

TRANSFORMATION FROM THE EDGE; ORGANIZATIONAL CHANGE MANAGEMENT BASED ON ISLAMIC CULTURE IN PESANTREN

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Abstract :

This study analyzes change management based on Islamic culture at the Nurul Jadid Islamic Boarding School. This study uses a qualitative case study type method. Data collection techniques using interviews, observation, and documentation. The results showed that the stages of change management carried out by Pesantren Nurul Jadid based on the perspective of Kurt Lewin, among others: first, at the Unfreezing stage (review or survey, particular direction from the leadership to subordinates), mapping the potential of each human resource, motivation). The second is the Changing stage (socialization, seminars, training). The third is the Refreezing stage (creating a new culture or condition, cooperation, commitment, and evaluation).

Abstrak:

Penelitian ini bertujuan untuk menganalisis tentang manajemen perubahan berbasis budaya Islami di Pesantren Nurul Jadid. Penelitian ini menggunakan metode kualitatif jenis studi kasus. Teknik pengumpulan data menggunakan wawancara, observasi dan dokumentasi. Hasil penelitian menunjukkan bahwa tahapan-tahapan manajemen perubahan yang dilakukan Pesantren Nurul Jadid berdasarkan perspektif Kurt Lewin antara lain: pertama, pada tahap Unfreezing (review atau survey, pengarahan khusus dari pimpinan kepada bawahan), pemetaan potensi masing-masing sumber daya manusia, motivasi). Kedua, tahap Changing (sosialisasi, seminar, pelatihan). Ketiga, tahap Refreezing (membuat budaya atau kondisi baru, kerjasama, komitmen dan evaluasi).

INTRODUCTION

In terms of scope and complexity, the model of education in Pesantren has shifted from the previous one where the dynamics of education in Pesantren, which were previously based on traditional (Salafi) schools, are now starting to adapt to the era. Because if it is not, the progress of information technology to big data continues to experience extraordinary acceleration, which changes every dimension of life (Athoillah & Wulan, 2019). Pesantren are

required and able to place themselves in any changes in the life of the world to come. As in the field of technology or digital, Pesantren must be able to become the leading actor in cultivating various technologies. Apart from being a form of change, it can also be an effort for Pesantren to control the flow closely related to digital.

The urgency of change management that Pesantren pursues is a response and paradigm to the future needs and fulfillment of education. Especially the changes in the industrial era 4.0. Looking at the results of McKinsey's research in 2016, the results of this study reveal that the impact of digital technology toward revolution 4.0 in the next five years will be 52.6 million types of work will experience drastic changes. Indirectly, this research indicates that anyone who wants to survive must make a move to face global competition. In other words, we must prepare all skills needed to be suitable for superior competition (competitive advantage) from others (Hayati, 2019).

Some of the challenges that Pesantren will face in responding to the swift currents of globalization, among others: The influence of the utilization of science and technology in people's lives which has an impact on the culture of communication patterns, public service systems, and interactions, The entry of western culture which is materialistic, secularistic and hedonistic, causing the existence of moral degradation or etiquette, the increasing pressure of the wider community or the public regarding a just, egalitarian, democratic life, free competition in the world market which results in policies on education being used as a traded commodity (Hayati, 2015).

For example, according to the historical background by KH. Faiz AHZ entitled Profile of the Pesantren Nurul Jadid. The history of the founding of the Pesantren Nurul Jadid, which coincided on 10 Muharram 1448 H in Karanganyar Paiton Probolinggo, was initiated by KH. Zaini Abd. Mun'im (Hafazah, 2020). It was explained that the beginning of the modernization or renewal of Pesantren was when the leadership of the Pesantren Nurul Jadid was in the hands of KH. Abdul Wahid Zaini (1984-2000). At that time, the development of Pesantren Nurul Jadid occurred very rapidly, regarding the education in the Pesantren, services and community development, and the increase in students (Hafazah, 2020). Until now, the Pesantren Nurul Jadid continues to progress continuously.

Based on the change management model developed by Kurt Lewin, that change goes through a process consisting of: first, Unfreezing; this Unfreezing section is a part or stage to prepare for change, both for yourself and others. In another sense, there needs to be a stimulus that must be instilled in each individual. So interested or want to make changes. Because when a person wants to make changes more and more, he will be more motivated to make changes happen. Second, Changing at this stage occurs because of the necessary changes. Where a person sometimes experiences uncertainty and fear of making changes. Therefore, support is needed through the methods or processes determined by each institution. Third, Refreezing after the specified changes are achieved. So in this last stage, it is necessary to institutionalize change as a new

status quo or the new norm. So that the stability of change can be maintained, maintained, and even developed again (Sa'idu, 2021).

According to the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 10 of 2011 concerning Guidelines for the Implementation of Change Management Programs, the purpose of change management is to transform organizational work systems and mechanisms, mindsets, work culture of individuals and work units within the organization for the better according to the goals and objectives to be achieved systematically and consistently (Buntuang, 2016). Achieving the goals of change management carried out by the Pesantren Nurul Jadid certainly requires support from internal and external organizations so that change management can be adequately realized.

On the other hand, the criticisms of Islamic scholars, why is Islamic education still so far behind compared to the west education system? This is due to several problems. First, the orientation of education is only concerned with the transfer of religious knowledge, which is considered good; in fact, religion and science must be balanced. Religious knowledge and general knowledge are needed. In addition, Islamic education is definitive, which means Muslims still use conservative ideas to avoid western cultures, which are considered to cause destruction and threaten traditional Islamic moral standards. Second, Muslims still maintain the old ideas and paradigms, so the knowledge learned is only classical science. Third, Muslims are still confined to the romanticism of their former glory. Ultimately, it makes Muslims unaware that times are constantly changing. Finally, the learning model used is a verbalized intellectual model (such as the rote method), which negates educational communication, and eliminates humanistic communication between teachers and students (Priatmoko, 2018). At the same time, a good education is the interaction of the freedom of teachers and students and vice versa.

In responding to the challenges to education, Arifin said that there are at least four attitudes that are held depending on the philosophical conditions and the state of the educational institution itself; first, an attitude that avoids the alteration. This attitude is classified as apathetic to the surrounding environment; it does not require a mature concept to deal with the challenges. However, it has a significant impact on the institution itself because future demands are getting wider and growing continuously. So when it fails to formulate ideas to face challenges, the institution indirectly leads itself to degradation. The second is an attitude aware of alteration but puts the solution to others. This attitude reflects the standard based on the assumption that change is not to be answered by educational institutions, nor does it need to make perceptions related to change. Instead, this attitude lets the community and other institutions handle it. Third, a conscious attitude towards alteration and actively contributing to it. This attitude has a more positive impact than the two attitudes above, which means there is a strong commitment from the institution to the surrounding community, and it teaches students that change is also correlated with science. So that later, students will continue to grow in

taking an attitude to respond to existing changes. Fourth is the attitude of participants actively involved more in social change, making oneself a central role or the center of social change. This attitude is more militant and progressive than the third attitude because it believes that educational institutions must be responsible for these social changes. A change is a fact that does not need to be questioned anymore. Educational institutions are part of society; they must be involved in changing society. The change is seen as something more important than what to think about. Educational institutions do not only move without change; they also need to adapt social mechanisms to the demands of the technology of society and its organizations (Hawi, 2017).

The challenges faced by Pesantren today must be the answers that must be faced and resolved both at the discourse level and the actual policy level. Pesantren must not lose its spirit as a forum that accommodates the process of religious-based education or focuses on religious knowledge. That way, the changes caused by the current globalization or era 4.0 will become a new vehicle for Islamic boarding schools in carrying out the educational process. Thus, Islamic boarding schools are more able to compete again in the realm of technology, economy, and education, which are increasingly undergoing significant changes. Muhammad Jamaluddin said in his journal RZ. Ricky Satria Wiranata, entitled "Challenges, Prospects, and Roles of Islamic Boarding Schools in Character Education in the Industrial Revolution Era 4.0," that Islamic boarding schools as institutions that produce quality human resources must be able to give birth to a generation that can compete on the global stage. Therefore, Islamic boarding schools must be able to take advantage of the industrial era 4.0 as a golden opportunity. Of course, by processing and changing according to the global community's needs and not leaving old traditions that are still considered good (Wiranata, 2019).

The existence of challenges will give birth to changes in the organization which in this case is the Pesantren Nurul Jadid. The change will give something new to the existence of the organization. Although several obstacles will become obstacles for an organization in realizing change, one of them is the unpreparedness of the human resources involved in change actions in an organization. So then, changes need to be regulated and controlled to be realized because otherwise, they will have a harmful impact in the form of failure. Change is a phenomenon that must be faced, but not everyone will accept change (Buntuang, 2016). This view signals that change must be faced even though there is still resistance.

Based on one of the studies that Pricylia Chintya Dewi Buntuang has carried out in her journal entitled "Management of Change in the Regional Government of Central Sulawesi." This journal uses a descriptive method to find out and analyze the description of the implementation of change management in the Central Sulawesi Provincial Government. Collecting data using observation, questionnaires, and documentation. The research sample comprised 308 respondents determined by stratified random sampling technique. The results show that the Central Sulawesi Provincial Government has implemented change management according to Kurt Lewin's theory, where

the most influential aspect of efforts to realize change management in the Central Sulawesi Provincial Government is refreezing, which states that employees create or maintain change. At the same time, the weakest is in the unfreezing stage due to the readiness of employees to face change and even tend to close themselves off from changes that are being pursued by the organization, in this case, the regional work unit (Buntuang, 2016).

Another study was written by Arie Wibowo Irwan entitled "Change Management in Family Companies: A Case Study of PT Roda Bahari." In his journal, he uses a qualitative approach with descriptive analysis. Collecting data using interviews and Focus Group Discussion (FGD). The respondents were ten people: stakeholders, top management, and staff. Lewin's Three Step Model is used to identify changes that have occurred. Meanwhile, the Kotter Eight Stage Change Process is used to identify the changes to be made. The results show that this family business is in a managing phase marked by growth, and the involvement of a large family in the company begins to move to the next (transformation phase), PT. Roda Bahari must implement change management. This change management process requires agents of change who come from within the company. This agent of change must be competent, involved on a day-to-day basis, and have strategic access to the owner. Based on the identification using Kotter theory, it is known that PT. Roda Bahari must change the organizational structure, corporate culture, and company policies in the transformation phase (Irawan, 2018).

According to the previous research described above, the research is carried out in non-Islamic boarding schools or institutions, so the difference in this study lies in the place where the research was carried out, namely in the Nurul Jadid Islamic boarding school. Where Pesantren is known as an institution that still adheres to the traditional system, through this research, the author wants to reveal and explain the work of change management in a Pesantren based on Kurt Lewin's theory, especially the Pesantren Nurul Jadid. Is it true that the change management pattern in Pesantren continues to use the traditional system, or is the change management initiated by Kurt Lewin providing new things for Pesantren, especially for the Pesantren Nurul Jadid? This research is essential to do in order to reveal new things in the flow of change management in Pesantren.

Departing from this research, the author provides a solution plan for change management in the form of cooperation with countries that have qualified in the field of education so that Pesantren Nurul Jadid can introduce Pesantren as well as improve the quality of education.

Thus, the problem in this journal is how does the Pesantren Nurul Jadid carry out the change management process? What are the implications of the change management run by the Pesantren Nurul Jadid? In this journal, the researcher focuses on revealing the methods used by the Pesantren Nurul Jadid through Kurt Lewin's theory described above and its implications for the general management process at the Pesantren Nurul Jadid.

RESEARCH METHODS

The research approach used in this study is a qualitative approach with the type of case study at the Pesantren Nurul Jadid. Thus, the researcher uses this qualitative approach to reveal the meaning behind the change management process that occurs at the Pesantren Nurul Jadid through a descriptive description, and the problems in this journal are complex and dynamic. The research subjects comprised two people: the Secretary of the Islamic Boarding School and the Head of the Development Institute. The research respondents have characteristics, among others, influencing governance at the Pesantren Nurul Jadid and the institutions under it. The following also has extensive knowledge about the development of the Pesantren Nurul Jadid. Data collection techniques using interview and observation techniques. So it is hoped that the data obtained can be explained in more detail and straightforwardly. The sampling technique used purposive sampling because the author has a specific reason: a data source is an essential person in the Pesantren Nurul Jadid environment. The data analysis technique uses the Miles and Haberman model analysis which consists of several steps, including Data Reduction, Data Display, and Conclusion Drawing (Verification). The selection of the data analysis technique is based on the amount of data obtained by the researcher, so it is necessary to re-verify to completion (Sugiyono, 2015).

RESULTS AND DISCUSSION

By the understanding and objectives of change management above. Organizations or institutions that want to improve performance in a better direction (improvement). Then change management is the solution. As is the case with the Pesantren Nurul Jadid, a boarding school whose progress direction is very rapid from time to time. This indicates, at least, that the change management implemented by the Pesantren Nurul Jadid has been realized well. Based on the research results that the author did at the Pesantren Nurul Jadid. Through Kurt Lewin's theory, some of the data obtained include:

Unfreezing Stage

Conducting a Review or Survey

In this Unfreezing stage, the Pesantren Nurul Jadid tries to find things that can be used as materials to support change management efforts. This review process or survey is used as an initial milestone or basis for the Pesantren Nurul Jadid to find obstacles and opportunities for future changes. According to Jack Welch, chairman of the General Electric company, when he led his company. He uses two powerful ways to make changes: "Destroy Your Business" by inviting his crew to identify existing weaknesses or obstacles (Indayani, 2019). Similarly, Nicholas Morgan explained that to make changes; one must open a way of thinking about various ideas around him by conducting surveys (books, interviews, discussion forums, and direct observations (Indayani, 2019). In the context of change management carried out by Pondok Pesantren Nurul Jadid, this shows that identifying obstacles or weaknesses is very urgent, so it is hoped that the actual conditions that occur in the environment of the Pesantren Nurul Jadid can be known.

The survey conducted by the Pesantren Nurul Jadid was divided into several stages, including the first stage being addressed to the guardians of the students and the second stage being devoted to the students. In the end, the two stages of the survey will provide answers to the progress of changes to the Pesantren Nurul Jadid. This survey implies that it provides an answer for the Pesantren Nurul Jadid in order to prepare for changes that have been conceptualized.

Special Directions from Leaders to Subordinates

The direction the chairman gives to his subordinates has meaning and positive implications. The form of concern for a leader is valuable in the world of organizations (educational institutions or companies). It is also in line with what is done by the Pesantren Nurul Jadid in its efforts to give the chairman or head particular directions. This is reflected in the systematic polarization of the Pesantren Nurul Jadid through the leadership of KH. Abdul Hamid Wahid M, Ag (Gus Hamid) as the head of the Pesantren Nurul Jadid. In line with Mike Green's change management theory, there are six stages or steps, one of which is organization. According to Mike Green, the organization is defined as an effort to map each human resource that will make changes, including job descriptions and implementing strategies (Nuryanto, 2015).

By Mike Green's theory above, the Pesantren Nurul Jadid makes efforts whose purpose is to provide enlightenment and direction about changes that will be carried out by the work that has been determined. This can be seen from the schedules related to particular directions from the head of the Pesantren to all human resources (boarding schools). As a result, clarity and support provide a plus for the performance of the Pesantren Nurul Jadid from time to time.

Mapping the Potential of Every Human Resource

The potential possessed by every human resource is something extraordinary that must be accommodated and developed in order to realize the quality of work of an institution or organization. According to Robbins and Culture, achieving the quality of management by institutions and organizations includes at least seven (7) things, one of which is human resource management (Nuryanto, 2015). Therefore, the Pesantren Nurul Jadid seeks a mapping of the inherent potential of each HR. Not only that, but the mapping carried out by the Pesantren Nurul Jadid also contains appreciation and support, as evidenced by the existence of unique and massive training.

Then, the process carried out by the Pesantren Nurul Jadid in carrying out the mapping of the potential possessed by each human resource, more specifically the Pesantren Nurul Jadid administrators, among others: data verification carried out by question and answer, grouping according to known potential, and the last is follow-up which is implementable in the form of training or workshops which of course adapt to the potential of each individual to achieve the vision that has been set.

Motivation

Motivation is an impulse or stimulus to arouse a person's desire to do something. In the world of management, motivation is something that should be held and continuously pursued. The change management theory from Proci is the term desire, which means encouragement or stimulus from the leadership to members to support and implement change (Nuryanto, 2015).

So by the motivational goals and change management theory above, the Pesantren Nurul Jadid promotes efforts that stimulate someone to do something or an activity that motivates each existing human resource through flowing and dynamic stages, including The leadership (head of the Pesantren) of the Pesantren Nurul Jadid always takes the time to visit all members or board members of the Islamic boarding school to encourage, provide facilities that support the creation of a positive environment (wall decorations that reflect motivational sentences). There are rewards for the entire Board of Pesantren Nurul Jadid if each plan is achieved according to the ideals. The urgency of motivation will have significant implications for every human resource involved in the change process (Bashori, 2020). Thus, the steps to build a motivational space above aim to create optimal work. Thus, it will give a good impression of the progress of the Pesantren Nurul Jadid in the future.

Changing Stage

Socialization

Socialization is attempted to raise awareness and involve related parties about a matter. At the Pesantren Nurul Jadid, in launching the change management process, socialization is used as a form of introduction to the administrators of the Pesantren Nurul Jadid, guardians of students, students, and the general public. The socialization focused on why this change had to be made. Because according to Kotter, the problem that often occurs in the change process is the lack of information conveyed to employees or subordinates (Buntuang, 2016).

The socialization carried out by the Pesantren Nurul Jadid has a goal which, in general, is to provide learning to the administrators of the Pesantren, the guardians of the students, and the students themselves. According to Gestalt-Field (theoreticians), that learning is a process of change, insight, and thought patterns (Indayani, 2019).

Furthermore, the theory presented by Gestalt-Field is not just learning that can generate impulses for Pesantren administrators, guardians of students, and students; however, how each person involved in change can interpret his thoughts in response to stimuli to make changes. Indirectly, Gestalt-Field wants to change the mindset of each member of the organization through understanding themselves and their surroundings (Indayani, 2019). Therefore, the socialization efforts carried out by the Pesantren Nurul Jadid impact students, guardians of students, and boarding school administrators regarding learning regarding the planned change program, which is precisely to change mindsets and impulses to understand the surrounding situation. Thus, this

socialization becomes fundamental in preparing a strategic pattern that includes a change program.

Seminar

Seminars are a reasonably usable form of a forum that accommodates all individuals to discuss existing problems. In line with that, the Pesantren Nurul Jadid held a seminar as part of the changing process due to create an interactive process between Pesantren administrators. So the hope is that it can give meaning to the changes and changes that the Pesantren Nurul Jadid will make. In implementing change management, some ways can be done to practice change management, one of which: the sensemaking approach, according to Watson and Bergia-Chiappani, is a dialogue process in which there is an exchange of ideas, both oral and written, formal and non-formal. Also explained by Gioia and Chitipeddi, the sensemaking approach is a process of exchanging stories, and experiences, getting information, and providing notes for something (Indartono, 2014).

On the other hand, the techniques used by the Pesantren Nurul Jadid in holding seminars include: first, systematic scheduling. Second, determine each seminar to be held by the agenda regarding changes at the Pesantren Nurul Jadid. Third, involve all Pesantren administrators. Finally, bring in speakers or resource persons considered competent in change management. The seminar's purpose was to realize a clear and logical direction of thinking for all Pesantren Nurul Jadid management staff so that it will have implications for the perceptions and meanings obtained by all Pesantren administrators to implement changes.

Training

Training is an effort an institution or organization makes to improve the quality of existing human resources. From the improvement in the quality of human resources, it is hoped that they will be able to support the process of change for the sake of change, especially in the Pesantren Nurul Jadid. One of the theories put forward by Proci is known as ADKAR. In it, there are abilities, namely increasing the ability of organizational members to internalize the changes that have been determined (Nuryanto, 2015).

The ability of these members by the Pesantren Nurul Jadid was initiated in the form of a forum that can improve the quality of each member, namely training. Pondok Pesantren Nurul Jadid knows the importance of training as part of the management process, especially change management. For this reason, this training was conceptualized in such a practical way and had a real impact, including: first, training covering Islamic boarding schools, second, curriculum management training, and third, quality improvement training for the prospects of the Pesantren Nurul Jadid.

So then, the most real impact on the performance and results of changes integrated within the body of the Pesantren Nurul Jadid is the recognition from the guardians of students, the general public, and government agencies. The

acknowledgment includes progress, service, and quality of education (formal and non-formal).

Refreezing Stage

Creating a New Culture or Condition

At this stage, the Pesantren Nurul Jadid has an important task, namely to maintain the changes that have been made. So, these changes are not in vain. The effort made by the Pesantren Nurul Jadid is to create a new culture or condition. This new style must be used as a new culture for the Pesantren Nurul Jadid in providing services in the future.

The new culture in question is the change set by the Pesantren Nurul Jadid. For example, improving student services based on digitization. Where initially using a non-digitizing system, now the Pesantren Nurul Jadid implements student services using digitalization. This digitalization-based service includes student data, information about the Pesantren Nurul Jadid, and all students' needs (delivery of supplies from parents and daily financial management of students). The primary purpose of using this digital-based student service is to respond to the needs of the current era, which is all digital and a form of proof of the readiness of Pesantren to respond to the times.

The new cultural habituation (digital-based student services) implemented by the Pesantren Nurul Jadid underwent several phases: the first phase, traditional introductions to the students, administrators, and guardians of students. This introduction was carried out through information disseminated through the social media of the Pesantren Nurul Jadid and alumni groups. In the second phase, Pesantren Nurul Jadid seeks training on accessing a web that accommodates student services. The web in question includes E-Supplies and E-Budgeting, and Pedatren. The training on using the web provided by the Pesantren Nurul Jadid for student services is different. For guardians of students using information that can be downloaded on the page provided by the Pesantren Nurul Jadid. For boarding school administrators, there is a particular direction that the Pesantren Nurul Jadid accommodates with the concept of socialization, led directly by the web developer.

Meanwhile, students enjoy the web that has been provided without having to access it. The last phase is the complete and massive implementation of digital-based student services. This manifests in the activities of the daily needs of students and the mandatory use of the web that has been provided.

Thus, these permanent changes must always exist in everyday use. According to J. P. Kotter, it is essential to keep guaranteeing the existence of definite changes. This case requires benchmarks or directives that allow changes to be implemented on a massive scale (Mellita & Elpanso, 2020). So, a new custom from the existence of a new culture at the Pesantren Nurul Jadid was directly applied to all Pesantren Nurul Jadid administrators, guardians of students, and existing students. The goal is that the people of the Pesantren Nurul Jadid can participate directly in the changes and are expected to continue to develop. This is also supported by the direction of the head of the Pesantren,

Nurul Jadid, in the success and maintenance of the changes that have been realized.

Kurt Lewin also said that changes need to be strengthened to ensure that changes can be accepted or run as well as possible and are maintained in the future (Indayani, 2019). In this case, the Pesantren Nurul Jadid responded by enacting changes to a new culture and conditions.

Cooperation

Perhaps cooperation or collaboration is only interpreted as an effort to synergize between organizations or institutions, which is only focused on specific issues. However, cooperation is not limited to specific domains at the Pesantren Nurul Jadid. However, also an arena to maintain the stability of change and the development of change. According to Nicholas Morgan in his article, networking can add ideas for change. They can continue collaborating with existing changes from these ideas (Indayani, 2019).

In line with the theoretical intent above, the Pesantren Nurul Jadid continues collaborating with various parties in one direction with the change plan. The collaboration carried out by the Pesantren Nurul Jadid impacts the recognition of its quality. The goal is to introduce the Pesantren Nurul Jadid to existing partners and realize the change program that has been made. By the Cooperation Management Theory, it is said that changes cannot be made without cooperation between parties (Aminuddin, 2019). Because support for change is not only internal. However, external support is also needed. The stages of cooperation carried out by the Pesantren Nurul Jadid include introduction between parties, work contracts, targets, and determining concepts to achieve targets; the last is target achievement.

Meanwhile, several collaborations carried out by the Pesantren Nurul Jadid include; international level cooperation in the development of mandarin between Nurul Jadid High School (SMANJ) and Tongji University Shanghai, China. The collaboration between SMANJ and Tongji University Shanghai, China, is carried out to produce a proficient generation in Mandarin. Moreover, Mandarin is the official language used in world forums such as the United Nations. So that the institution under the auspices of the Pesantren Nurul Jadid, namely SMANJ, seeks to seize opportunities through this collaboration program. The agreement results of the two are awarding merit scholarships, collaborative research between teachers and students, and workshops or seminars to improve the quality of education.

Commitment

The commitment contained in the change management process at the Pesantren Nurul Jadid is described as two forces that support each other. In another sense, this commitment comes from a strong leader of change (the head of the Pesantren) and all members of the Pesantren (the administrator of the Pesantren). In line with this commitment, the management of the change in the institutional status of STAIN Malang to UIN Maliki Malang indicates the same

thing. Characterized by the presence of a substantial change leader in fighting for a change in the institution's status. Of course, the basic concept of the institutional change carried out by STAIN Malang to UIN Maliki Malang was inspired by the idea of the Al-Quran, one of which is jihad, whose goal is to gain pleasure of Allah. So that the real struggle can be implemented (Rohman, 2017). In other words, the enthusiasm to maintain change is getting higher.

Commitment is essential for the Pesantren Nurul Jadid in developing and maintaining change. The goal is that what has been determined at the beginning will always be a priority as the commitment is firmly held. In line with Beer's Managerial Change Process theory, it is necessary to involve many individuals to bring about changes under organizational leaders' control through commitment (Aminuddin, 2019). The commitment used as a supporter to maintain change at the Pesantren Nurul Jadid has indicators as a review and aspects that must be fulfilled. Some of these indicators include: first, professionalism. Second, progress in daily performance. Moreover, third, the activeness of informing existing change management.

Evaluation

Evaluation is an essential element in the general management process. Its nature is so urgent that it makes evaluation occupy a stage or process that any educational institution and any organization must pass. At the Pesantren Nurul Jadid, as a traditional Islamic educational institution, implementing evaluation must be done on all changes made. This is done to discover the weaknesses and obstacles in the change process. However, the Pesantren Nurul Jadid also uses evaluation to maintain existing changes. Evaluation at the Pesantren Nurul Jadid is carried out every month. This is done so that the program or changes that have been running can still be controlled with a not too extended deadline so that the changes that are running remain optimal and effective. According to Hellriegel and Solum, the planned change process goes through at least nine stages: identifying sources of rejection/problem stages (Rasadi, 2019).

In line with the stages in change management, it indicates several things: first, the change identification stage. The second is the change planning stage. The third is the implementation phase of change. Fourth is the evaluation and feedback stage (Arifin, 2017). By the change management strategy, Pondok Pesantren Nurul Jadid seeks an evaluation to obtain feedback that is expected to significantly impact the change management process that is currently or has been realized. The goal is that change management remains within the goals that have been determined. Meanwhile, the evaluation was carried out by the Pesantren Nurul Jadid through several schemes, such as collecting data on all findings in the field (obstacles), gathering all Pesantren administrators, holding evaluation meetings, and finally solving problems.

Nevertheless, all the processes described in the change management stage above (Unfreezing, Changing, Refreezing) are directed at developing and advancing all programs run by the Pesantren Nurul Jadid. The entire change management process carried out by the Pesantren Nurul Jadid has implications

for the effectiveness of the existing program. This can be seen from several programs currently running optimally at the Pesantren Nurul Jadid, some of which are; E-Budgetting, E-Bekal, Pdatren, and international cooperation, so that the Pesantren Nurul Jadid is experiencing rapid progress.

CONCLUSION

Based on the explanation above, the conclusions that can be drawn are that the concrete steps for change management carried out by the Pesantren Nurul Jadid are divided into several things: Unfreezing stage (conducting a review or survey, special direction from the chairman to subordinates, mapping the potential of each human resource, motivation). Changing stage (socialization, seminar, training). Refreezing stage (making a new culture or condition, cooperation, commitment, evaluation). The impact of this study provides a clear picture of the change management process of the Pesantren Nurul Jadid and its implications for several programs run by the Pesantren Nurul Jadid.

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