



TAQDĪM AL-QIṢṢAH PROGRAM MANAGEMENT AT AN-NUR ISLAMIC BOARDING SCHOOL IN SURABAYA

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Abstract

This study aims to determine the planning, organizing, actuating, and supervising the taqdīm al-qiṣṣah program at the An-Nur Islamic Boarding School in Surabaya. This type of research used in this research is descriptive qualitative. Sources of data in this study were divided into two kinds, namely primary data and secondary data. Data collection techniques used are interview, observation and documentation. Data was analysed by Milles and Huberman, through three steps, namely data reduction, data presentation, and concluding. The result showed that planning, organizing, actuating, and supervision of the taqdīm al-qiṣṣah program at the An-Nur Student Pesantren has been going well. This is proven by the breakdown of activities following the stated objectives.

Keywords: *Arabic Language Program, Planning, Organizing, Actuating, Supervising.*

Abstrak

Penelitian ini bertujuan untuk menentukan perencanaan, pengorganisasian, pelaksanaan dan pengawasan program taqdīm al-qiṣṣah di Pondok Pesantren Mahasiswa An-Nur Surabaya. Jenis penelitian yang digunakan dalam penelitian ini adalah deskriptif kualitatif. Sumber data dalam penelitian ini dibagi menjadi dua, yaitu data primer dan data sekunder. Teknik pengumpulan data yang digunakan adalah wawancara, observasi dan dokumentasi. Data dianalisis oleh Milles dan Huberman, melalui tiga langkah, yaitu reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa perencanaan, pengorganisasian, pelaksanaan dan pengawasan program taqdīm al-qiṣṣah di Pesantren Pelajar An-Nur telah berjalan dengan baik.

Kata Kunci: *Program Bahasa Arab, Perencanaan, Pengorganisasian, Penggerakan, Pengawasan.*

INTRODUCTION

Arabic as the language of religion, the language of integration between the Arab and Islamic world, and as the official language of the United Nations has a vital role in the development of Islamic studies, science, and civilization.¹ Therefore, learning Arabic is a must for Muslims. However, the diversity of abilities in Arabic is a challenge for Arabic language teachers in equipping, developing and improving the ability of students in Arabic. So, to overcome this problem, an Arabic language program was expected to be a solution to promote Arabic language skills.²

In formal or informal institutions, there are several interrelated functions, which will manage every goal to be achieved, even in a pesantren, management is still needed.³ In the context of education, management is the management process in carrying out tasks knowledge by utilizing everything efficient sources to achieve goals effectively.⁴ Pesantren, as an institution that is identical to the implementers of formal education, have the opportunity to regulate the educational process and the activities that it does. Starting from the planning process, organizing, implementation to the supervision stage.

In a study stated that planning is the process of determining and utilizing resources that are expected to support activities that will be carried out efficiently and effectively in achieving goals.⁵ Planning has a vital role for a manager when he is carrying out his duties.⁶ An ideal plan must indeed be arranged systematically based on facts and actual data to ensure that what is planned is really about the goals of the institution.

The planning function will not succeed without organizational organizing, and organizing will not proceed without the presence of human resources as the implementer.⁷ Organizing is the process of creating, building, and organizing a structure of integrated sub-units, thus creating strong

¹ Muhibb Abdul Wahab, "Peran Bahasa Arab Dalam Pengembangan Ilmu Dan Peradaban," *ARABIYAT: Jurnal Pendidikan Bahasa Arab dan Kebahasaaraban* 01, no. 01 (2014): 1–20.

² Lilis Suaibah, "Desain Materi Ajar Pada Program Intensif Pembelajaran Bahasa Arab Fakultas Keislaman Universitas Trunojoyo Madura," *Konferensi Nasional Bahasa Arab III* (2017), 316–323.

³ Fithrotul Jannah, "Pengembangan Program Bahasa Arab Menuju Persaingan Global (Studi Kasus Di TAZKIA International Islamic Boarding School)," 13, no. 2 (2018): 1–16.

⁴ Muhammad Nur, "Pendidikan Pada SDN Dayah Guci Kabupaten Pidie," 4, no. 1 (2016): 93–103.

⁵ Karmila Andriana, "Urgensi Perencanaan Pembelajaran Bahasa Arab," (n.d.): 188–197.

⁶ Muhammad Nadzir, "Perencanaan Pembelajaran Berbasis Pendidikan Karakter," *Pendidikan Agama Islam* 2, no. 2 (2013): 339.

⁷ Alvi Diah Rahmawati, "Manajemen Pengorganisasian Program Kursus Bahasa Arab di Pare Kediri," *Journal of Arabic Studies* 3, no. 1 (2018): 56.

relationships between individuals who are bound together to achieve organizational goals.⁸ In the process of organizing, the division of tasks, authority, and responsibilities is detailed following their respective sections and fields, so that synergistic, cooperative, harmonious, and harmonious work relationships are integrated into achieving agreed-upon goals.

Actuating is the core and implementation of a plan. Mobilization is the joint responsibility of all members of the institution. Program mobilization is determined by leadership, attitude, and morals, relationships, incentives, supervision, and discipline. Mobilization must be carried out as carefully as possible so that the vision and mission of the institution are achieved. However, there are many obstacles and failures in various institutions in mobilizing activities. This fact is due to many factors that must be resolved immediately. Therefore management's knowledge of the ins and outs of mobilization is essential to be known, especially by the managerial team of an institution that seriously wants its mission and vision to be realized.⁹

The supervision function is an element of management to see whether all activities carried out are by the plan outlined, and also, it is essential to determine future work plans. Therefore, supervision is an activity that needs to be carried out by every executive, especially those holding leadership positions.¹⁰

An-Nur Surabaya Islamic Boarding School is a modern boarding school that supports its students in the campus world. Activities at the An-Nur Student Boarding School in general are very helpful for campus activities, which in this case such as deepening of foreign languages (Arabic-English), Islamic studies studies (Arabic), murajaah tahfidzul qur'an and holding seminars, symposiums, workshops and halaqah in collaboration with other institutions as well as the Student Organization for the Islamic Boarding School (OSPM) which in fact fosters productive thinking reasoning. The material taught on An-Nur Student Pesantren is not only limited to religious knowledge. Therefore, the role of An-Nur's Islamic Boarding School strongly supports students' achievements, both academic and non-academic achievements on campus.

Based on the observations, the implementation of linguistic activities at the An-Nur Student Boarding School has been going well, both daily, weekly, and yearly activities. However, linguistic activities in practice at the An-Nur Student Boarding School are still alternate each year, so that there will be obstacles in the program. This year, the Arabic language is a program of students'

⁸Islahel Umam, Moh Hasin, and Zakiyah Arifa, "Manajemen Pengorganisasian Program Kursus Markaz Bahasa Arab Darul Lughah Waddirasat Islamiyah," *An-Nabighoh* 21, no. 50 (2019): 15.

⁹ Maswan Ahmadi et al., "Penggerakan Program Bahasa Arab," *Arabi : Journal of Arabic Studies* 3, no. 1 (2018): 70-80.

¹⁰ Desiy Arifah Fitri Mawaddah Bako, Faiqatul Masrurroh, Friske Tuli, "Pengawasan dan Evaluasi Program Bahasa Arab," *Arabi : Journal of Arabic Studies* 3, no. 1 (2018): 61-69.

activities every day. And one of the programs that support students' Arabic language skills at the An-Nur Islamic Boarding School is *taqdīm al-qīṣṣah competition*.

The objectives of this study are: 1) knowing the planning program of the *taqdīm al-qīṣṣah* ; 2) identifying the organization program of the *taqdīm al-qīṣṣah* ; 3) understanding the actuating program of the *taqdīm al-qīṣṣah* and 4) knowing the supervision program of the *taqdīm al-qīṣṣah* .

METHOD

The type of this research is descriptive qualitative, which is a study that produces descriptive data in the form of written or oral words from people or observed behavior. Sources of data in this study were divided into two, namely primary data and secondary data. In this study, primary data is data obtained, collected, and processed directly from informants through observation, notes, and interviews to the chairman and several administrators of the *taqdīm al-qīṣṣah* program at the An-Nur Islamic Boarding School. While secondary sources are sources that do not directly provide data to researchers, for example, through other people or documents.

To collect research data at the An-Nur Student Boarding School, researchers used interviews, observation, and documentation techniques. After the necessary data is collected, the next step of the research is to analyze the data. Referring to Milles and Huberman in data analysis, the process is carried out through three stages, namely data reduction, data presentation, and concluding.

RESULT AND DISCUSSION

Planning for the Taqdīm al-qīṣṣah Program

This research was conducted at the "An-Nur" Student Boarding School, located in Wonocolo alley Modin 10 A Surabaya. This pesantren has been established since 1994. As the name implies, this pesantren is only intended for students. Since its inception, until now, the number of students living and studying at An-Nur Islamic Boarding School usually has been fluctuating. This fact means that in terms of quantity, the number of students there experiences ups and downs. This condition is due to the status of all An-Nur Student Pesantren students who are studying at various Higher Education Institutions in Surabaya so that at the end of the school year, students who have completed their studies automatically also finish their studies at Pesantren.

Furthermore, this Student Boarding School receives students who are also new students. Thus, between the students who came out with the new students who registered were not balanced, there were far more new students. Consequently, this pesantren must accept a limited number of santri according to the capacity of available facilities.

The results of an interview with OSPM leader An-Nur revealed that educational activities at An-Nur Islamic Boarding School included informal education with a focus on deepening foreign languages (Arabic-English), Islamic study studies (Arabic), Murajaah Tahfidzul Qur'an and holding seminars, symposia, workshops and halaqah in collaboration with other institutions. The language programs in the pesantren are activities that are very supportive of the scholarship of students, especially students who majored in Arabic on campus. In addition to these activities, to improve language competence and increase students' appreciation of Arabic and to explore the students' linguistic talents, an annual program was held at the An-Nur Student Boarding School, namely the *taqdīm al-qīṣṣah* competition.

The first step that must be taken in carrying out a program of activities is planning. The planning of the *taqdīm al-qīṣṣah* program, the first is determining the objectives, the second determining the jury by the qualifications, the third financing needed, and the last is establishing the work schedule and procedures.

First, determine the goals and targets to be achieved by the institution. The importance of planning is the initial stage in carrying out management functions, and it takes mentally to choose goals, policy procedures, and programs needed to achieve what is desired in the future. Therefore, planning the main thing takes precedence because proper planning will quickly solve the direction of the objectives to be completed. The implementation of goals must be based on objective and rational reality. Because the results of planning will be seen in the future for all actions, policies are planned well in advance so that the risks borne are relatively small.¹¹ The purpose of holding the *taqdīm al-qīṣṣah* program, according to the chairman of OSPM An-Nur, is to improve the sportsmanship, integrity, and progressiveness of the students in developing the potential of the Arabic language. Besides, this program also aims to increase the potential actualization of students who have expertise in active Arabic.

When the goal has been formulated, the next step is to determine the jury of the *taqdīm al-qīṣṣah* program. The result of the interview with the person in charge of this program is that the judges in the *taqdīm al-qīṣṣah* program are those who have the qualifications to teach at the An-Nur Islamic Boarding School and are also fluent in active or passive Arabic.

Then, planning a program will not be separated from the funding needed. As the results of an interview with the treasurer of the *taqdīm al-qīṣṣah* program, which states that in carrying out the estimated expenditure of expenses in various ways, including the costs for bus jury, reward for

¹¹ Awaluddin and Hendra, "Fungsi Manajemen Dalam Pengadaan Infrastruktur Pertanian Masyarakat Di Desa Watatu Kecamatan Banawa Selatan Kabupaten Donggala," 2, no. 1 (2018): 1-12.

winners, and so forth. All cost details must be explained in detail, so that nothing unexpected will happen in the future.

The final step in planning is determining work schedules and procedures. An interview with the head of OSPM An-Nur said that the implementation of the al-qishahtaqdim program was carried out in the An-Nur boarding school women's complex. The time for the implementation of this program for this year falls on November 21, 2019 AD, or coincides on the 24th Rabi'ulAwwal 1441 H after evening.

The planning of the taqdīm al-qīṣṣah program at An-Nur Islamic Boarding School has been going well, and this is evidenced by the details of the activities by the stated goals. These activities include a description of events, targets, time, place, the person in charge up to the source of funds, and finally, to determine work schedules and procedures.

Planning in education development, there are three models, including a comprehensive planning model, target setting, and PPBS (planning, programming, budgeting system).¹² Based on the theory above, it can be concluded that the form of planning designed in the taqdīm al-qīṣṣah program at the An-Nur Islamic Boarding School is a type of PPBS, because planning, programming, and budgeting are seen as a system that is inseparable from one another. PPBS is a comprehensive process for more effective decision making.

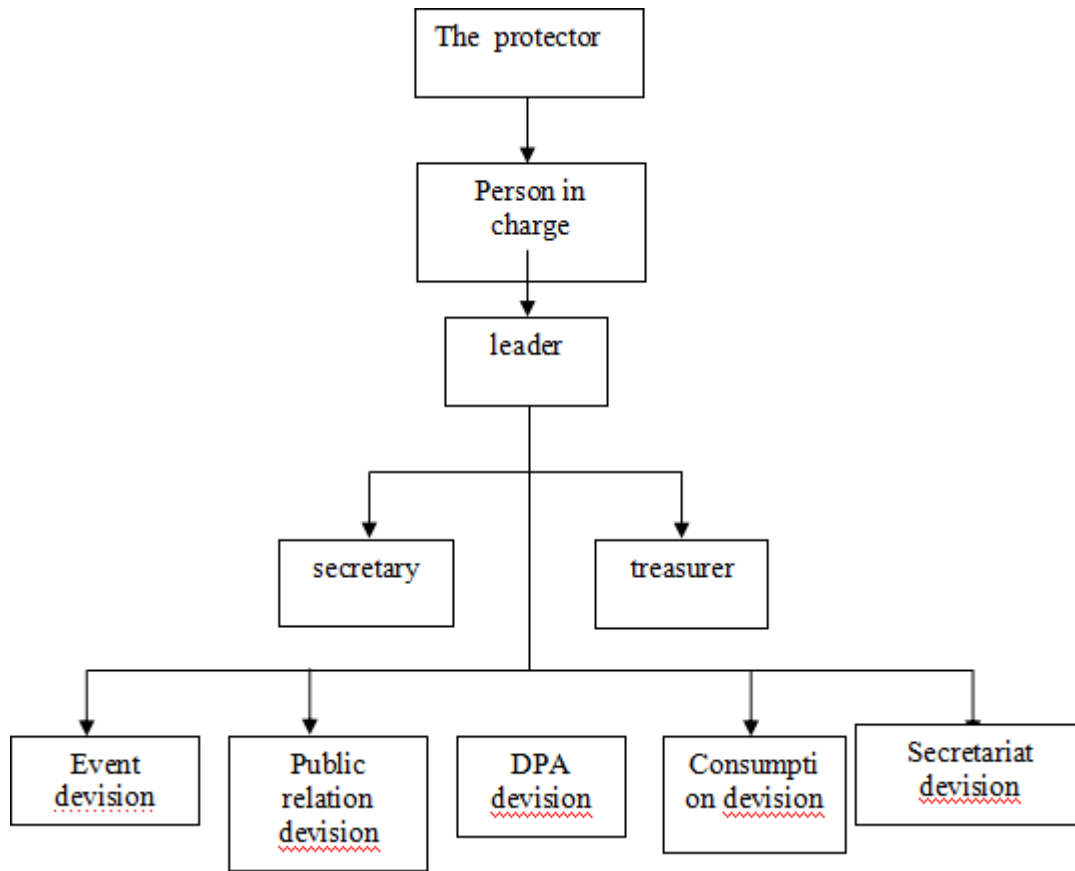
Organizing the Taqdīm al-qīṣṣah Program

Organizing is a regulatory process organization by organizational goals, resources owned, and surrounding environment.¹³ It means that an organization must have a division of tasks carried out by managers to form a clear and directed organizational structure. In this case, the An-Nur Islamic Boarding School has an organization called the Santri Islamic Student Organization (OSPM) An-Nur in running the *taqdīm al-qīṣṣah* program. OSPM administrators are given the right or authority in organizing as follows:

¹² Aep Kusnawan, "Perencanaan Pendidikan Tinggi Dakwa Islam," *Ilmu Dakwa* 4, no. 15 (2010): 899–920.

¹³ Wayan Lanang Pastika, MM Dr. Gede Santanu, SE., and MM Kadek Eni Marheni, SE., "Penerapan Konsep Pengorganisasian Dan Pengarahan Pada PT Bayus Cargo Badung, Bali," *Jurnal Bisnis dan Kewirausahaan* 12, no. 3 (2015): 197–205.

Picture 1. Organizational Structure of OSPM Administrators



Source: document of An-Nur Islamic Boarding School

The management of organizing the *taqdīm al-qišṣah* program at the An-Nur Islamic Boarding School can be said to be already excellent, the determination and division of tasks are spelled out in the form of organizational structure. When viewed from the relationship of authority within the organizational structure, it can be said that the type of organizational structure of the *taqdīm al-qišṣah* program at the An-Nur Student Boarding School is included in the kind of line organization. This type of organization applies a direct flow of authority from the top management to the management below it, and the leader has immediate authority to supervise his subordinates. This type is a type that connects directly between superiors and subordinates, starting from the leadership of the language course institution with each position leader and has a small number of members. This type of organization is generally used for small organizations that can be easily monitored. Each position leader does not yet have a specialization in a particular field. They are only given full authority and responsibility for the area of work they carry.¹⁴

¹⁴ Rahmawati, "Manajemen Pengorganisasian Program Kursus Bahasa Arab Di Pare Kediri", 35

Actuating the Taqdīm al-qīṣṣah Program

The Leadership of the Taqdīm al-Qīṣṣah Competition Program Leader

The part that is responsible for driving the *taqdīm al-qīṣṣah* program is the management of OSPM An-Nur with a chairman (leader) who is fully accountable. Leaders have to divide tasks into their members. Leaders must also have the ability to influence their members to do their jobs well.

In general, the *taqdīm al-qīṣṣah* competition program is an annual language activity. This activity was carried out in the early month of Rabi'ul at the women's complex. The results of an interview with one of the OSPM administrators An-Nur stated that the chairman had divided the tasks to its members and overall control of the program activities. More than that, the chairman is also useful in the distribution of functions to its members.

One form of the chairman's seriousness in driving the *taqdīm al-qīṣṣah* program is to discipline all students to send delegations. Complexes that do not send delegations will be subject to sanctions in the form of fines of Rp. 100,000.

The leadership of the head of the *taqdīm al-qīṣṣah* program at the An-Nur Islamic Boarding School focuses on giving detailed instructions to its members. This is by the definition of leadership according to voluntary, namely that leadership is an activity to influence people so that they try to to achieve common goals sincerely.

There are five types of leadership, namely autocratic leadership, laissez-faire leadership, democratic leadership, charismatic leadership, and aggressive type leadership.¹⁵ Of the five types of leadership, the head of the *taqdīm al-qīṣṣah* program is included in the kind of democratic leadership. Because he always held consultations with his members to complete challenging jobs so that members would feel valued their thoughts and opinions.

Communication between the chairperson and members in driving the taqdīm al-qīṣṣah Program

Communication plays a vital role in an organization. The success of organizing, controlling, and monitoring activities depends on communication because if there is no communication between superiors and subordinates, then the management process will not run properly. In the implementation of the *taqdīm al-qīṣṣah* program, communication is carried out at any time to evaluate and give input to members. This routine communication, according to one OSPM member An-Nur, has created an atmosphere of social change, where each member considers himself and his duties necessary.

¹⁵ Leny Marlina, "Tipe-Tipe Kepemimpinan Dalam Manajemen Pendidikan," *Ta'dib* 18, no. 02 (2013): 215–227.

Furthermore, communication patterns established by the head of the *taqdīm al-qišṣah* program are included in vertical communication patterns, where communication is carried out in organizations between superiors and subordinates or vice versa informal arrangements. This is divided by the delivery of instructions from the chairman to members and the response from members to the chairman.¹⁶

Supervision of the Taqdīm al-qišṣah Program

The importance of supervision departs from the fact that humans, as organizers of operational activities, are imperfect creatures, having limitations, both in planning, abilities, knowledge, and skills.¹⁷ Whether intentionally or not, negative behaviors sometimes appear and affect a person's performance, the causes are various. To deal with such possibilities, supervision is essential.

Even though the division of tasks has been given, a leader still has to supervise the performance of each of its members. Supervision is also a form of a relationship between the chairman and its members.¹⁸ The form of supervision carried out by the leader of the *taqdīm al-qišṣah* program is to go directly to supervising its members in the field. If an error is found, the leader will immediately submit it at that time as an evaluation material to those responsible. This is done to oversee the program that has been run to run in accordance with the objective.

The form of supervision carried out by the head of the *taqdīm al-qišṣah* program at the An-Nur Islamic Boarding School is to go directly to the field to oversee ongoing activities. If an error is found, the evaluation will be directly given in the field.

Of the several supervision models, namely conventional supervision, scientific supervision, clinical supervision, and artistic supervision, the supervision model conducted by the head of the *taqdīm al-qišṣah* program at the An-Nur Student Boarding School is closer to scientific supervision. This is in accordance with what is done by the chairman by plunging directly to oversee the field, so that the data obtained is more real. The characteristics of this supervision are carried out in a planned and continuous manner, systematically and using certain procedures and techniques, using data collection instruments where the data is objective and obtained from the real situation.

CONCLUSION

An-Nur Student Boarding School has carried out management functions, which include planning, organizing, mobilizing, and supervising in carrying out its educational programs, one of which is the *taqdīm al-qišṣah* program. The planning of the *taqdīm al-qišṣah* program at the An-Nur

¹⁶ Ahmadi et al., "Penggerakan Program Bahasa Arab", 75

¹⁷ Fitri Mawaddah Bako, Faiqatul Masruroh, Friske Tuli, "Pengawasan Dan Evaluasi", 65

¹⁸ Ahmadi et al., "Penggerakan Program Bahasa Arab", 76

Islamic Boarding School has been going well, and this is evidenced by the details of the activities in accordance with the stated goals. The management of organizing the *taqdīm al-qīṣṣah* program at the An-Nur Islamic Boarding School can be said to be already good, the determination and division of tasks are spelled out in the form of organizational structure. The type of leadership of the head of the *taqdīm al-qīṣṣah* program at the An-Nur Islamic Boarding School is a type of democratic leadership. Because he always held consultations with his members to complete difficult jobs, so members would feel valued their thoughts and opinions. Then for the communication pattern used by the chairman to its members is a vertical communication pattern. The supervision model carried out by the head of the *taqdīm al-qīṣṣah* program at the An-Nur Islamic Boarding School is closer to scientific supervision. This is by what is done by the chairman by plunging directly to oversee the field so that the data obtained is more real.

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