-Ikhshid with Mu'nis and al-Fadl is also informal, in accordance with the nature of the lobby, where there is no written agreement between them. On the one hand, Mu'nis and al-Fadl did give al-Ikhshid an advantage, but al-Ikhshid also offered them an advantage. Al-Ikhshid has military capabilities and qualified leadership. By appointing al-Ikhshid as leader, al-Ikhshid also helped them in fighting the enemy. During his relationship with Mu'nis, al-Ikhshid helped him a lot by joining the military forces led by Mu'nis. He also always supported Mu'nis when Mu'nis was trying to regain power. Al-Ikhshid's relationship with al-Fadl was also related to Mu'nis where they both received protection and support from Mu'nis. The relationship between al-Ikhshid and al-Fadl was strengthened by a marriage alliance that made them bound in family relations. By giving a position to al-Ikhshid, al-Fadl of course also benefited because they had been bound in family relations. In addition, al-Ikhshid has also helped al-Fadl against the Shi'te Fatimids. Al-Ikhshid did have various abilities and experiences, but his relationships with powerful and influential people also played a major role in increasing his position.

In addition to lobbying techniques, al-Ikhshid was also seen using negotiation techniques. This negotiation technique was used between al-Ikhshid and Ahmad ibn Kayghalagh. When these two parties met, they decided to resolve the issue by negotiation. Both parties also chose to enter into an agreement of their own accord. This is in accordance with the nature of negotiations where they resolve conflicts in a way that does not involve coercion (Zohar, 2015). The negotiation strategy carried out by al-Ikhshid is a cooperation strategy in which both parties make compromises so that they can achieve their respective goals. The negotiation tactic used by al-Ikhshid was to make a promise in which the two parties made an agreement stating that al-Ikhshid and ibn Kayghalagh would remain in power in their respective areas.

## **2. Al-Ikhshid During Leading the Ikhshidid Dynasty**

In 935, al-Ikhshid returned to control Egypt and this time actually became the leader of the Ikhshidid dynasty. Although the Ikhshidid dynasty was an independent dynasty, al-Ikhshid maintained good relations with the Abbasid caliph who was in charge. At the beginning of his leadership, al-Ikhshid corresponded with Khalif al-Radi where he told about his success against the Fatimids and the economic improvements he had made. In addition to sending a letter, al-Ikhshid also included a gift for Khalif al-Radi. Khalif al-Radi welcomed the correspondence from al-Ikhshid. He expressed his support for al-Ikhshid and gave him the cloak of honor. After al-Fadl stepped down from his post, al-Ikhshid also still had a good reputation among the Abbasid caliphs.

In 938, Muhammad ibn Tughj al-Ikhshid asked for the title al-Ikhshid to Khalif al-Radi (Bacharach, 1975). Usually a new title is given when an event or major achievement occurs. However, Khalif al-Radi gave the title to al-Ikhshid without any special events accompanying it. Al-Ikhshid accepted his new title happily and gave money, clothes, animals and other gifts to Khalif al-Radi as a token of gratitude. At that time, the Abbasid caliph was desperate to get money and they were always happy when someone made a personal donation to them without being accompanied by a request that was too troublesome. Al-Ikhshid was a semi-independent leader, but he often gave gifts and was always on good terms with the Abbasid caliphs. Therefore, the Abbasid caliph felt safer to continue good relations and maintain al-Ikhshid as leader. In 944, Khalif al-Muttaqi invited al-Ikhshid to meet in Raqqa. In this meeting, Khalif al-Muttaqi gave power over Egypt, Syria, and the Hejaz to al-Ikhshid and his descendants. This leadership was given to the al-Ikhshid family for 30 years.

In addition to his relationship with the Abbasid caliph, al-Ikhshid's position became even stronger when the Abbasid caliph appointed Ibn Raiq as the new emir al-Umara. Ibn Raiq had a marriage alliance with al-Fadl so that indirectly al-Ikhshid had a relationship with Ibn Raiq. However, the position of the emir al-Umara was not long held by Ibn Raiq. In 939, Ibn Raiq actually attacked and overthrew the area that was the rule of the al-Ikhshid brothers. Al-Ikhshid did not accept this action and planned to carry out an attack. However, eventually al-Ikhshid and Ibn Raiq decided to make a peace treaty stating that the area south of Ramla was given to al-Ikhshid and the area north of Tiberias to Ibn Raiq.

After the peace treaty, the relationship between al-Ikhshid and Ibn Raiq was not entirely good. The historian Ibn Said says that al-Ikhshid was disturbed by the appointment of Ibn Raiq as governor of Syria. Al-Ikhshid had threatened to switch support to the Fatimids, opponents of the Abbasids. He threatened to propose a marriage alliance to Khalif Fatimid al-Qaim and change the name of the Abbasid caliph in Friday sermons and coins. After that, al-Ikhshid engaged in two battles with Ibn Raiq and lost both battles. However, after the battle, al-Ikhshid and Ibn Raiq finally decided to make a peace treaty again. Al-Ikhshid proposed to return to the status quo which divided the territory into Ramla-

Tiberias as before. He also proposed to pay an annual tribute. Ibn Raiq agreed to this and their relationship was strengthened by forging a marriage alliance between the son of Ibn Raiq and the daughter of al-Ikhshid.

Apart from dealing with the Abbasid caliphs and Ibn Raiq, al-Ikhshid was also associated with Sayf Al-Dawla. Sayf al-Dawla was the leader of Hamdanid. At first, Sayf al-Dawla realized the military weakness in al-Ikhshid's government and attempted an invasion. Al-Ikhshid also sent military troops to protect Syria, but his troops were defeated. Finally, al-Ikhshid went to Ramla and wrote to Sayf al-Dawla an offer of power for all of northern Syria and an annual tribute to Palestine and Damascus (Bacharach, 1975). However, Sayf al-Dawla rejected the offer and said that he would conquer Egypt and Syria. Al-Ikhshid continued to move north to meet Sayf al-Dawla and continue to offer a peace treaty. In addition, al-Ikhshid also tried to persuade other Hamdanid leaders to switch sides and support him. In the end, al-Ikhshid managed to win over Damascus. After that, al-Ikhshid again offered a peace treaty with Sayf al-Dawla and this time Sayf al-Dawla accepted. As before, this peace agreement was also accompanied by a marriage alliance between al-Ikhshid's daughter and Sayf al-Dawla.

From this explanation, it can be seen that al-Ikhshid used lobbying techniques to maintain his relationship with the Abbasid caliph. This lobbying technique was also used to earn the title of al-Ikhshid. Al-Ikhshid carried out this lobbying technique by continuing to correspond and giving many gifts to the Abbasid caliph who was in power. In accordance with the things included in lobby preparation, lobbyists usually prepare supporting facilities so that lobbying activities can run more smoothly (Partao, 2006). These supporting facilities can be in the form of activities or entertainment that accompanies lobbying activities and can also be in the form of prizes. On the one hand, the Abbasid caliph benefited from continuing to receive gifts from al-Ikhshid. On the other hand, al-Ikhshid also benefited because he could continue to maintain his position, even the Abbasid caliph had promised leadership for 30 years to al-Ikhshid and his descendants.

The negotiation technique can be seen in al-Ikhshid's relationship with ibn Raiq. Al-Ikhshid twice made peace treaties with ibn Raiq. In this peace agreement, al-Ikhshid uses a cooperation strategy where both parties make compromises so that they can achieve their respective goals (Zohar, 2015). The tactic used in these negotiations is to make promises. Although in this negotiation al-Ikhshid was slightly disadvantaged because he had to pay an annual tribute to ibn Raiq, this negotiation still provided an advantage because al-Ikhshid was able to maintain his territory and the existence of a marriage alliance further strengthened the relationship between the two of them. In addition to the peace agreement, al-Ikhshid also used hard tactics as a negotiating strategy. Prior to the second peace agreement, al-Ikhshid had used hard tactics by frightening and threatening. However, this hard tactic doesn't seem very effective.

In conjunction with Sayf al-Dawla, al-Ikhshid practiced lobbying and negotiation techniques. When making peace agreements, al-Ikhshid applied

negotiation techniques. Just like in ibn Raiq's case, the strategy used is cooperation strategy and the tactic used is soft tactic by giving promises. Marriage alliances are also made to strengthen the relationship. Meanwhile, lobbying techniques were used when al-Ikhshid attempted to persuade other Hamdanid leaders to support him. The method he used was to give gifts to Hamdanid leaders.

### **3. Leadership Style**

Al-Ikhshid is a leader who prioritizes peaceful means rather than war. For al-Ikhshid, military involvement was primarily a defensive measure and was avoided as much as possible (Bacharach, 1975). Al-Ikhshid felt that a military defeat could have a major effect in bringing down his position. Therefore, al-Ikhshid chose to do another alternative to maintain control over his territory. Marriage alliances and paying tribute became al-Ikhshid's methods as an alternative to war. Al-Ikhshid put forward many peace treaties to avoid war, even after he won the war he still offered a peace agreement. For al-Ikhshid, it was better for him to establish good relations with the side he had defeated than for them to attack again after that. In addition, al-Ikhshid always maintained good relations with the leaders of the Abbasid caliphate. In carrying out an action, al-Ikhshid is considered cautious, conservative, and realistic.

Al-Ikhshid had a primary focus on maintaining his dominion over Egypt and passing his leadership on to his descendants. Al-Ikhshid is not too keen on other positions higher than the Egyptian leader. This is evidenced when al-Ikhshid rejected the position of amirat in Baghdad offered by Khalif al-Mustakfi. For him, the most important goal was hereditary rule over Egypt.

Based on the 3-D theory, al-Ikhshid's leadership style is included in the benevolent autocratic leadership style. Al-Ikhshid clearly knew his goal, namely the hereditary leadership of Egypt. In achieving his goals, al-Ikhshid more often used peaceful means. As a leader, al-Ikhshid has established and maintained good relations with various parties. Al-Ikhshid preferred to maintain a good reputation so that he gained a lot of support and useful connections. This is in accordance with the benevolent autocratic leadership style where the leader knows what he wants and he knows how to get it in a way that does not cause hatred (Pace & Faules, 1993). This benevolent autocratic leadership style is one of the more effective leadership styles. This explains the success achieved by the Ikhshidid dynasty during the reign of al-Ikhshid returning to power, al-Ikhshid immediately joined and gave support to Mu'nis. The appointment of al-Ikhshid to two governorships in Greater Syria signified al-Ikhshid's ability to establish and maintain relations with at least one person who had power in Baghdad and always kept an eye on relations with Abbasid capital.

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strengthened by forging a marriage alliance between Ibn Raiq's son and al-Ikhshid's daughter.

Apart from dealing with the Abbasid caliphs and Ibn Raiq, al-Ikhshid was also associated with Sayf Al-Dawla. Sayf al-Dawla was the leader of Hamdanid. At first, Sayf al-Dawla realized the military weakness in al-Ikhshid's government and attempted an invasion. Al-Ikhshid also sent military troops to protect Syria, but his troops were defeated. Finally, al-Ikhshid went to Ramla and wrote to Sayf al-Dawla an offer of power for all of northern Syria and an annual tribute to Palestine and Damascus (Bacharach, 1975). However, Sayf al-Dawla rejected the offer and said that he would conquer Egypt and Syria. Al-Ikhshid continued to move north to meet Sayf al-Dawla and continue to offer a peace treaty. In addition, al-Ikhshid also tried to persuade other Hamdanid leaders to switch sides and support him. In the end, al-Ikhshid managed to win over Damascus. After that, al-Ikhshid again offered a peace treaty with Sayf al-Dawla and this time Sayf al-Dawla accepted. As before, this peace agreement was also accompanied by a marriage alliance between al-Ikhshid's daughter and Sayf al-Dawla.

From this explanation, it can be seen that al-Ikhshid used lobbying techniques to maintain his relationship with the Abbasid caliph. This lobbying technique was also used to earn the title of al-Ikhshid. Al-Ikhshid carried out this lobbying technique by continuing to correspond and giving many gifts to the Abbasid caliph who was in power. In accordance with the things included in lobby preparation, lobbyists usually prepare supporting facilities so that lobbying activities can run more smoothly (Partao, 2006). These supporting facilities can be in the form of activities or entertainment that accompanies lobbying activities and can also be in the form of prizes. On the one hand, the Abbasid caliph benefited from continuing to receive gifts from al-Ikhshid. On the other hand, al-Ikhshid also benefited because he could continue to maintain his position, even the Abbasid caliph had promised leadership for 30 years to al-Ikhshid and his descendants.

The negotiation technique can be seen in al-Ikhshid's relationship with Ibn Raiq. Al-Ikhshid twice made peace treaties with Ibn Raiq. In this peace agreement, al-Ikhshid uses a cooperation strategy where both parties make compromises so that they can achieve their respective goals (Zohar, 2015). The tactic used in these negotiations is to make promises. Although in this negotiation al-Ikhshid was slightly disadvantaged because he had to pay an annual tribute to Ibn Raiq, this negotiation still provided an advantage because al-Ikhshid was able to maintain his territory and the existence of a marriage alliance further strengthened the relationship between the two of them. In addition to the peace agreement, al-Ikhshid also used hard tactics as a negotiating strategy. Prior to the second peace agreement, al-Ikhshid had used hard tactics by frightening and threatening. However, this hard tactic doesn't seem very effective.

In conjunction with Sayf al-Dawla, al-Ikhshid practiced lobbying and negotiation techniques. When making peace agreements, al-Ikhshid applied negotiation techniques. Just like in Ibn Raiq's case, the strategy used is cooperation strategy and the tactic used is soft tactic by giving promises. Marriage alliances are also made to strengthen the relationship. Meanwhile, lobbying techniques were

used when al-Ikhshid attempted to persuade other Hamdanid leaders to support him. The method he used was to give gifts to Hamdanid leaders.

### **Leadership Style**

Al-Ikhshid is a leader who prioritizes peaceful means rather than war. For al-Ikhshid, military involvement was primarily a defensive measure and was avoided as much as possible. Al-Ikhshid felt that a military defeat could have a major effect in bringing down his position. Therefore, al-Ikhshid chose to do another alternative to maintain control over his territory. Marriage alliances and paying tribute became al-Ikhshid's methods as an alternative to war. Al-Ikhshid put forward many peace treaties to avoid war, even after he won the war he still offered a peace agreement. For al-Ikhshid, it was better for him to establish good relations with the side he had defeated than for them to attack again after that. In addition, al-Ikhshid always maintained good relations with the leaders of the Abbasid caliphate. In carrying out an action, al-Ikhshid is considered cautious, conservative, and realistic.

Al-Ikhshid had a primary focus on maintaining his dominion over Egypt and passing his leadership on to his descendants. Al-Ikhshid is not too keen on other positions higher than the Egyptian leader. This is evidenced when al-Ikhshid rejected the position of amirat in Baghdad offered by Khalif al-Mustakfi. For him, the most important goal was hereditary rule over Egypt.

Based on the 3-D theory, al-Ikhshid's leadership style is included in the benevolent autocratic leadership style. Al-Ikhshid clearly knew his goal, namely the hereditary leadership of Egypt. In achieving his goals, al-Ikhshid more often used peaceful means. As a leader, al-Ikhshid has established and maintained good relations with various parties. Al-Ikhshid preferred to maintain a good reputation so that he gained a lot of support and useful connections. This is in accordance with the benevolent autocratic leadership style where the leader knows what he wants and he knows how to get it in a way that does not cause hatred (Pace & Faules, 1993). This benevolent autocratic leadership style is one of the more effective leadership styles. This explains the success achieved by the Ikhshidid dynasty during the reign of al-Ikhshid and his return to power, al-Ikhshid immediately joined and gave support to Mu'nis. The appointment of al-Ikhshid to two governorships in Greater Syria signified al-Ikhshid's ability to establish and maintain relations with at least one person who had power in Baghdad and always looked after relations with Abbasid capital.

Before actually leading the Ikhshidid dynasty and Egypt, al-Ikhshid was appointed as the leader of Egypt in 933 (Bacharach, 1975). At that time, Mu'nis was in power in Baghdad and became the figure behind the appointment of al-Ikhshid as governor of Egypt. However, al-Ikhshid's reign lasted only 32 days. This was caused by the feud that occurred between Khalif al-Qahir and Mu'nis which made Mu'nis step down from his power as military leader in Baghdad. Khalif al-Qahir who associated al-Ikhshid with Mu'nis eventually revoked the post of al-Ikhshid and appointed Ibn Kayghalagh as the new governor of Egypt. After his position was withdrawn, Al-Ikhshid had time to attack and managed to defeat Bushri, governor of Aleppo and Damascus. Khalif al-Qahir ordered Ahmad ibn Kayghalagh to fight al-Ikhshid. However, al-Ikhshid avoided fighting and chose to make a pact with Ibn

Kayghalagh. The two leaders also agreed that Damascus would be led by al-Ikhshid and Ibn Kayghalagh would continue to lead Egypt.

In 935, al-Ikhshid was again appointed governor of Egypt and became the leader of the Ikhshidid dynasty. This appointment relates to his relationship with al-Fadl (Bacharach, 1975). Al-Fadl was the inspector general (wazir al-kashf) who became a confidant of Khalif al-Radi and wielded great power. He wrote down the name of al-Ikhshid as governor of Egypt. Apart from al-Ikhshid's ability and success, this was also due to the marriage alliance that existed between al-Ikhshid and al-Fadl where al-Fadl's son married al-Ikhshid's daughter.

From some of the things that have been described, it can be seen that al-Ikhshid used a lot of lobbying techniques to improve his position. An example of the form of lobbying carried out by al-Ikhshid is his relationship with Mu'nis and al-Fadl. Basically, lobbying is an art to get useful friends (Partao, 2006). This was done by al-Ikhshid by establishing good relations with Mu'nis and al-Fadl who had great power and influence. With the power and influence they wielded, Mu'nis and al-Fadl became useful companions for al-Ikhshid's career. The relationship between al-Ikhshid with Mu'nis and al-Fadl is also informal, in accordance with the nature of the lobby, where there is no written agreement between them. On the one hand, Mu'nis and al-Fadl did give al-Ikhshid an advantage, but al-Ikhshid also offered them an advantage. Al-Ikhshid has military capabilities and qualified leadership. By appointing al-Ikhshid as leader, al-Ikhshid also helped them in fighting the enemy. During his relationship with Mu'nis, al-Ikhshid helped him a lot by joining the military forces led by Mu'nis. He also always supported Mu'nis when Mu'nis was trying to regain power. Al-Ikhshid's relationship with al-Fadl was also related to Mu'nis where they both received protection and support from Mu'nis. The relationship between al-Ikhshid and al-Fadl was strengthened by a marriage alliance that made them bound in family relations. By giving a position to al-Ikhshid, al-Fadl of course also benefited because they had been bound in family relations. In addition, al-Ikhshid has also helped al-Fadl against the Shi'ite Fatimids. Al-Ikhshid did have various abilities and experiences, but his relationships with powerful and influential people also played a major role in increasing his position.

In addition to lobbying techniques, al-Ikhshid was also seen using negotiation techniques. This negotiation technique was used between al-Ikhshid and Ahmad ibn Kayghalagh. When these two parties met, they decided to resolve the issue by negotiation. Both parties also chose to enter into an agreement of their own accord. This is in accordance with the nature of negotiations where they resolve conflicts in a way that does not involve coercion (Zohar, 2015). The negotiation strategy carried out by al-Ikhshid is a cooperation strategy in which both parties make compromises so that they can achieve their respective goals. The negotiation tactic used by al-Ikhshid was to make a promise in which the two parties made an agreement stating that al-Ikhshid and ibn Kayghalagh would remain in power in their respective areas.

#### **Al-Ikhshid During Leading the Ikhshidid Dynasty**

In 935, al-Ikhshid returned to control Egypt and this time actually became the leader of the Ikhshidid dynasty. Although the Ikhshidid dynasty was an independent dynasty, al-Ikhshid maintained good relations with the Abbasid caliph

who was in charge. At the beginning of his leadership, al-Ikhshid corresponded with Khalif al-Radi where he told about his success against the Fatimids and the economic improvements he had made. In addition to sending a letter, al-Ikhshid also included a gift for Khalif al-Radi. Khalif al-Radi welcomed the correspondence from al-Ikhshid. He expressed his support for al-Ikhshid and gave him the cloak of honor. After al-Fadl stepped down from his post, al-Ikhshid also still had a good reputation among the Abbasid caliphs.

In 938, Muhammad ibn Tughj al-Ikhshid asked for the title al-Ikhshid to Khalif al-Radi. Usually a new title is given when an event or major achievement occurs. However, Khalif al-Radi gave the title to al-Ikhshid without any special events accompanying it. Al-Ikhshid accepted his new title happily and gave money, clothes, animals and other gifts to Khalif al-Radi as a token of gratitude. At that time, the Abbasid caliph was desperate to get money and they were always happy when someone made a personal donation to them without being accompanied by a request that was too troublesome. Al-Ikhshid was a semi-independent leader, but he often gave gifts and was always on good terms with the Abbasid caliphs. Therefore, the Abbasid caliph felt safer to continue good relations and maintain al-Ikhshid as leader. In 944, Khalif al-Muttaqi invited al-Ikhshid to meet in Raqqa (Bacharach, 1975). In this meeting, Khalif al-Muttaqi gave power over Egypt, Syria, and the Hejaz to al-Ikhshid and his descendants. This leadership was given to the al-Ikhshid family for 30 years.

In addition to his relationship with the Abbasid caliph, al-Ikhshid's position became even stronger when the Abbasid caliph appointed Ibn Raiq as the new emir al-Umara. Ibn Raiq had a marriage alliance with al-Fadl so that indirectly al-Ikhshid had a relationship with Ibn Raiq. However, the position of the emir al-Umara was not long held by Ibn Raiq. In 939, Ibn Raiq actually attacked and overthrew the area that was the rule of the al-Ikhshid brothers. Al-Ikhshid did not accept this action and planned to carry out an attack. However, finally al-Ikhshid and Ibn Raiq decided to make a peace treaty stating that the southern area of Ramla was given to al-Ikhshid and the northern area of Tiberias to Ibn Raiq.

After the peace treaty, the relationship between al-Ikhshid and Ibn Raiq was not entirely good. The historian Ibn Said says that al-Ikhshid was disturbed by the appointment of Ibn Raiq as governor of Syria. Al-Ikhshid had threatened to switch support to the Fatimids, opponents of the Abbasids. He threatened to propose a marriage alliance to Khalif Fatimid al-Qaim and change the name of the Abbasid caliph in Friday sermons and coins. After that, al-Ikhshid engaged in two battles with Ibn Raiq and lost both battles. However, after the battle, al-Ikhshid and Ibn Raiq finally decided to make a peace treaty again. Al-Ikhshid proposed to return to the status quo which divided the territory into Ramla-Tiberias as before. He also proposed to pay an annual tribute. Ibn Raiq agreed to this and their relationship was strengthened by forging a marriage alliance between Ibn Raiq's son and al-Ikhshid's daughter.

Apart from dealing with the Abbasid caliphs and Ibn Raiq, al-Ikhshid was also associated with Sayf Al-Dawla. Sayf al-Dawla was the leader of Hamdanid. At first, Sayf al-Dawla realized the military weakness in al-Ikhshid's government and attempted an invasion. Al-Ikhshid also sent military troops to protect Syria, but his

troops were defeated. Finally, al-Ikhshid went to Ramla and wrote to Sayf al-Dawla an offer of power for all of northern Syria and an annual tribute to Palestine and Damascus. However, Sayf al-Dawla rejected the offer and said that he would conquer Egypt and Syria. Al-Ikhshid continued to move north to meet Sayf al-Dawla and continue to offer a peace treaty. In addition, al-Ikhshid also tried to persuade other Hamdanid leaders to switch sides and support him. In the end, al-Ikhshid managed to win over Damascus. After that, al-Ikhshid again offered a peace treaty with Sayf al-Dawla and this time Sayf al-Dawla accepted. As before, this peace agreement was also accompanied by a marriage alliance between al-Ikhshid's daughter and Sayf al-Dawla.

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## CONCLUSION

Al-Ikhshid did various ways to gain and maintain his power. Many of the tactics employed by al-Ikhshid, both before and after leading the Ikhshidid dynasty, involved lobbying and negotiation techniques. Al-Ikhshid used many lobbying techniques by building good relations with various parties with influence and power. This good relationship and cooperation created an advantage for al-Ikhshid's position. Before ruling the Ikhshidid dynasty, al-Ikhshid's relationship with Mu'nis became one of the keys to al-Ikhshid's success in achieving his position as leader. While leading the Ikhshidid dynasty, the good relationship between al-Ikhshid and the Abbasid caliph became one of the factors that made al-Ikhshid able to maintain his position and power. In negotiating, al-Ikhshid tends to use a cooperative strategy where he prefers to compromise so that the goals of both parties can be met. The negotiation tactic that al-Ikhshid often uses is soft-tactic by making peace agreements.

During the reign of the Ikhshidid dynasty, al-Ikhshid applied a benevolent autocratic leadership style. This leadership style is one of the more effective leadership styles than others. From the very beginning, al-Ikhshid had clearly known his goal, which was to gain hereditary power over Egypt. Al-Ikhshid was not very interested in controlling other areas or getting other positions. In achieving its goals, al-Ikhshid used more peaceful non-military means. Marriage alliances,

peace treaties, and payment of tributes became the ways al-Ikhshid often practiced during his reign.

As the founder of the Ikhshidid dynasty, al-Ikhshid had various abilities and achievements. Al-Ikhshid's success as a leader can be seen from his reign which was running calmly and there were not many rebellions. Al-Ikhshid has adopted an effective leadership style during his reign. Al-Ikhshid's tendency to use peaceful means was also one of the factors that influenced his success. Al-Ikhshid's strategy of increasing fruitful cooperation and connections has succeeded in making al-Ikhshid achieve and maintain his position as leader of the Ikhshidid dynasty

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