

CHANGE MANAGEMENT OF TAHFIDZ KHAIRUNNAS SRESEH SAMPANG ISLAMIC BOARDING SCHOOL AS A STRATEGIC EFFORT TO DEVELOP INSTITUTIONAL QUALITY

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Abstrak

Penelitian ini bertujuan untuk mendeskripsikan manajemen perubahan Pesantren Tahfidz Khairunnas Sreseh Sampang yang meliputi perencanaan, implementasi, dan sistem kendali. Penelitian ini menggunakan pendekatan kualitatif dengan jenis studi kasus. Sumber data diperoleh melalui wawancara, observasi dan dokumentasi. Informan antara lain manager pesantren, kepala asrama/pengasuh, dan mudabbir. Sedangkan analisis data dilakukan melalui kondensasi, penyajian, dan kesimpulan. Hasil penelitian ini menunjukkan bahwa perencanaan perubahan pesantren tahfidz Khairunnas meliputi perencanaan program takhassus dan non takhassus, target santri yang tertata jelas pada sistem aplikasi Sikhair, pembiayaan dengan dua jenis yaitu reguler dan beasiswa, fasilitas belajar mengajar yang canggih seperti tablet dan proyektor, visi misi yang di ciptakan dari pusat, serta perencanaan sistem gel. Implementasi perubahan dalam pesantren antara lain pelaksanaan visi misi yang di jalankan dengan kolaborasi (internal dan eksternal), penggunaan kurikulum tasmi', ziyadah dan murojaah, dan penerapakan budaya-budaya yang terdapat di pesantren. Sedangkan pengendalian perubahan pesantren adalah dengan penerapan aplikasi trello sebagai sistem control kinerja, peneapan aplikasi sikhair, serta pelaksanaan rapat rutin sepuluh menit setiap hari.

Kata Kunci: Manajemen Perubahan, Pesantren, Pengembangan Mutu.

Abstract

This research aims to describe the change management of the Tahfidz Khairunnas Sreseh Sampang Islamic Boarding School which includes planning, implementation and control systems. This research uses a qualitative approach with a case study type. Data sources were obtained through interviews, observation and documentation. Informants include the Islamic boarding school manager, dormitory head/caretaker, and mudabbir. Meanwhile, data analysis is carried out through condensation, presentation and conclusions. The results of this research show that the planning for changes to the Tahfidz Khairunnas Islamic boarding school includes planning for takhassus and non-takhassus programs, student targets that are clearly arranged in the Sikhair application system, financing with two types, namely regular and scholarships, sophisticated teaching and learning facilities such as tablets and projectors, a clear vision and mission. created from the center, as well as gel system planning. The implementation of changes in Islamic boarding schools includes the implementation of the vision and mission carried out with collaboration (internal and external), the use of the tasmi', ziyadah and murojaah curriculum, and the application of the cultures found in Islamic boarding schools.

Meanwhile, controlling changes in Islamic boarding schools is by implementing the Trello application as a performance control system, implementing the Sikhair application, and holding regular ten-minute meetings every day.

Keywords: Change Management, Islamic Boarding School, Quality Development.

INTRODUCTION

As time goes by, change management becomes more rapid following the times. Where previously many facilities were inadequate, now they are increasingly developed to enable you to learn optimally. Therefore, with this development, Islamic educational institutions are competing to increase their effectiveness in achieving a goal. Mahon, there have been several obstacles to organizational management shifts toward circularity.¹ A diverse body of knowledge informs managers about how organizations can best facilitate planned change. However, a strong emphasis has been given to prescriptive change models.² In order to deliver high-quality instruction, school management bears accountability and responsibility for putting educational policies into operation in an effective and efficient manner. School management can simultaneously understand the key elements of the entire school process and establish the link between three variables: quality management methods, school culture, and student performance.³

Organizations can grow and adapt because of the strength of the teams that work within them. Each team member brings unique contributions that, when combined, can create significant change. Without a strong and collaborative team, organizations will struggle to innovate and achieve their goals. Therefore, teams are the driving force that allows organizations to continue to change and grow amidst challenges. Bagga, Organizations currently rely largely on teams to complete their tasks and goals. These new teams require a strong leadership style to bring virtual team members together and instill an appropriate culture to meet the demands of changing settings.⁴ According Gilmartin that organizational change is a complex and multifaceted process.⁵

Change management at educational institutions can serve as a catalyst for long-term development. Institutions that successfully manage change are able to adjust to environmental dynamics while also driving innovation and ongoing quality improvement. This strategy guarantees that educational institutions stay relevant and capable of meeting the requirements and expectations of all stakeholders, laying the groundwork for long-

¹ Kathleen McMahan, Ruth Mugge, and Erik Jan Hultink, "Overcoming Barriers to Circularity for Internal ICT Management in Organizations: A Change Management Approach," *Resources, Conservation and Recycling* 205, no. November 2023 (2024): 107568, <https://doi.org/10.1016/j.resconrec.2024.107568>.

² Christina Hagl et al., "Change Management Interventions: Taking Stock and Moving Forward," *Human Resource Management Review* 34, no. 1 (2024): 101000, <https://doi.org/https://doi.org/10.1016/j.hrmr.2023.101000>.

³ Khalida Parveen et al., "The Contribution of Quality Management Practices to Student Performance: Mediated by School Culture," *Heliyon* 10, no. 15 (2024): e34892, <https://doi.org/10.1016/j.heliyon.2024.e34892>.

⁴ Simranjeet Kaur Bagga, Shikha Gera, and Syed Nadimul Haque, "The Mediating Role of Organizational Culture: Transformational Leadership and Change Management in Virtual Teams," *Asia Pacific Management Review* 28, no. 2 (2023): 120–31, <https://doi.org/10.1016/j.apmr.2022.07.003>.

⁵ Mattia J Gilmartin, "An Evidence-Based Change Management Model to Guide NICHE Implementation Efforts," *Geriatric Nursing* 49 (2023): 212–15, <https://doi.org/https://doi.org/10.1016/j.gerinurse.2022.12.004>.

term success.

Change management is a process that is carried out systematically in applying the knowledge, tools and resources needed to influence change in someone who will be affected by the management.⁶ Change management can also be carried out in educational institutions which functions to improve the quality of the institution itself. It needs to be reminded that every change that occurs, not all of it will lead to better conditions, so in such cases it is certainly necessary to make efforts so that if possible, the change is directed towards something that is better than the previous condition.⁷ So that each institution will be required to organize and manage it seriously.

Islamic educational institutions are a forum or place where there is a scope of Islam. Islamic educational institutions do not only include Islamic boarding schools, but those who teach Islam are also the place. Such as madrasas, surau, mosques, and so on. This has become one of the goals for all young people today. With the hope of developing or increasing his Islamic spirit, devotion and faith. Islamic educational institutions are places or organizations that provide Islamic education, which have a clear structure and are responsible for the implementation of Islamic education. Therefore, Islamic educational institutions must be able to create an atmosphere that can enable the implementation of education well, such as giving assignments to students through schools (madrasa) that carry out the Islamic education process.⁸

Fulfilling needs or achieving life goals is no longer as simple as what society does today. Nowadays, changes have occurred in every aspect of life, including in the field of digital development, which is ultimately called the digital era. The digital era is an era or epoch where development conditions are so advanced that all important activities can be carried out digitally. The development of the digital era is running faster and faster. This is because humans themselves are the ones who ultimately demand and ask for various things to be resolved more efficiently and practically.

Therefore, Islamic boarding schools need to manage every aspect well. The management of Islamic boarding schools aims to achieve national education of good quality and requires attention from various government elements as well as full awareness from stakeholders and the community who will later receive the benefits of this education.⁹ This can encourage the implementation of developmental changes in the management of Islamic boarding schools.

In accordance with developments over time, there are very, very drastic changes without humans realizing it. These changes have also been experienced by the Tahfidz Khairunnas Islamic Boarding School. Tahfidz Khairunnas Islamic Boarding School is an Islamic boarding school that uses the Tahfidz method, which is a method that is defined as memorization where the students focus more on reading the Al-Qur'an, which they can then memorize from the reading. This Islamic boarding school is the only Islamic boarding school in Sreseh District, Sampang Regency. This Islamic boarding school also

⁶ Wibowo, *Manajemen Perubahan: Edisi Ketiga* (Jakarta: PT. Raja Grafindo Persada, 2016), 97.

⁷ Winardi, *Manajemen Perubahan (Management of Change)* (Jakarta: Kencana Prenada Media Group, 2005), 1.

⁸ Umar Bukhari, *Ilmu Pendidikan Islam* (Jakarta: Amzah, 2010), 149.

⁹ Hilmi Qosim Mubah, "MANAJEMEN PEMBELAJARAN PONDOK PESANTREN DALAM MEWUJUDKAN PEMAHAMAN SANTRI TERHADAP KITAB KUNING," *Re-JIEM (Research Journal of Islamic Education Management)* 4, no. 2 (2021): 137–53, <http://ejournal.iainmadura.ac.id/index.php/re-jiem/article/view/5347>.

offers several comprehensive Islamic education programs which are renowned for their quality and have modern facilities and qualified teaching staff. In this way, it is hoped that it can be a support in helping students to reach their maximum potential and develop into individuals with noble morals.

METHOD

This study uses a qualitative research type also known as naturalistic research. This naturalistic or qualitative research is used to research in natural places and the research does not make treatments, because the researcher collects data that is emic, namely based on the views of the data source, not the views of the researcher. The type of approach used is the case study, a study carried out in-depth on events to obtain a complete and in-depth description. The data collection procedures that will be used in this study are observation techniques and note-taking techniques by using interviews, observations, and documentation.

This study uses interactive research during data analysis which refers to the theory of Miles, Huberman, and Saldana, where one stage with another stage is interrelated and continuously so that the data obtained reaches the point of saturation. This process is in the form of a cycle that includes data condensation, data presentation, and conclusion. Checking the validity of data with research diligence, triangulation of sources and methods/techniques, and extension of participation.

RESULT AND DISCUSSION

Planning for Changes to the Tahfidz Khairunnas Sreseh Sampang Islamic Boarding School

Planning in change management is certainly an obligation that must be carried out in an institution, organization or company. According to Pacios taha strategic planning should include a process of strategy formulation, application and evaluation, because a documented road map, the strategic plan, needs to be created to help libraries reach their strategy goals.¹⁰ This is of course a guideline or direction for every organization. In carrying out organizational change planning, several techniques are needed, namely situational diagnostic techniques, general strategy techniques and tactical techniques. In this case, it is necessary to consider the supporting factors so that change can occur well.

Planning in memorizing the Al-Qur'an for a hafidz is the first step in determining learning objectives.¹¹ Therefore, Islamic boarding schools also apply these three techniques in planning change. Where, in Islamic boarding school situational diagnostic techniques this is done by determining the need for change and how to implement it. This is done by collecting data, one of which is through observation techniques, where the Islamic boarding school identifies conditions and situations by considering the results obtained later by comparing the initial results in accordance with the Islamic boarding school's mission. This aims to improve aspects that need to be updated in accordance with the pesantren's strategy and adjust its operations. Then, in general strategy techniques,

¹⁰ Ana R B T - Reference Module in Social Sciences Pacios, "Strategic Management and Planning" (Elsevier, 2023), <https://doi.org/https://doi.org/10.1016/B978-0-323-95689-5.00041-9>.

¹¹ Murniyanto Murniyanto and Siswanto Siswanto, "Tahfidz Learning Management at Pesantren-Based Higher Education," *Al-Tanzim: Jurnal Manajemen Pendidikan Islam* 6, no. 3 (June 19, 2022): 814–25, <https://doi.org/10.33650/al-tanzim.v6i3.3481>.

Islamic boarding schools do this by creating an approach or concept to achieve the goal of a change such as identifying action plans, identifying specific implementation strategies and monitoring or updating them. And finally, the tactical technique is that Islamic boarding schools determine predetermined strategies. This means that the Islamic boarding school decides on the strategies that have been planned so that they can be operated well. Thus, Islamic boarding schools must consider the resources, time and support needed so that the planned strategy runs effectively.

There are several aspects that have been carried out at the Tahfidz Khairunnas Islamic boarding school, namely as follows:

1. Planning Takhassus and Non Takhassus programs

The memorization target aims to build student motivation.¹² Students memorized deposit targets use two systems. First, Takhassus targets students memorizing one page every day. Second, Non Takhassus, namely just memorizing deposits with a target of seven lines every day. This division was carried out to see the development of students in memorizing by adjusting the abilities possessed by each student. This can trigger students motivation to memorize without any pressure beyond their abilities.

2. Planning funding for Regular and Scholarship programs

In terms of financing, it is generally also applied in other educational institutions, where of course there are regular programs and scholarships, including at the Tahfidz Khairunnas Islamic Boarding School. In this case, it has become a point of measurement for a student and an institution. In Islamic boarding schools, the financing aspects of the two are very different, namely the regular (paid) program and scholarships specifically for poor and needy children. According to Ustadz Anshori, the caretaker and head of the dormitory at the Islamic boarding school, he said that on average, boarding school residents follow the scholarship route, which means that 75% of the students are orphans and poor people. So, in this case it can be said to be efficiency when viewed from a financing perspective at the Tahfidz Khairunnas Islamic boarding school.

3. Application system planning

In terms of the memorization targets carried out by the students, everything has been systemized by the Sykhair application. Where this application can be accessed by the guardians of students, and religious teachers, this aims to see the process or development of students in memorizing what has been determined. Thus, this has become one of the administrative systems carried out by the Tahfidz Khairunnas Islamic boarding school.

4. Planning for sophisticated teaching and learning facilities

With the introduction of technological systems, the Tahfidz Khairunnas Islamic boarding school is no less far behind, which also applies sophisticated learning media. Researchers also noticed this when students carried out extracurricular activities using tablets. With the existence of a technological system, this can influence the sensitivity of science and technology at the Tahfidz Khairunnas Islamic boarding school.

5. "Gel" system application planning

Every institution, company and organization will definitely have a coalition. By having the aim of determining what is appropriate so that all activities run with the

¹² Muhammad Anas Ma`arif and Salamatu Rochmah, "Target Hafalan Sebagai Motivasi Belajar Dalam Membentuk Karakter Di Lingkungan Pesantren," *Muróbbi: Jurnal Ilmu Pendidikan* 2, no. 1 (August 13, 2018): 105–27, <https://doi.org/10.52431/murobbi.v2i1.127>.

organizational structure that will be implemented later. This also happened to the Tahfidz Khairunnas Islamic boarding school, where this Islamic boarding school has a coalition with a “gel” system. This system is a system that has three elements. First, customer service, which has two parties, namely internal (institutional parties) and external (community leaders and the community). Second, haste, namely that there are programs or activities that cannot be postponed and must be completed as quickly as possible on project work that is carried out every week. And third, collaboration, namely collaborating between interactions from several parties, for example collaborating with the center.

Implementation of Changes to the Tahfidz Khairunnas Sreseh Sampang Islamic Boarding School

When planning a change, of course there will be implementation. Where the changes planned in the next stage must be implemented well and effectively. In the implementation stage of change, it consists of three stages, namely Unfreezing, Change and Freezing. Where, at this stage it has become a direction or can be carried out by change agents, in order to realize change for individuals, groups, institutions or entire organizations.

Implementation of change is an effort to carry out what was previously planned, through direction and motivation so that activities run optimally in accordance with the goals that have been set.¹³ Implementation of change is also an effort by a leader through direction and motivation to carry out activities optimally in accordance with his duties and responsibilities to achieve the goals that have been planned by the organization.¹⁴ This is also done at the Tahfidz Khairunnas Islamic boarding school. The management and Islamic boarding school staff began to carry out or implement the policies that had been formulated by the new management. In this stage, the management and existing staff jointly apply new policies that have been established within a certain period of time. Such as carrying out Tasmi’ activities (learning by memorizing the Al-Quran), ziyadah (increasing memorization) and murojaah (repeating memorization).

There are several aspects of the implementation that have been carried out at the Tahfidz Khairunnas Islamic boarding school, namely as follows:

1) Implementation of vision and mission collaboratively between internal and external

In this stage, it is the initial stage of implementing a change, where the Islamic boarding school carries out a vision and mission that has collaborated both internally and externally. The purpose of collaboration is to create a pattern of relationships between institutions and communities who have fully participated in each other using existing resources. This aims to improve the Islamic boarding school's capabilities or development in achieving a goal.

2) Implementation of the Tasmi’, Ziyadah and Murojaah curriculum

In implementing the tahfidz curriculum, there are at least several methods for memorizing the Qur'an that are used, including juz’i, sima’i, tasmi’, murojaah, and jama’.¹⁵ However,

¹³ Zaenal Abidin, *Fiqih Ibadah* (Yogyakarta: CV. Budi Utama, 2020), 32.

¹⁴ Niswah Uswatun and Muhamad Rizal Setiawan, “Implementasi Fungsi Actuating Dalam Pembinaan Santri Di Pondok Pesantren,” *Jurnal Manajemen Dakwah* 9, no. 1 (2021): 115–32, <https://journal.uinjkt.ac.id/index.php/jmd/article/download/24037/9674>.

¹⁵ UIN Syarif Hidayatullah Jakarta and Bobi Erno Rusadi, “Tahfiz Online: Sarana Menghafal Alquran

in its implementation, the Tahfidz Khairunnas Islamic Boarding School carries out special activities such as Tasmi', Ziyadah and Murojaah activities, this includes implementation activities that have been previously planned. Where, Islamic boarding schools have implemented these activities which are carried out effectively and consistently. The Tasmi' activity is carried out every morning or dawn. This aims to strengthen memorization of the Al-Quran. Then the Ziyadah activity is carried out every day with the aim of adding a reading to the Al-Quran. And finally, Murojaah activities are carried out every day to maintain reading so that it remains maintained and becomes more fluent.

3) *Application of Islamic boarding school culture*

Islamic boarding schools are the traditional centers of the Islamic education system.¹⁶ In implementing the cultures in Islamic boarding schools, of course, this is also done in other Islamic boarding schools even though they have different cultures. As in Islamic boarding school Tahfidz Khairunnas has created a culture to be carried out continuously and will become a habit so that it can be passed down from generation to generation. Thus, Islamic boarding schools have their own cultural characteristics. The culture implemented by the Tahfidz Khairunnas Islamic boarding school is memorizing the Al-Qur'an, praying at night, doing community service and so on. This culture has been implemented and carried out consistently. Starting from the first generation until now.

The implementation of change at the Tahfidz Khairunnas Islamic Boarding School applies three steps of change, according to Lewin, many models of change have their roots threestep model of change that is often called the unfreeze-change-refreeze model¹⁷ According to the threestep model of change, change requires an old system to go through three steps of unfreezingchangingerefreezing stages in order to reach an improved new system that then becomes stabilized. For change to occur, the present equilibrium needs to be destabilized (or unfrozen), so that old behavior can be discarded (unlearned) and new behavior can be adopted. Unfreezing is the most difficult and important stage in creating a motivation to change. The unfreezing process consists of three subprocesses disconfirmation, survival anxiety, and creation of psychological safety which are related to the readiness and motivation to change¹⁸ which are described as follows:

1) Unfreezing

Lewin's work suggests that effective organizational transformation may be planned, but doing so necessitates unfreezing the system. A shift in an organization's position or status quo can occur for a variety of reasons, as the literature study explains. The company may choose to go in a different direction. Lewin suggests that the forces involving the status quo will create less resistance and tension than the forces applying for change, making this strategy a more effective change strategy. This stage will increase group

Secara Online," *Intiqad: Jurnal Agama dan Pendidikan Islam* 12, no. 1 (June 1, 2020): 18–33, <https://doi.org/10.30596/intiqad.v12i1.4593>.

¹⁶ Muh Hafidz, "The Role of Pesantren in Guarding the Islamic Moderation," *INFERENSI: Jurnal Penelitian Sosial Keagamaan* 15, no. 1 (May 31, 2021): 117–40, <https://doi.org/10.18326/infsl3.v15i1.117-140>.

¹⁷ Syed Talib Hussain et al., "Kurt Lewin's Change Model: A Critical Review of the Role of Leadership and Employee Involvement in Organizational Change," *Journal of Innovation and Knowledge* 3, no. 3 (2018): 123–27, <https://doi.org/10.1016/j.jik.2016.07.002>.

¹⁸ Yangho Kim, Jungsun Park, and Mijin Park, "Creating a Culture of Prevention in Occupational Safety and Health Practice," *Safety and Health at Work* 7, no. 2 (2016): 89–96, <https://doi.org/10.1016/j.shaw.2016.02.002>.

behaviors for change or increase the leader's pressure for change at a higher level.¹⁹

According to the data obtained, the Tahfidz Khairunnas Islamic boarding school was founded in 2019. In the beginning, before the founding of this Islamic boarding school, there was the Bina Insani Foundation which was founded in 2006. This was an Islamic madrasah school with inadequate facilities. As time goes by, the Bina Insani Foundation has experienced an increase in students, which has reached approximately 200 students. So in this incident, the Bina Insani Foundation lacked space or had limited space for students to study. Then the implementer of the tahfidz program at Bina Insani proposed to the foundation's supervisors that it be developed.

After the proposal is approved, the Islamic boarding school socializes or visits other Islamic boarding schools, to ask for support or ask permission for the establishment of the Tahfidz Khairunnas Islamic boarding school. After being permitted or supported by other Islamic boarding schools, the Bina Insani Foundation handed over the assets to the center (Nurul Hayat Foundation) so that the benefits were more widespread and the community also received a good impact. Then the Tahfidz Khairunnas Islamic boarding school obtained waqf land to establish the Islamic boarding school.

2) Changing

In accordance with developments, after the inauguration of the Tahfidz Khairunnas Islamic boarding school which was held on January 27 2021. So, a technological/modern system was also formed, one of which was improving the computerized information system, technologies in the form of facilities and infrastructure, facilities in the form of dormitory buildings, classrooms, and various elements that have been built to make it easier to control the organization or institution. Then changes occurred in the establishment of formal Islamic boarding schools (SMP), which is a program that is carried out every morning from Monday to Saturday.

3) Refreezing

The changes that occur in Islamic boarding schools are considered a normal habit, so they cannot make people hesitate in admitting students to these Islamic boarding schools. This means that the level of resistance to change in Islamic boarding schools is very minimal. Even after the researchers conducted an interview session, they did not find any statements opposing the change and it was found that many supported the change. Starting from the community, other Islamic boarding schools, to support from the Nurul Hayat Foundation which is the founder of the Tahfidz Khairunnas Islamic boarding school.

Then, the programs that have been established by the Islamic boarding school have now been implemented well, they have even looked after each other and are disciplined in order to carry out these activities. Apart from that, the independent leadership attitude and foreign language skills possessed by the students made researchers assume that this attitude was taught to be an extraordinary development. This will become a habit when leaving the Islamic boarding school. And with foreign language skills, students will easily expand their connections, be able to communicate effectively with people from different cultures, and be able to complete or continue their studies.

¹⁹ Hussain et al., "Kurt Lewin's Change Model: A Critical Review of the Role of Leadership and Employee Involvement in Organizational Change."

Controlling Changes at the Tahfidz Khairunnas Sreseh Sampang Islamic Boarding School

This stage is the final stage after implementing planning and implementing changes. At this stage, organizations or institutions control or supervise the success of changes made in an organization. One of the ways in which this control is carried out in organizations is by measuring or what is usually called a key performance indicator which is a key or indicator in measuring the performance carried out in the organization. This is done in order to achieve the desired goals.

Usually, management control can also be interpreted as control or supervision within an organization. This means that in management control is also very important for an institution or organization, because without control the organization will not move and will stagnate. Therefore, it is necessary to have a control system.

The management control system is a series of actions and activities that occur in all organizational activities and run continuously. The function of the control system is to regulate or direct the process of activities, both internal and external. Internal control can be referred to as management control installed within an organization as part of the facilities and infrastructure with the aim of helping run the organization to achieve its goals.²⁰ Then external control is carried out by outside the Islamic boarding school, for example the community.

Therefore, control in the Tahfidz Khairunnas Islamic boarding school also uses Key Performance Indicators or commonly called KPIs which function to measure performance in the organization, such as financial performance, employee productivity, and customer satisfaction and so on. This is what has been implemented by the Tahfidz Khairunnas Islamic boarding school, namely new policy control. After implementing changes to the institution, the management and staff of the institution need to monitor or evaluate what will happen to the institution. so that with evaluation, the plan that has been prepared will become a hope that has been aspired to.

Based on the explanation above, there are several aspects that have been carried out in controlling at the Tahfidz Khairunnas Islamic boarding school, namely as follows:

1) Implementation of the Trello application as a performance control system

The Trello application in Islamic boarding schools is a work management tool that is carried out flexibly and can also empower all teams. In implementing the Trello application, the aim is to complete a job or project at the Islamic boarding school. As this is also said to be a Key Performance Indicator which is a tool for measuring performance in an organization, one of which includes employee productivity. This can be seen as a measure of effectiveness and efficiency in the results of a job which is measured by the energy, time and resources that have been used. In implementing this application, all work carried out must be completed quickly and on time (timeline).

2) Implementation of the “Sikhair” application

The sikhair application is an application to find out the progress of students in achieving the program. This application is used so that student guardians, ustadz and ustadzah can see the abilities achieved by the students. This sikhair functions as an escort for the students targets in achieving the memorization of the Al-Quran. Apart from that, it is also found in the academic menu, financial menu, Tahfidz reports and so on.

²⁰ Thomas Sumarsan, *Sistem Pengendalian Manajemen: Transformasi Strategi Untuk Keunggulan Kompetitif* (Jakarta: CV. Campustaka, 2020), 4.

3) Implementation of daily coordination meetings within a period of 10 minutes

Apart from implementing the Trello application, the Islamic boarding school also holds meetings every day, in order to see what projects will be worked on later. The purpose of this meeting is to establish cooperation between members. Therefore, Islamic boarding school staff, including care managers and dorm heads, review or look at the Trello application every day to find out what their next job will be.

CONCLUSION

Planning for change management at the Tahfidz Khairunnas Islamic Boarding School is to decide to create a new policy carried out by the management in accordance with educational aspects, including: a) planning the Takhasus and Non-Tahasus programs, b) planning the financing aspect of regular programs and scholarships, c) planning targets students who are clearly organized on the Sykhair application system, d) planning sophisticated teaching and learning facilities, and e) planning a gel system.

Implementation of change management at the Tahfidz Khairunnas Islamic Boarding School, namely the management and implementing staff carrying out or implementing policies that have been formulated and applying new policies that have been determined, including the following: a) implementing the vision and mission which is carried out with collaboration internally and externally, b) implementing the curriculum containing the Tasmi', Ziyadah, and Murojaah curricula, and c) implementing Islamic boarding school cultures.

Controlling the management of changes at the Tahfidz Khairunnas Islamic Boarding School, the management and staff of the institution need to monitor or evaluate what will happen to the institution. So, with an evaluation, the plan that has been outlined will become a hope. The following are the controls carried out by Islamic boarding schools: a) implementing the Trello application as a control system, b) Implementation of the Sikhair application, and c) Implementation of daily coordination meetings within a period of 10 minutes.

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