

ACTUATING NJ TRAINERS IN IMPROVING ORGANIZATIONAL LEADERSHIP QUALITY THROUGH IN-HOUSE TRAINING AT THE NURUL JADID ISLAMIC BOARDING SCHOOL

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Abstrak: Penelitian ini bertujuan untuk mengetahui actualized NJ Trainer's dalam bidang quality Leadership dalam membentuk organisasi yang efektif. Penelitian ini bertempat di Pondok Pesantren Nurul Jadid Paiton Probolinggo. Pengumpulan data ini dengan menggunakan pendekatan kualitatif studi kasus. Perolehan data melalui observasi dan wawancara terhadap Wakil Kasi Diklat dan OSAT ORDA Biro Pengembangan, Ketua NJ Trainer's, Ketua OSIM MA Nurul Jadid, Anggota FKO Nurul Jadid serta Ketua HIMASYI Pondok Pesantren Nurul Jadid Wilayah Al Hasyimiyah yang berada dinaungan Pondok Pesantren Nurul Jadid. Prosedur analisis data adalah pengumpulan data, penyajian data, reduksi data, dan pengambilan kesimpulan. Hasil penelitian menunjukkan bahwa Quality Leadership organisasi pesantren meliputi: Pemimpin memiliki strategi dan konsep yang sangat luar biasa untuk menuju high quality organisasi pesantren yang melalui In-House Training. Serta mampu mengembangkan kemampuan organisator dalam mencari pengalaman organisasi di pesantren. Pola ini menjadi kontribusi organisasi yang baik bagi keberlangsungan Pondok Pesantren di era transisi masa mendatang.

Kata Kunci : NJ Trainer's, Quality Leadership, In-House Training.

Abstract: This study aims to determine the actualized NJ Trainers in the field of quality Leadership in forming an effective organisation. This research took place at Pondok Pesantren Nurul Jadid Paiton Probolinggo. This data collection uses a qualitative case study approach. Acquisition of data through observation and interviews with Deputy Kasi Diklat and OSAT ORDA of the Development Bureau, the Head of NJ Trainer's, the head of Nurul Jadid Islamic Senior High School, the member of FKO Nurul Jadid and the head of HIMASYI who is under the auspices of Nurul Jadid Islamic Boarding School. Data analysis procedures are data collection, data presentation, data reduction, and conclusion making. The results showed that the Quality Leadership of the pesantren organisation includes: The leader has a very extraordinary strategy and concept to get to the high quality of the pesantren organisation through In-House Training. Able to develop organisational skills in seeking organisational experience in pesantren. This pattern is a good organizational contribution to the sustainability of Islamic boarding schools in the future transition era.

Keywords: NJ Trainer's, Quality Leadership, In-House Training.

Introduction

Nurul Jadid Islamic Boarding School is an Islamic boarding school located in Tanjung Village, Paiton District, Probolinggo Regency. This Islamic boarding school was founded in 1948 by K.H. Zaini Mun'im. The development of the Nurul Jadid Islamic Boarding School is very rapid in terms of its management and organizational structure, so that the Nurul Jadid Islamic Boarding School deserves the title of Resilient Islamic Boarding School for 2021 given by the Nahdlatul Ulama Executive Board (PBNU).

Nurul Jadid Islamic Boarding School has many organizations because in this Islamic boarding school, organizing is one of the 5th forms of concern for students (santri pillars). Nurul Jadid Islamic Boarding School is famous for the quality of its organization and leadership. It is not surprising that the Nurul Jadid Islamic boarding school has become a reference or window for the birth of Islamic boarding school leadership. The reason is, the Nurul Jadid Islamic Boarding School has a multitude of leadership concepts and plans for its students.

NJ Trainer's has many stages to create quality leadership, drive the organization and understand organizational goals effectively. In this way, NJ Trainer will change the leader's paradigm to become a great and qualified leader. Thus, a successful leader is a leader who is able to anticipate change and do his best to take advantage of opportunities, motivating followers or members to achieve high levels of productivity (Sahabuddin & Syahrani, 2022).

However, the fact is that in carrying out the duties and responsibilities as a potential leader. Researchers found several problems that occurred. Among them, Islamic boarding school administrators do not understand their job descriptions and operational standards, so there are defects in carrying out their mandate. Therefore, with the NJ Trainer, the organization under the auspices of the Nurul Jadid Islamic Boarding School is able to develop and improve organizational capabilities as well as productivity and work teams. The following data contains the results of the researcher's research.



Figure 1. Achievement of Santri Leadership Interests

Management touches and influences the lives of almost every human being. Management makes us aware that we have extraordinary potential. Which can show the way to better achievements, reduce obstacles and cause us to achieve goals that we could not achieve by other means. Common sense suggests that for our own sake, we should know about management. And this must be taken into account in various actions that can influence or in actions proposed to influence other people or parties.

Thus, influencing an organization requires a leader who will move the organization. Because the value of a leader and leadership in an organization is so great, because leaders can be systems thinkers, servants of all their followers, teachers and builders of the vision of an organization. Therefore, in management there is the term leadership management, not only is the organization managed, but the leadership must also be able to manage the soul of the leader in order to create quality leadership.

Leadership development can be done with training, based on formal needs analysis. This includes a system for assessing an organization's leadership needs and analyzing the capacity of prospective trainees to meet those needs. Leadership development will help improve the quality of the organization, that is, planning something is not as easy as planning it, but by planning without being based on implementation or execution, an organization will not run well, because in an organization it doesn't work. Healthy. based on management principles, so that the organization will experience uncertainty in achieving its goals.

There are many ways to identify leadership needs, including through succession planning, performance reviews, and culture and satisfaction surveys. Recent surveys show that organizations that have goals and a vision and mission for the future are increasingly linking leadership development efforts to organizational culture and strategic business needs (Chang & Minton, 2021).

As a pattern of management behavior designed to unite individual and universal (organizational) interests and efforts, leadership is a person's ability to control and influence other people or communities who have different visions and missions (Husin, 2022). Leaders have a very active role in determining the vision, mission and goals of an organization. Because leaders are the administrators of an organization (Hardianto & Sari, 2021).

In addition, leadership qualities can encourage someone to have a successful and happy career. Job satisfaction comes from leadership. However, members felt that many leaders failed to develop leadership skills and the main reason for members' failure was weak leadership. In other words, members need more and better leaders. Therefore, great leaders will give birth to a strong generation. Because the main spearhead in an organization is a leader.

Every human being actually has opportunities that are not much different to become a leader or have basic values and leadership characteristics. Becoming a leader and having a leadership spirit is an achievement that can be learned and achieved, both theoretically and by gathering experience. Future challenges for potential Indonesian leaders are the ability to adapt to technology, low competition and the absence of standard competency units based

on future organizational needs. So that it does not give rise to low attachment to the current meaning of leader integrity (Ramaditya et al., 2020). Integrity means focusing on the principles of life and natural laws that govern the consequences of behavior.

To avoid similarities in writing and plagiarism, the following researcher explains several previous research results that are relevant to this research, including that to produce quality future leaders, it is very important to hold in-house training filled by supervisors and members of the organization. from the previous period. However, in IHT the scope of delivering leadership material is very broad so that prospective leaders do not understand the main topics of implementing IHT. And the material presented is audio-visual based (Helmy & Jamil, 2020). The difference with this author's research is that in-house leadership training is carried out every change of management period at the Nurul Jadid Islamic Boarding School. The resource person for implementing in-house leadership training is the NJ Trainer team. However, the material presented was role play based so that participants were enthusiastic about taking part in IHT.

Thus, the aim of the researcher in conducting this research is to find out the leadership of the Nurul Jadid Islamic Boarding School, the strategies, principles and basic concepts of NJ Trainer in carrying out in-house leadership training to produce quality leaders. This is what is unique about research because with Actuating a plan will be realized that is in accordance with the goals and mission of an organization. In many people's view, driving is the most important management function. Vital, broad impact, actuating or conditioning is part of every managerial action where the ability to move is absolutely necessary. Because driving offers great challenges and demands. A person's values, attitudes, hopes, needs, ambitions, satisfaction and interactions with other people and with the physical environment are all involved in mobilization efforts.

Methods

The results of this work were prepared using a literature review method and systematic steps to facilitate research. In this work the researcher collected literature (material) sourced from journals regarding the implementation of in-house leadership training in order to be able to produce quality organizational leaders.

The research location is at the Nutul Jadid Islamic Boarding School in Paiton, Probolinggo. In this case, the research subjects are student administrators who contribute to the activities in question. As well as providing an understanding of the basic concepts of leadership, leadership in organizational change and problem solving.

This data was collected using a qualitative case study approach. Data was collected through observations and interviews with the Deputy Head of the OSAT ORDA Education and Training and Development Bureau, Head of NJ Trainers, Head of OSIM MA Nurul Jadid, FKO Member Nurul Jadid and Head of the HIMASYI Islamic Boarding School Nurul Jadid in the Al Hasyimiyah Region which is under the auspices of the Nurul Jadid Islamic Boarding School. The data analysis procedures are data collection, data presentation, data reduction, and drawing conclusions.

Findings and Discussion

Findings

From the results of the research that has been carried out, there are findings in this research, namely improving the quality of leadership of Nurul Jadid Islamic Boarding School students through In-House Training. Leadership effectiveness is a multifaceted issue and has received much analysis and attention. A leader in an organization's qualities greatly influence his actions and those of his members.

Because leaders and members contribute to each other to create a common goal. This cannot be separated from the parts that are considered to support the scope of leadership in educational management. Thus, leadership in Islamic boarding schools is an interactive behavior that is able to influence individuals in carrying out their duties so that they can provide better guidance in achieving predetermined goals, can develop, uphold and maintain the trust entrusted to them.

Therefore, leaders must be responsible for moving the organization by placing very important leadership positions in an organization so that quality leaders are created by following NJ Trainer's directions and instructions through leadership training called In-House Leadership Training.

Discussion

Leadership in Islamic Boarding Schools

Leadership is a person's ability to design, organize and manage and evaluate an Islamic boarding school organization in creating targeted goals (Umam, 2020). A leader must be a role model for management or followers. Leaders must be responsible and try to carry out their vision and mission optimally (Crumpton, 2011). Islamic

boarding school leadership has 3 approaches to authority including totalitarian, spiritual and charismatic (Prasetyawan & Safitri, 2019). Islamic boarding school leaders as social creatures have the social capital to internalize Islamic values (Anggung & Prasetyo, 2022).

Leadership is a relationship between one person, namely the leader is able to influence other people to cooperate with each other voluntarily in carrying out efforts to carry out related tasks and mandates to achieve what the leader wants.

The success of an organization is determined by the leadership that leads the organization. Thus, leaders must be responsible for the implementation of the organization or institution they lead. From leadership it can be seen that the key element of leadership is the influence a person has and in turn the consequences of that influence for the person being influenced.

An important role in leadership is the effort of someone who acts as a leader to influence other people in the organization to achieve goals. Meanwhile, leadership at the Nurul Jadid Islamic Boarding School is like the central government, namely a leader is able to supervise several areas or sections in carrying out his duties and mandate. The leadership characteristics of the Nurul Jadid Islamic Boarding School are leadership that has consistency in carrying out the vision, mission and goals of the organization. Apart from that, the organizational leadership at the Nurul Jadid Islamic Boarding School is democratic, meaning that all elements under the auspices of the Nurul Jadid Islamic Boarding School can follow according to legal authority.

In English, the term leadership is often referred to as leadership. Along with this term, leadership comes from the word "to lead" which means to lead, then came the word "leader" which means leader, which finally gave birth to the term leadership which is translated as leadership. Leadership in an Islamic boarding school must have general traits and competencies, for example there are four main things that exist in a leader, namely: a) leadership traits and skills, b) problem solving abilities, c) social skills, d) knowledge and competence (Bali & Zulqornain, 2023).

Of these four things, leadership can be implemented in Islamic boarding school organizations. The characteristics and skills of a leader are very necessary to influence his members, for example being wise so he can be a role model for his subordinates. The implementation of these 4 things by NJ Trainer is, creating In House training to be studied and applied in their respective organizations. With these 4 things, an organization can be managed well so that quality leadership will be created.

We often experience that leader who come from Islamic boarding schools are no less inferior than leaders who do not come from Islamic boarding schools, because during the struggle for the independence of the Republic of Indonesia, most of the fighters came from Islamic boarding school backgrounds. However, according to Hilmi (2023), the NJ Head Coach stated that leadership at the Nurul Jadid Islamic Boarding School is leadership that is in accordance with competence and expertise in leading. Not only strong physically, intellectually and spiritually are also needed.

Therefore, Islamic boarding school leaders are very strict in choosing leaders who are not arbitrary. Leadership is a process that is very similar to management. Leadership involves influence, as does management. Leadership cannot be separated from cooperation with other people. Leadership is also related to achieving common goals effectively. Likewise with management. In general, many activity management functions fit the definition of leadership.

Islamic boarding school leadership is spiritual leadership Naura (2023), where this leadership focuses on what a leader achieves, but still pays attention to the characteristics of the Islamic boarding school and its spirit. And can cause major, positive change by moving followers beyond their personal interests and toward the good of the group, organization, or students. The essence of spiritual leadership is developing and evaluating leadership. Effective Islamic boarding school leaders identify organizational problems and address them before they become big problems.

Leader strength is needed because a leader is able to position himself competitively and flexibly towards his followers. Identifying and evaluating opportunities or problems is not an easy task. Most problems do not arise suddenly, but are the result of being alert to possibilities, building mechanisms that identify hidden problems.

Problems will give birth to innovation. The problem must be carefully screened and identified before it is realized. Ultimately the issue must match personal skills and organizational goals. In particular, it is very important for leaders to be able to devote time and energy to the success of an organization. Leaders must truly believe in this so that leaders are willing to make the sacrifices necessary to develop and manage their organization.

Therefore, an Islamic boarding school leader must be able to manage the Islamic boarding school with a lot of innovation because by carrying out innovation, one of the core values and concepts in the organization will be created. Innovating must bring the organization to the leader's dimension. Innovation is no longer limited to the

field of research and development, innovation leadership is critical to all aspects of an organization and its processes. Organizations must be led and managed so that innovation becomes part of the culture and is integrated into the performance of leaders and followers.

Islamic Boarding School Leadership Principles

Basically, the leadership applied in Islamic boarding schools is charismatic leadership (Zamroni et al., 2020). Charismatic people are proven to be able to adapt to various situations and effectively read other people's interests, motivations and emotions. Islamic boarding school leadership is fundamental in the management of an organization within it.

The dynamics of Islamic boarding school management is to create a conducive work environment as an organized group to achieve the stated vision and mission. That leadership in the context of Islamic boarding school organizations is an activity to influence personnel in the Islamic boarding school environment under certain conditions. With Islamic boarding school leadership, managing the Islamic boarding school is very easy, thus having a very positive impact on the students to continue to hone their leadership with enthusiasm for following all the regulations of the Islamic boarding school organization.

Thus, it is deemed necessary to have an Islamic boarding school leader who has personal and intellectual qualities to lead the Islamic boarding school organization. Because not only that, the Islamic boarding school management students hope that the flow of blessings will continue to help the Islamic boarding school to realize the Islamic boarding school's vision and mission.

In leading an organization and to create quality leadership, it is necessary to have guidelines or commitment (principles) in the soul of a leader. Leaders who are able to direct and move other people towards goals that must be fought for in order to achieve their targets (Yunianto, 2018).

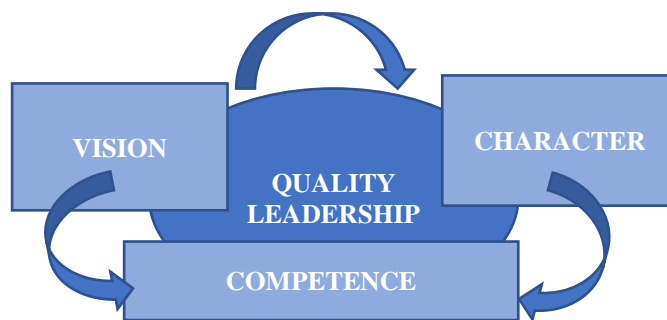


Figure 2. Islamic boarding school leadership principles

First, the Vision provides a framework that guides the achievement of the goals, values and beliefs of the organization and Islamic boarding school. A vision that contains clear meaning and an accurate vision is very important because it will have a big impact on followers, members of the organization as well as students (Bali & Umam, 2023). Vision has extraordinary power. Because vision is the ability to see beyond the reality we currently experience, to create and discover what is still not there to make ourselves into a person who is currently not yet realized.

In addition, vision is the best form of manifestation of creative imagination and is the main motivation for human action. Vision is able to develop understanding of oneself and encourage everything else, with vision providing an understanding of the unique contribution that can be made to an organization. Character is mental or moral quality, moral strength or reputation as well as the distinctive and essential characteristics of a person that distinguishes him from other people (Hasibuan, 2014).

Character is also a person's ability to determine their behavior based on certain standards such as morals, values or rules in society in order to lead to positive behavior (Zulfah, 2021).). Third, Competence, namely the knowledge, skills or attitudes that each organizer has to solve problems, becomes a driving force to do something optimally in carrying out tasks in an organization (Widyani & Wati, 2020). And an organizational identity where each administrator is in accordance with his/her field will create a quality work life and always be an evaluation of changes in technology and cultural behavior of the Islamic boarding school organization (Junianto, 2019).

In organizing and leadership at the Nurul Jadid Islamic Boarding School, the focus is first, commitment to the students and administrators of the Nurul Jadid Islamic Boarding School. So that the responsibility of a leader

can radiate a sense of self-confidence and authority in students. So that with this commitment everything that is planned will be realized effectively. Second, give influence to students to improve the quality of the organization and the identity of the organizers. A leader is very influential on his followers, because the spearhead of an organization is the leader. Third, provide a correct work team relationship process and develop personal discipline to create a harmonious atmosphere with organizational members and organizational goals, so that the most important individual characteristics can be maintained.

Leaders are always faced with increasing member diversity. Organizations need to overcome racial and ethnic prejudice, as well as cultural insensitivity and differences. So as members increase, organizations must provide development opportunities that prepare women to occupy important positions.

Actuating NJ Trainer's In House Training Leadership

In Islamic Education Management, so that the implementation of managerial activities in Islamic boarding schools can run effectively and efficiently, direction is needed so that the contents of the instructions given can be carried out well. The principles applied include example, consistency, openness, gentleness and policy (Bambang & Afdal, 2023). Therefore, it is necessary to pay attention to ensure that the contents of a good directive are in the form of commands, prohibitions, instructions that are adapted to the abilities of the recipient of the directive.

The process by which a leader chooses a goal or target, chooses an action (strategy) to achieve that goal, allocates responsibility for implementing the action to a particular person or unit, measures the success of the action by comparing the actual results against the goal. and revise plans appropriately. Actuating is the third basic function of management. Mobilization is closely related to human resources (HR) which will ultimately become the focus of all management activities.

Actuation also offers great challenges and demands. The values, attitudes, expectations, needs of the organization are part of every management principle. Actuation exists at every level, location, and operation across the organization. To achieve and maintain success in management, the ability to move is absolutely necessary. In moving an organization, human resources (HR) are very necessary because of their ability to respond to performance goals and opportunities appropriately and voluntarily. In this effort, human resources (HR) gain satisfaction both in completing work and in a certain work environment.

This requires the right people, with the right mix of knowledge and skills, in the right place and time, to do the work required. An organization consists of people who come together to gain mutual benefit, organizations are created and destroyed by the qualities and behavior of their members.

Work or effort in realizing the goals of a plan that has been created/designed is the meaning of implementation (actuating) (Rama et al., 2022). Implementation (actuating) can move group members in a way that is desired and tries to achieve organizational goals. Basically, implementation (actuating) starts from within ourselves and not from other people, in order to achieve maximum success in the field of actuating and be objective in its use and users (Daswati, 2012).

Therefore, actuating has a very large function in organizations. Without the realization of the organization's vision and mission, it will not be achieved in accordance with the leaders' hopes and desires. At some level, leader activation is fundamental in almost all areas of the organization. And can influence good organizational patterns, as well as have the freedom to innovate and try new things.

The implementation carried out by NJ Trainer is to improve the quality of organizational leadership by providing stimulus and basic concepts of good leadership which can be actualized by organizers in the next training session. There are those who are appointed by the NJ Trainer and raise their hands to follow up on the results of the training that has been delivered by the trainer.

Apart from that, the NJ Trainer team also carries out outbound activities to gain insight and experience in the field. Because without experience in the field, leaders will not know how to overcome the problems that occur in that place. Therefore, there is a very large collaboration or correlation between improving the quality of organizational leaders and the effectiveness of a leader, so that efforts to improve the quality of leadership and student organizations are largely determined by the quality of leadership and effective management. (Juhji et al., 2020).

In House Training is a training program carried out in one's own place, as an effort to increase the competence of organizational members, in carrying out their mandate and duties by optimizing existing potential (Ramaditya et al., 2020). Meanwhile, Helmy stated that In House Training (IHT) is an activity carried out by NJ Trainers as preparation for organizers to face all organizational problems in the Islamic boarding school environment (Helmy & Jamil, 2020). IHT includes training that is often carried out by NJ Trainers to hone student leadership talents and improve organizer competence. The term IHT is aimed at organizers to increase organizers'

knowledge and skills in sharpening conceptual abilities, decision making, and expanding human relations. (Saifullah, 2023).

Meanwhile, In House Training is a training or coaching program organized by a team or group using its own training ground, its own equipment, its own selection of participants, and its own training schedule. (Monalisa, 2023).

In carrying out In House Leadership Training, NJ Trainer's objectives for training participants include: First, improving the quality of Human Resources (HR) that work or are utilized by an organization. This is expected to support organizational goals in an effort to achieve common goals in accordance with the organization's vision and mission.

Second, create interaction between participants. If the administrators at the Nurul Jadid Islamic Boarding School have many positions or branches of other organizations, it is likely that they prefer different ways of working, different experiences and different qualities. With this In House Leadership Training, participants can exchange information to create standardization or quality and spirit of effective and better organizational leadership.

Third, Strengthen the sense of kinship and togetherness so that it contains the meaning of team work. Because they lead under one umbrella, they are no longer stiff about sharing with each other, they are friendly and more unified.

Conclusion

Based on the results of data analysis and actions, the implementation of In House Leadership Training carried out by the NJ Trainer team for organizers at the Nurul Jadid Islamic Boarding School experienced very significant developments. The reason is, the participants were very enthusiastic about taking part in the activity in question. So that organizers can implement the IHT results to become leaders who are innovative, confident and have high responsibility. The data obtained shows that after carrying out the In House Leadership Training training, the administrators of the Nurul Jadid Islamic Boarding School were able to develop a good leadership spirit towards the vision, mission and goals of their organization. Apart from that, the administrators of the Nurul Jadid Islamic Boarding School have a strong determination to make changes so that organizational goals are achieved in accordance with the third management principle, namely more effective actuating. Thus, the result of this In House Leadership Training is that students actualize themselves in acting in their respective organizations.

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