

**LEADERSHIP CADERIZATION DEVELOPMENT AT
PESANTREN: A STUDY IN PESANTREN DARUNNAJAH,
INDONESIA**

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UNIVERSITI SAINS ISLAM MALAYSIA

**LEADERSHIP CADERIZATION DEVELOPMENT AT
PESANTREN: A STUDY IN PESANTREN DARUNNAJAH,
INDONESIA**

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AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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ABSTRAK

Penelitian ini dilatarbelakangi oleh keresahan penulis tentang kelemahan pondok *Pesantren* dalam mendidik pemimpin pewaris, karena *Pesantren* jarang mampu bertahan lebih dari satu abad. Dan cara praktis yang dilakukan oleh *Pesantren* adalah dengan mengembangkan tradisi keluarga terdekat mereka harus menjadi calon yang kuat untuk menggantikan kepemimpinan *Pesantren*. Namun, pada hakikatnya terdapat banyak jurang antara jangkaan dengan kenyataan bahawa terdapat beberapa bakal pemimpin kader yang tidak dapat memenuhi harapan tersebut sehingga semakin lama mutu *Pesantren* semakin menurun seiring dengan penyampaian kader baru. Sebagai bentuk usaha dalam merealisasikan pembangunan penjaan kembali kepemimpinan yang ideal, penulis memilih *Pesantren Darunnajah Indonesia* sebagai subjek kajian. Hal ini kerana *Pesantren Darunnajah* di Indonesia merupakan institusi *Pesantren* yang mempunyai sistem pembinaan kader kepemimpinan yang kuat untuk menyiapkan kader pemimpin. Kajian ini melibatkan 377 pekerja dari *Pesantren Darunnajah Indonesia*. Sebuah sampel sekitar 100 individu yang kompeten, termasuk pemilik, pemimpin, pentadbir, dan Kyai, telah dipilih untuk penyelidikan ini. Pengumpulan data dilakukan menggunakan dokumentasi, temu bual, dan pemerhatian. Ketiga-tiga kaedah ini digunakan untuk mendapatkan data dan maklumat yang boleh dipercayai, mendalam dan objektif. Analisis kuasa digunakan melalui peringkat pengurangan data, persembahan data dan kesimpulan/pengesahan. Ketiga-tiga aktiviti ini merupakan aktiviti yang saling berkaitan pada satu masa sebelum, semasa dan selepas pengumpulan data dalam bentuk selari untuk membina wawasan umum yang dipanggil analisis. Untuk mendapatkan keabsahan data, penulis menggunakan teknik triangulasi, yaitu teknik pemeriksaan data yang memanfaatkan sesuatu selain data untuk tujuan pemeriksaan atau sebagai pembandingan data. Berdasarkan hasil penelitian dan analisis yang bertajuk Pengembangan Kaderisasi Kepemimpinan di *Pesantren Darunnajah Indonesia*, pengkaji mendapati konsep kader kepemimpinan adalah delegasi – transformasi berlandaskan nilai-nilai Islam yang melibatkan seluruh staf *Pesantren* dalam proses pendidikan pimpinan *Pesantren*. Dan pelaksanaan pembinaan kader pimpinan di *Pesantren Darunnajah Indonesia* ini terkandung dalam sistem bimbingan dan konseling yaitu sistem Total Quality Management selama 24 jam agar calon kader selalu mendapat pengawasan, bimbingan dan pembinaan.

ABSTRACT

This research was motivated by the writer's anxiety about the weaknesses of *Pesantren* institutions in educating successive leaders, because *Pesantren* rarely survived more than a century. And the practical way practiced by *Pesantren* is to develop a tradition that their immediate family must be a strong candidate to replace the *Pesantren* leadership. But in reality, there is a lot of gaps between the expectations and the reality that there are some cadre leader candidates who are unable to fulfill these expectations so that the longer the quality of the *Pesantren* decreases along with the new cadre relay. As a form of effort in realizing ideal leadership kaderization development, the writer chose *Pesantren Darunnajah Indonesia* as a subject of research. The reason is that *Pesantren Darunnajah Indonesia* is a *Pesantren* institution that has had a strong leadership cadre development system to prepare a cadre of leaders. The study involved 377 employees of *Pesantren Darunnajah Indonesia*. A sample of about 100 competent individuals, including owners, leaders, administrators, and Kyai, was selected for the research. Data collection is done by using Documentation, Interview, and Observation. These three ways are done to obtain data and information that are truly trustworthy, deep and objective. Power analysis is used through the stages of data reduction, data presentation and conclusion drawing/verification. These three activities are activities that are intertwined at a time before, during and after collecting data in a parallel form to build a general insight called analysis. To obtain the validity of the data the author uses triangulation techniques, namely data checking techniques that utilize something other than the data for checking purposes or as a data comparison. Based on the results of research and analysis entitled Leadership Kaderization Development at *Pesantren Darunnajah Indonesia*, the researcher found that the concept of leadership cadre is delegation - transformation based on the values of Islamic teachings that involve all *Pesantren* staff in the educational process from the *Pesantren* leadership and implementation of leadership kaderization development at the *Pesantren Darunnajah Indonesia* which is contained in guidance and counseling system, namely the Total Quality Control system for 24 hours so that prospective cadres of leaders always receive supervision, guidance and coaching.

الملخص

هذا البحث بني على قلق الباحث من ضعف المعاهد الإسلامية في إعداد الكوادر القيادية الخلف. بحيث لا يستطيع العديد من المعاهد البقاء مدى قرن واحد في عمله. والطريقة الفورية التي استعملها كثيرا بالمعاهد الإسلامية هي تعيين عائلتهم بأن يكون خليفة بعده. ولكن في الواقع توجد فجوة بين التوقعات والواقع. لم يكن العديد من الكوادر المختارة للقيادة قادرين على تلبية التوقعات بحيث كانت جودة المعهد تنقص يوماً بعد يوم مع تتابع الكوادر الجديدة. بناء على هذه المشكلة و لقصود تطوير النظام لتنمية الكوادر القيادية المثالية، اختار الباحث معهد دار النجاح موضوع البحث. و ذلك لأن معهد دار النجاح الإسلامية لديه نظام قوية و إنفعالات طويلة في إعداد الكوادر القيادية المثالية. الدراسة شملت 377 موظفاً من مؤسسة دارالنجماء في جاكرتا. تم اختيار عينة مكونة من حوالي 100 شخص مؤهل، بما في ذلك الملاك والقادة والإداريين والشيوخ، للبحث. تم جمع البيانات باستخدام التوثيق والمقابلات والملاحظة. تُستخدم هذه الطرق الثلاث للحصول على بيانات ومعلومات موثوقة ومتعمقة وموضوعية. يتم استخدام تحليل الطاقة خلال مراحل تقليب البيانات وعرض البيانات والاستنتاج / التحقق. هذه الأنشطة الثلاثة هي أنشطة متشابهة في وقت ما قبل وأثناء وبعد جمع البيانات في شكل متوازي لبناء رؤية عامة تسمى التحليل. للحصول على صحة البيانات، يستخدم الباحث تقنية التثليث، وهي تقنية فحص البيانات التي تستخدم شيئاً آخر غير البيانات لأغراض التحقق أو لمقارنة البيانات. بناءً على نتائج البحث والتحليل بعنوان تطوير كادر القيادة بمعهد دارالنجاح الإسلامية جاكرتا، وجد الباحث أن النظام الأساسي في تطوير الكوادر القيادية هو التفويض بالمهمة و التحول بالقيم الإسلامية إلى جميع المدرسين و الطلبة و الموظفين في العملية التعليمية قيادة بمدير المعهد. وتنفيذ تدريب الكوادر القيادية في معهد دارالنجاح الإسلامية جاكرتا، وهو نظام التدريب والإرشاد و إدارة الجودة الشاملة لمدة 24 ساعة بحيث تتلقى الكوادر المحتملين دائماً الإشراف والتوجيه والتدريب.

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