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Patriot Santri Caderisation in Improving Organizational Commitment at Islamic Boarding School

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Abstrak

Penelitian ini bertujuan untuk mengetahui upaya kaderisasi Pondok Pesantren Nurul Jadid dalam meningkatkan komitmen organisasi. Penelitian ini menggunakan pendekatan kualitatif jenis studi kasus. Pengumpulan data penelitian dilakukan dengan observasi, wawancara dan dokumentasi. Penelitian ini dilakukan pada organisasi santri patriot Pondok Pesantren Nurul Jadid. Hasil penelitian menunjukkan bahwa dalam upaya meningkatkan komitmen organisasi santri patriot Pondok Pesantren Nurul Jadid ialah dengan program kaderisasi yang meliputi: Pendidikan karakter, keilmuan, pelatihan, dedikasi berupa arahan yang dapat memberikan motivasi kepada santri patriot untuk mendorong semangat belajar. Sehingga hal tersebut dapat meningkatkan komitmen organisasi santri patriot.

Kata Kunci: kaderisasi, pondok pesantren, santri patriot, komitmen.

Abstract

This study aims to determine the regeneration efforts of the Nurul Jadid Islamic Boarding School in increasing organizational commitment. This research uses a qualitative case study approach. Observation, interviews, and documentation do research data collection. This research was conducted at the patriotic santri organization of the Nurul Jadid Islamic Boarding School. The results showed that to increase the organizational commitment of patriotic students at Nurul Jadid Islamic Boarding School, there is a regeneration program that includes: character education, scholarship, training, and dedication in the form of directives that can motivate patriotic students to encourage the spirit of learning so that it can increase the commitment of the santri patriot organization.

Keywords: *regeneration, Islamic bording school, santri, commitment.*

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INTRODUCTION

In the current era of organizational competition, the pace of organizational change that shows quality and competitiveness is increasingly visible. Many new changes and developments in transformational initiatives have been developed to improve organizational performance and achieve sustainable competitive advantage. One of the actions and attitudes that can affect all organizational change activities is the organization's readiness to make changes and developments (Susyanto, 2019). Organizations need to observe results that occur by placing them within their internal. Therefore, efforts are required to make changes to the organization on an ongoing basis by making changes to several elements, for example, personnel and management, which are the parts involved in the organization's work process (Noor & Juhji, 2020). Organizational members are a crucial factor that supports readiness in the organizational reform process because the participation of individual members of the organization is an essential scourge who will carry out tasks in the ongoing organizational development process (Athar, 2020). Changes to components or elements within the organization to increase effectiveness aim to seek organizational change to adapt to developments (Cahyaningsih, Said, & Chalid, 2020).

The changes made by the Nurul Jadid Islamic Boarding School are to carry out intensive coaching for students precisely so that they are accommodated explicitly through the regeneration of patriotic students. This effort was made because the students had low organizational commitment. The facts on the ground show that the common organizational commitment of the patriot santri is influenced by many factors and situations inside and outside the organization (Kiral & Durdu, 2021), including the activities of the santri patriot organization run concurrently with the activities of the Islamic boarding school. Apart from being preoccupied with the tasks of formal and non-formal institutions, the low commitment of the students is caused by the feeling of laziness and the lack of interest of patriotic students in organizing. Perceptions like this will deviate from the values of Islamic boarding schools in Islamic boarding schools, as well as the diversity of goals of the patriot students, who are personal to be the main factor that prevents members of the patriot students from actively participating in the organization.

The low commitment of patriotic students can have a negative effect on organizational achievement so that it becomes less than optimal and does not even have the qualities and privileges in its existence. This is not in line with the five students' awareness, which manifests one of Nurul Jadid's pesantren values, namely organizational awareness. The leadership of the Nurul Jadid Islamic Boarding School responded to this problem by reorienting the regeneration of Islamic Boarding Schools by involving the noble values of Islamic boarding schools that had been upheld so far (Ahmadi, 2020).

The Nurul Jadid Islamic Boarding School needs to hurry to make changes in times and conditions like this. So, the action taken is how each component is involved in the change process managed by the organization. Therefore, from various rationalisations, the leadership of the Nurul Jadid Islamic Boarding School is looking for solutions to foster an organizational commitment to the individual students, one of which is the regeneration of patriotic students who become a forum for students to be able to develop themselves in organizations. Organizational commitment is related to the desire of individual members of an organization consciously to work continuously or involve themselves in maintaining membership and want to do things that can help the organization achieve its goals beyond expectations (Mangindaan et al., 2020).

Santri Patriot is an intra-Organization of the Nurul Jadid Islamic Boarding School to assist the work unit of the Islamic Boarding School as the implementer of the five student awareness, especially the awareness of the nation and state. As the governing body for the santri patriot program, the Institute of Nurul Jadid University is obliged to provide guidance to members of the organization and supervise the performance of members of the santri Patriots organization. Santri patriot is only allowed to students with the status of students who become members by the goals and expectations of the organization's establishment, namely to

produce student cadres of state servants who have the spirit of santri. In carrying out daily operations to achieve its goals, of course, the Nurul Jadid Islamic Boarding School needs the productivity of its organizational members, so to get this quality, the leadership of the Nurul Jadid Islamic Boarding School pays attention to the organizational commitment between patriotic students which is the main element in organizational members in showing their desire to be able to achieve their goals. Produce optimal productivity and performance (Frimayasa & Lawu, 2020). Efforts are made with the cadre of patriotic students to produce a cadre of patriotic students who are intellectual, have high organizational commitment, as well as become demands, and are expected to be able to answer challenges in improving the quality of organizational competitiveness. The cadre of patriotic students is an essential component in carrying out the development process at the Nurul Jadid Islamic Boarding School which will ultimately achieve the organization's goals or targets because the success and succession of the organization in achieving its goals optimally cannot escape the management of its members by looking at the performance produced by its members (Dewi Susita, Widya Parimita, & Sofiana Setyawati, 2020, Imron & Suhardi, 2019).

The hope of Islamic boarding school rests on cadres of patriotic santri organizations who have a high commitment to the organization by Islamic boarding school values and will be a priority in the organization's continuity. The high organizational commitment of patriotic students will come to the surface in the form of diverse attitudes and behaviours, including the loyalty of members to the organization, their assistance, and efforts in achieving organizational goals (Deliveli & Kırıl, 2020). Every environmental change that occurs must be observed because the effectiveness of an organization depends on the extent to which the organization can adapt to these changes. Apart from being the core troops of the organizational movement, the cadre of santri patriots is also an absolute requirement for the continuity of the regeneration process and leadership succession that is orderly and maintained in an organization. Thus, the organization can be said to be good. If able to provide specific characteristics or advantages that are not owned by other organizations (Fauzan, Fata, & Basit, 2020).

The regeneration research conducted by Najamunnisa stated that this cadre aims to form cadres who can move organizations, associations, or groups with their respective interests to continue to grow (Najamunnisa, Darmawan, & Nurbayani K, 2018). Research conducted by Laqibul et al. strengthens the existence, which states that regeneration is essential in an organization because it serves to prepare prospective leaders who are ready to continue the relay of the organizational struggle for the survival of the organization and achieve its goals (Huda, 2021, Mukaffan, 2020). This regeneration will give birth to high organizational commitment, where commitment dramatically influences members' performance in various attitudes and organizational behaviour and is also accepted as an indicator in determining the success of organizational achievement (Kırıkçı & Balcı, 2021). From the view of other researchers, organizational commitment means being able to embrace all organizational interests and success in each of its effectiveness so that it will be able to achieve the vision and mission and organizational goals (Finthariasari, Ekowati, Ranidiah, Yuniarti, & Muchlis, 2020). Ucar revealed that goal commitment focuses on the willingness to solve problems to continue efforts and achieve challenging goals from time to time (UÇAR, 2021).

Based on the background of the phenomenon that occurred at the Nurul Jadid Islamic Boarding School attracted researchers to investigate further the efforts of the Nurul Jadid Islamic Boarding School in increasing the organizational commitment of patriotic students through regeneration to give birth to student cadres of civil servants who have a santri spirit in accordance with the five students' awareness, namely organizational awareness, national awareness and state, which has become the value of Islamic boarding schools at the Nurul Jadid Islamic Boarding School so far. Thus, it can give birth to cadres and organisers with high organizational commitment who can contribute to and achieve its manifestation in Islamic boarding schools, the state and the nation.

METHOD

This study uses a qualitative case study method to understand and analyse the regeneration program of patriotic santri at the Nurul Jadid Islamic Boarding School in building organizational commitment. In this case, the researcher involved himself as an instrument in the research. Researchers do a lot of communication with informants and investigate existing data to obtain more information and data so that researchers can account for the authenticity of the data. Researchers conducted field observations to obtain complete and accurate data. Researchers conducted interviews with the Deputy Chancellor II of Nurul Jadid University as the coach of patriotic students and patriotic students of BPLK University and the coach of Rungga Nurul Jadid. The stages of data analysis carried out by researchers in a predetermined way include managing and organizing data through observation, interviews, and documentation with research subjects in the patriot santri organization at the Nurul Jadid Islamic Boarding School.

RESULTS AND DISCUSSIONS

Analysis of the Internal Environment of the Santri Patriot Organization

Santri Patriot is an intra-pesantren student organization that was formed in 2017. The formation of the Santri Patriot organization is a form of responsibility for the leadership of the Nurul Jadid Islamic boarding school for the negligence of the Islamic boarding school's management. Patriot santri organizations do not only become santri; they also play an active role in the process of change and improvement in Islamic boarding schools. This is in line with the results of the interview with the coach of patriotic students.

“The formation of the santri patriot organization was based on deep concerns about the performance crisis of the management at the Nurul Jadid Islamic boarding school. An ideal emerges to form a scholarship program for students that is binding, the hope is that they will become administrators who are ready to carry out tasks with discipline in helping work units at universities and at Islamic boarding schools”(Najiburrahman, 2021).

With this formation, the continuity of the existence of the Islamic boarding school does not only depend on the leadership of the Islamic boarding school alone. Still, it develops into a work team in carrying out tasks and work to achieve the goals and vision and mission of the Islamic boarding school.

In addition, the use of the name santri patriot was chosen not without reason. However, the use of the name contains many implied meanings in it. This is in line with what was conveyed by Najiburrahman (2021) in the results of the interview.

"The use of the name Santri Patriot, namely santri is a person who tries to be persistent in exploring and practising Islamic teachings, a santri will remain a santri forever, while a patriot is a person who tries to carry out his obligations as a nation that loves the homeland or has a spirit of nationalism. Patriotism is a brave attitude that never gives up and is willing to sacrifice for the sake of the nation and state. Nationalism in the santri patriot organizational system itself functions as an attitude of instilling loyalty and a strong servant spirit towards Islamic boarding schools, by the values of Islamic boarding schools, namely awareness of the nation and state. So patriotic students are people who try to practice istiqomah Islamic teachings and practice them in the life of the country and state”.

The santri patriot organization is proof that the Nurul Jadid Islamic Boarding School has a concern for the life of the nation and state. The santri patriot organization is not separated from the pesantren system itself. Still, the pesantren provides space for the members of the santri patriot to be solemn and serve the pesantren. The santri patriot organization provides provisions and experience to students when they become santri in a boarding school and produce leaders when they leave who will become figures of an active patriot in the life of the nation and state.

Analysis of the External Environment of the Santri Patriot Organization

The leadership of the Islamic boarding school divides members in giving tasks to carry out daily operations, assigning roles and responding to challenges for the indiscipline of the administrators at Nurul Jadid university or Nurul Jadid Islamic boarding schools. This is by the results of the interview with Najiburrahman (2021) is the coach of patriotic students.

“The first patriot santri organization was born, then the pioneer banner, and a combination of patriot santri and pioneer banner, namely SP3. Santri patriot itself is a santri organization that is ready to be given any task by the leadership of the Islamic boarding school, so many members of the santri patriot serve in every work unit of Islamic boarding schools and universities. While the pioneer banner is more specific on protocol.”

The only similarity that exists is its vision, which is to become an organization that can give birth to a cadre of santri ready to carry out the obligation to help work in Islamic boarding schools. In this service activity, the emphasis is on individual abilities, member performance, and patriotic students' commitment, as an understanding and experience in carrying out the operations of work units at the Nurul Jadid Islamic Boarding School.

The function and role of the santri patriot organization itself are the main forum for the cadre of the santri. Committing and gathering members of the patriotic students in all work units of the Islamic boarding school and Nurul Jadid University in the process of regeneration activities, so they are only a place for coordination not to change the work programs in these work units. Efforts are made to provide understanding and work experience, to provide space for students to serve the Islamic boarding school. From the explanation above, it can be concluded that good management will undoubtedly positively impact achieving organizational goals. The educative dedication of good coaches will have a good impact on a student's behaviour. The education and examples provided will shape and develop the potential of patriot santri members to produce the output of a santri who is devoted, well-behaved, good-minded, skilled and active by the character of a true santri.

Patriot Santri Cadre in Increasing Organizational Commitment

Santri patriot is an auxiliary organization in carrying out the operation of work units at Nurul Jadid University or at the Nurul Jadid Islamic Boarding School, which was initially learning by doing organization, but gradually a regeneration program was arranged. Cadreisation is also carried out by the direction of the work unit management leadership to increase commitment (Najiburrahman, 2021).

Cadreisation is a continuous cycle with increasing gradations and can be divided into three main components. First, the education aspect aims to increase the various knowledge of cadres needed. The second includes the assignment of cadres, such as the involvement of cadres in organizational activities that aim to train for the maturation and maturity of cadres. Third, it relates to cadre career direction by giving greater responsibility in various aspects of the struggle according to existing potential and capabilities (Fitrianita & Ambarsari, 2019). So the regeneration process carried out by the leadership of the Nurul Jadid Islamic Boarding School is by instilling regeneration values as abilities and qualities in members of the patriot santri organization; Character Education, Science, Training and dedication.

1. Character Building

Education is essential in an individual's life that should not be left behind. With good quality education, good individuals will be formed so that a moral, social life emerges. Character is defined as the nature of each individual in the form of traits, personality, attitudes, behaviour, and thinking expressed in daily life and socializing, both within the scope of the family, educational institutions, agencies, communities, and the state. One of the character formations in the younger generation is organization—especially organizations in educational institutions. The purpose of character education is to develop the affective potential of organizers,

to develop good habits, to instil leadership and responsibility, to develop creative, independent, national-minded abilities, and to be able to create a comfortable environment (Emilda, Khairiah, & Asiyah, 2021).

Character education has the same essence and meaning as moral education and moral education. The goal is to shape a person's personality to become a good human being, a citizen and a good citizen. Therefore, the essence of character education in the context of education in Indonesia is value education, namely the education of noble values originating from the culture of the Indonesian nation itself, to foster the personality of the younger generation.

Hidayat (2021) said that patriotic students are nurtured and cadreed in Islamic boarding schools to become students who have good character and personality, competence in thinking, life, character and behaviour, such as the character of students, why the word Patriot is juxtaposed with the word santri, the hope is that in addition to being a santri who studies religion in Islamic boarding schools (tafaqquh fiddin), they also become individuals who have a patriotic spirit, love the homeland and have a sense of nationalism in maintaining the integrity of the Unitary Republic of Indonesia. To realize the application of character to members of the santri patriot, every activity and implementation of activities require management in the form of planning, implementation and evaluation to manage it so that these activities can run well and the objectives of the activity can be achieved.

According to Najiburrahman (2021) that the process of forming a patriot character in the patriot santri organization includes studying Indonesian history, studying national sciences, and also bringing in a colonel who incidentally is an alumnus of the Nurul Jadid Islamic Boarding School himself to train and provide an understanding of patriotism and nationalism to patriotic students. Character education is a system that instils character values in a person which includes knowledge, awareness and willingness, as well as actions to implement these values. The process of inculcating the values of patriotism and nationalism is carried out through activities by providing understanding and awareness of various realities about patriotism and nationalism, the struggle for Indonesian independence, studying the history of the nation by applying discipline to the personality of each member of the santri patriot (N. Huda, Soebijantoro, & Wibowo, 2022).

Based on the description above, the spirit of patriotism and nationalism of members of the santri patriot organization will appear to the surface in the form of attitudes that affect the commitment of the organization's members. Organizational commitment is described as a desire in members to stay a member of the organization, strive for the organization, adopt the goals and values of the organization, identify with the goals and values of the organization without pursuing material problems, and commit to the workplace. Psychologically (Purnomo, 2018, Akin, 2021). Its influence is the maintenance of the attitude and character of the students always to be disciplined, responsible, maintain the code of conduct/adab, and what has always been the prayer of the students, namely that later in life they become useful people for the homeland and the nation and society in general (N. Huda et al., 2022).

2. Science

Knowledge or insight is a component that must be considered in the Islamic boarding school environment as an education provider. Santri patriot must get the right portion and by its development in education, especially the science and teachings of the Islamic religion. Instilling spiritual values sourced from religious teachings, including the field of Islam, which is a severe concern of the Nurul Jadid Islamic Boarding School to its students, can make a solid foundation and filter that is one's intuitive nature, which can raise awareness and spiritual strength for a santri as early as possible so that the role of Islamic boarding schools in instilling spiritual values is significant in supporting and shaping the character of a patriotic santri.

According to Najiburrahman (2021) that the santri patriot organization is not only cadres to become a patriot in the life of the state, they are also nurtured and educated with religious teachings and understanding. So an effective regeneration program by providing knowledge characterized by a sustainable design, a

sustainable nature will convince the members of the santri patriot that the regeneration will continue, will also be able to improve the individual abilities of the members of the santri patriot.

Guidance for furudul 'ainiyah is carried out every Thursday of the week in general, the coach of the organization does this in an effort to increase the strengthening of the understanding of patriotic students regarding furudul 'ainiyah. This cadre is a continuous process to improve abilities, skills and enrich spiritually, leadership abilities, and others as a santri. So it must be designed so that there is no overlap and repetition. One of them is through the realm of science, namely through the activities of understanding furudul 'ainiyah. This activity is nothing but to strengthen the character of patriotic students and so that patriotic students have an understanding of religious teachings, especially in terms of ubudiyah and good morals.

There are two very basic concepts in furudul 'ainiyah activities, including theory and application, where the two theories are related to the achievement of goals rather than furudul 'ainiyah activities themselves. The goal to be achieved is that patriotic students are not only able to master cognitively (theory), but students can master as well as practical and psychomotor (applied). And very closely to build character education for patriotic students.

Islamic education is education based on the values of Islamic teachings or an Islamic education system, namely education that is understood, developed, and compiled from the teachings and fundamental values contained in its primary sources, namely the Al-Qur'an and As-Sunnah. In this sense, Islamic education can be in the form of an educational thought or theory that is based on and developed from primary sources, namely the Qur'an and As-Sunnah. Islamic education can be seen from the perspective of Islamic education or Islamic religious education, namely efforts to educate Islam and its values so that they become the views and attitudes of one's life for the safety and welfare of life in the world and the hereafter.

3. Training

The leadership of the Nurul Jadid Islamic Boarding School also carries out training in the regeneration process to foster patriotic student organizational commitment. Training is an important activity in the regeneration process. A learning process is carried out in the short term, aiming to improve knowledge, attitudes, and skills to increase individual competence to face work within the organization to achieve organizational goals. Thus training is essential in activities to enhance current and future performance.

According to Najiburrahman (2021) that in realising the participation of santri to become versatile officers in helping run the pesantren's operations, they are also active actors in state life, become officials, and so on also able to guard the santri's national vision. The training organised by the santri patriot organization is on the job training or realised by giving tasks to the santri patriot in developing themselves. Places in conducting the training process include; BPLK Nurul Jadid University, Security Agency for Nurul Jadid Islamic Boarding School and Rungga Nurul Jadid Islamic Boarding School. In achieving organizational goals, it is also necessary to carry out a systematic process to change behaviour with training because training is an effort made by organizations to improve and develop human resources, significantly develop the intellectual personality of humans, which will refer to career development (Dewi & Rahmawati, 2021).

Zainul (2021) revealed that there is training to provide provisions and work experience for students, as well as a place to serve by developing the individual talents of students; patriotic students are required to participate in coaching and training according to the provisions. The training process at BPLK Nurul Jadid University by carrying out social activities, namely maintaining and cleaning the environment. This training is a process that aims to improve discipline. Discipline is the nature or ability of a person to obey and control himself to continue to comply with the rules that have been made and agreed upon. The attitude in question is to foster a sense of care for the cleanliness and beauty of the environment. A clean and healthy environment is comfortable and safe to avoid all diseases. Because the value of beauty and cleanliness supports human life in acting and working in an activity (Ashari, 2021).

Patriot students are given space to do a service to the pesantren by giving them tasks in helping the Islamic boarding school (Hidayat, 2021). The implementation carried out by patriotic students in maintaining security is by continuing to prioritize preventive steps for security by the duties and obligations of the Islamic Boarding School security agency from threats outside the Nurul Jadid Islamic Boarding School. The Security Agencies must also escort the students carrying out Islamic boarding school activities and activities. This activity fosters the value of patriotic students' initiative, independence, and responsibility, the strength to avoid obstacles, foresight in facing challenges, and accuracy and consistency in taking action. The training process in the security agency should strive to create conditions, so that patriotic students can guide, regulate, and direct themselves in achieving their goals (Suherman & Budiamin, 2020).

The Nurul Jadid Islamic Boarding School is a boarding school that is busy with general activities, such as national seminars, government work visits and so on, so the training of patriotic students and pioneer banners at Rungga pesantren is carried out by assigning tasks to members, also aims to provide knowledge and deepen the world work (Bahrudin, 2021). The training process is carried out by providing work experience to members of the santri patriot and pioneer banners, namely being servants. The receptionist is an officer in charge of receiving and serving customers present at the event. This training process requires patriotic students to be polite, friendly, wise, and intelligent. Training to become a receptionist will make a patriot santri have broad skills and knowledge because the receptionist has to deal with various characters and the nature of different people daily. The task carried out by a receptionist cannot be underestimated due to the difficulty of dealing with various conditions that exist when carrying out his work (Nurhayati, Anggraini, & Firdaus, 2021).

4. Dedication

According to the Ministry of Religion of the Republic of Indonesia, in coaching and cadre, several methods can be used to transfer some knowledge, attitudes and skills of prospective cadres, namely through dedication activities in the form of lectures and questions and answers, sharing opinions, mastery, exercises, simulations, group discussions, plenary discussions, special studies, book review or reading, democracy, interviews, group work and internships. Methods commonly used in training and coaching include lectures, workshops, seminars, camps, demonstrations, conferences, individual exercises, panel discussions, parallel meetings, discussions and debates, dialogues, brainstorming, demonstrations and entertainment. From the two opinions above, the author can draw an understanding or conclusion that the cadre methods commonly used in training are such as lectures, seminars, group discussions, question and answer, simulations, plenary discussions, book reviews, internships, panel discussions, dialogues, individual exercises, etc.

This dedication was carried out by the general supervisor of the patriot santri organization, the supervisor of the BPLK Nurul Jadid University, Rungga Pondok Pesantren Nurul Jadid, and the Head of the Security Agency. The form of dedication given by Najiburrahman (2021) is to use a general or general mentoring method for all members of the santri patriot through parade, where the implementation is carried out through lectures/providing information. This activity was started by providing information to patriotic students related to the activity material using the first method. This activity is carried out with the hope that the patriotic students understand the material given so that there is an understanding between the presenters and the participants. This will facilitate later in the implementation of the exercise/simulation. Najiburrahman also conducted a Focused Group Discussion (FGD) in the parade, a group discussion technique used to overview various opinions on the problems faced.

A new patriotic santri needs to be nurtured, informed, educated, and taught. The simplest way to develop people is to set an example and involve them in the activity, even though there must be explanations about the duties and responsibilities performed (Hidayat, 2021). The dedication carried out by the Security Agency Trustees by fostering and educating patriot santri members. Dayat set an example and was directly involved in carrying out the work of the Security Agency. In this case, they will see and imitate what should

be done in running the program. In addition, Dayat also supervises and controls the members of the santri patriot. The goal is to make santri patriot members disciplined in carrying out their duties and obligations, foster an organizational commitment to patriot students, and develop the individual talents of patriot students.

CONCLUSIONS

From the results of this study, the regeneration of patriotic students at the Nurul Jadid Islamic Boarding School in increasing organizational commitment shows that regeneration is carried out by designing programs that support patriotic students through character education, scholarships, training and service. In raising the organizational commitment of patriotic santri at the Nurul Jadid Islamic Boarding School by the organization's goals, namely to become an organization that produces santri-minded leaders who always uphold and maintain the integrity of the Unitary State of the Republic of Indonesia by practising Islamic teachings in the life of the nation and state. By the values of the pesantren, namely awareness of the nation and state, the regeneration program carried out can be fulfilled by carrying out activities oriented to the character of patriotism and nationalism, broad insight, direction and deepening as well as experience around organizations that adopt processes in the professional world.

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