

**MANAGEMENT "LEARNING ORGANIZATION" IN IMPROVING
RELIGIOUS PRACTICE MADRASAH IBTIDAIYAH STUDENTS
(Case Study at Madrasah Ibtidaiyah Swasta Al-Anwar Kalimantan Tengah)**

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ABSTRACT

This research is motivated by observational data which shows that awareness of carrying out religious activities among teenagers currently tends to decrease. Technological developments, lack of attention from parents, and the lack of success of educational institutions in instilling religious values, are thought to be the causal factors. Seeing this phenomenon, educational institutions have a great opportunity to minimize and overcome this problem through strategies, innovations and additional religious learning programs that can be implemented in schools. The aim of this research is to analyze the implications of learning organization management in increasing awareness of students' religious practice in Madrasas. This research is a type of field research using a qualitative approach. Meanwhile, data collection techniques use observation, interviews and documentation. The research location is Al-Anwar Private Madrasah Ibtidaiyah, Pangkalan Banteng District, West Kotawaringin Regency, Central Kalimantan. The results of this research show that madrasas carry out learning organization management by: 1) implementing System Thinking by preparing a vision and mission formulation plan that involves school residents and stakeholders through SWOT analysis, 2) developing personal mastery by increasing teacher professionalism through various training and education programs, 3) Mental Models are carried out by fostering a sense of family in schools, building teacher enthusiasm in carrying out their duties and changing perspectives, 4) realizing Shared Vision with consistency in the practice of realizing the vision and transforming it to team members, 5) Team Learning is built by creating a conducive work environment, creates open communication, instills a sense of belonging, and builds trust. Learning organization management that is implemented well ultimately creates an additional religious program, namely Madrasah Diniyah, which has implications for increasing students' awareness of carrying out religious practices.

Keywords: Management, Learning Organization, and Religious Practice

I. INTRODUCTION

Religious awareness in students can be seen in ritual aspects, including through religious practices in daily life at school and at home. Students' religious activities are an important agenda that is part of the madrasa activity agenda. Various religious activities are a routine agenda facilitated by madrasas. The aim is to provide full awareness to students and the entire academic community in madrasas, that as religious people, religiosity is an important aspect to be developed in students, teachers and other personnel in the Madrasah environment. Providing children with religious education from an early age can make a child remain firm in his convictions and not easily shaken by all temptations of negative actions. With the religious knowledge they have, children can sort out what is good and bad, right and wrong in interacting and socializing.

Republic of Indonesia Government Regulation number 55 of 2007 concerning religious education and religious education states that religious education is education that provides knowledge and shapes the attitudes, personalities and skills of students in practicing their religious teachings, which is implemented at least through subjects/lectures in all pathway, level and type of education. Religious education is education that prepares students to be able to carry out roles that require mastery of knowledge about religious teachings and/or to become experts in religious knowledge and practice their religious teachings.

The facts on the ground are that the current condition is quite worrying, many school-aged children behave in a way that deviates from moral values. There is a lot of news about students who tend towards negative things such as bullying, abuse, fighting, brawls, murder, drug use, adultery and so on, some even have the heart to abuse and kill their biological parents. These cases are a tangled thread whose end and end are difficult to find. Many people think that this case is caused by a lack of religious values instilled by the family environment, weak religious and ethical education in schools and external influences such as the internet, foreign culture, games and social media that have circulated in society.

Seeing the phenomena occurring in the field regarding the increasing decline in morals, the decline in awareness of school-aged children in carrying out prayers and awareness in carrying out other religious practices, in this research the author conducted research on how madrasas increase students' awareness of religious activities through learning organization management (Peter Senge). Because a learning organization is a concept where an organization is considered capable of continuously carrying out an independent learning process (self learning), strengthening self-mastery, changing perspectives, building a shared vision, strengthening learning teams, and improving the systematic thinking of organizational members, so that The organization has the speed of thinking and acting in responding to various changes that arise and can realize a shared vision and mission.

II. RESEARCH METHODS

This research uses qualitative research by conducting research on real conditions and natural objects. Through qualitative case studies, researchers explore existing phenomena through various data sources. Data collection was carried out through interview studies, observation studies and document studies. The interview study was carried out using an interview guide which made it easier for researchers. Observation data is written in an informative form and analyzed based on manual codes. Meanwhile, document studies were carried out to support existing data. These three techniques are integrated with each other to form an in-depth picture of the case. The author used triangulation of data sources and triangulation methods to check the validity of the data in this research.

III. RESULTS AND DISCUSSION

1. Management

Basically management has existed since humans existed, management is actually the same age as human life, why is that, because basically humans in their daily lives cannot be separated from the principles of management, either directly or indirectly, whether consciously or unconsciously. In the Islamic view, everything must be done neatly, correctly, orderly and orderly. The processes must be followed properly. Something should not be done haphazardly, starting from the smallest matters such as managing household affairs to the largest matters such as managing the affairs of a country. All of this requires good, precise and directed arrangements within a management framework so that the goals to be achieved can be achieved and can be achieved. completed efficiently and effectively.

The management theories and concepts used today are actually nothing new from an Islamic perspective. Management existed at least when Allah created the universe and its contents. Management elements in the creation of nature and other creatures cannot be separated from management. As social creatures, humans have a tendency in their lives to interact and cooperate. They have plans for achieving goals through various programs and methods, including finding and allocating the resources owned by each individual. To achieve planned goals, an organization must be driven by dynamic activities and is called management.

In the Qur'an, management has the same elements as the concept of management in general. This has been stated in the Al-Qur'an as the philosophy of life of Muslims. These elements are planning, organizing, implementing, monitoring and evaluating. The importance of management in an organization is explained a lot in the Qur'an, including the words of Allah SWT in surah Ash Shaff (61:4):

بِإِذْنِ اللَّهِ يَجْعَلُ
الْمَرْصُومَ
نَهْزًا زَيًّا
يَوْمَ
صَفَرٍ
بِإِذْنِ اللَّهِ
مَرْصُومًا

Meaning

"Indeed, Allah loves those who fight in His cause in orderly rows as if they were like a solid building".

This paragraph contains management principles where in management, apart from the managerial function, there are several management principles that must be taken into account, namely: the principle of humanity, the principle of democracy, the principle of unity of direction, the principle of unity of command, the principle of efficiency, the principle of effectiveness, the principle of work productivity, the principle of discipline, the principle of authority and responsibility.

According to George R. Terry (1977), management is "a different process consisting of planning, organizing, actuating, and controlling which is carried out to achieve specified goals using human resources and other resources.

a) Learning Organization (LO) Planning

Planning aims to determine the future direction of the madrasah. Every decision taken will become the basis for the strategy to be made. Next, an evaluation is carried out to assess the effectiveness of the plan. Learning Organization (LO) planning begins with determining the vision and mission of the madrasah, namely how to increase awareness of students' religious practices. In this planning, there are several things that need to be prepared, namely: What, Where, Who, When, Why, and How for LO management in improving the religious practices of madrasah students.

b) Organizing the Learning Organization (LO)

This type of management is carried out by involving many people related to the madrasah plan. In organizing, madrasahs must choose and place the right people and in the right place to carry out the responsibilities given by the madrasah, namely increasing students' religious practices. In this case, MIS Al-Anwar places teachers who have competence in the religious field with academic qualifications of a BA in PAI and Islamic boarding school graduates to become teachers of PAI subjects, teach special religious programs namely Madrasah Diniyah, teach the tahfidz jus 30 program, and guide other extracurricular programs.

c) Implementation/mobilization of Learning Organization (LO)

Implementation/Activation is a management function according to G R. Terry to arouse and encourage all group members to have the will and work hard to achieve goals sincerely and in harmony with the planning and organizing efforts of the leadership. The implementation function is an action aimed at ensuring that all group members strive to achieve targets in accordance with managerial planning and organizational efforts.

To realize an increase in students' religious practices, all LO management planning and LO organizing programs that have been prepared must be implemented well so that this goal can be achieved.

d) Supervision of the Learning Organization (LO)

In carrying out management functions, supervision is needed to ensure that work is completed on time and goes according to plan, so the madrasah carries out supervision and evaluation of the programs that have been implemented. Some of the things that are evaluated are: (1) PAI and Madrasah Diniyah learning programs, (2) regular evaluation of teacher performance, namely at the end of each semester, (3) evaluation of students' PAI subject learning outcomes and students' Madrasah Diniyah learning outcomes, once every 3 months.

2. Learning Organization

A

لَا يُلَاقِيكَ الْعِلْمُ إِلَّا بِمَدْرَسَةٍ
 وَكَانَ الْعِلْمُ فِي الْمَدْرَسَةِ كَالْمَاءِ
 فِي الْمَدْرَسَةِ كَالْمَاءِ فِي الْمَدْرَسَةِ
 كَالْمَاءِ فِي الْمَدْرَسَةِ كَالْمَاءِ فِي الْمَدْرَسَةِ

learning organization is an organization that is skilled at creating, acquiring, and transferring knowledge, modifying its behavior to reflect new knowledge and insights. A Learning Organization is an organization that continuously learns to increase its capacity to change and can keep up with change. Learning is so important for humans, in a hadith it is stated

Meaning: "Learn all of you, and teach all of you, and respect your teachers, and be kind to those who teach you." (HR Thabrani).

In the Qur'an there are many verses that encourage humans to explore everything that exists in the world because human life will continue to change and develop. Humans are given several potentials to live their lives easily. One of the greatest gifts given by Him is reason. With reason, humans can think and develop knowledge. Even the first revelation sent down by Allah was about learning. As stated in surah Al-alaaq verses 1

اقْرَأْ بِاسْمِ رَبِّكَ الَّذِي خَلَقَ
 الْإِنسَانَ مِنْ عَلَقٍ
 اقْرَأْ وَرَبُّكَ الْأَكْبَرُ
 الَّذِي عَلَّمَ بِالْقَلَمِ
 وَالْإِنْسَانَ أَكْبَرُ
 الَّذِي عَلَّمَ بِالْقَلَمِ
 وَالْإِنْسَانَ أَكْبَرُ
 الَّذِي عَلَّمَ بِالْقَلَمِ

are 5 (five) disciplines needed to enable organizations to learn, develop and innovate. The

implementation of these 5 disciplines at MIS Al-Anwar is as follows:

a) Personal Mastery

In the world of education, learning organizations require leaders and teachers who are highly competent. Leaders and teachers are required to continue learning so they can adapt to changing demands, especially changes in the learning curriculum and changes in graduation requirements. Personal mastery explains individual learning to expand one's abilities, to meet the changing requirements of the world of education, all teachers and education personnel must have the will and habit to improve their own competence by continuing to learn. Self-competence is not only in the field of knowledge, but the ability to interact with other people, resolve conflicts, and appreciate each other's work. By doing this well, it will speed up the individual learning process in the organization and will speed up the achievement of organizational goals.

Efforts to increase personal mastery at MIS Al-Anwar are by:

- (1) Continuing education. In order to increase personal competence, madrasa heads always participate in education and training activities at the district, provincial and national levels. Apart from that, the head of MIS Al-Anwar also received a scholarship to continue his Masters degree. Apart from madrasa heads, several teachers who graduated from Islamic boarding schools who have not yet completed a Bachelor's degree, also have the opportunity to continue their education.
- (2) Attend seminars, education and training. Increasing teacher competency is carried out by involving teachers in training carried out by the District Ministry of Religion and the District Ministry of Education and Culture. Routine monthly activities that teachers often participate in, such as K3MI, MKKS, MGMP, are also not missed.

b) Mental Models

Mental models are a fundamental principle of learning organizations. Mental models are related to how a school leader or teacher thinks deeply about why and how he or she carries out actions or activities in an educational institution, mental models are a creation of a map or framework model for each individual to see how to approach the problems they face, by In other words, mental models can be said to be a person's self-concept. With this self-concept he will make the best decisions. This mental model then produces a way of thinking or mindset. Mental models are deep assumptions in the form of generalizations or human views for understanding the world and making decisions.

c) Shared Vision

Shared vision refers to a clear and common picture of the desired future state that teachers or schools identify themselves with which is basically a vision that has been internalized by teachers. This is also a universally agreed position and it is hoped that schools will take this into account. The Shared Vision concept is an important foundation for proactive learning because it provides direction and focus for learning. This, on occasion,

encourages energy, commitment, and purpose among teachers. A shared vision helps clarify the organization's direction about what to do and what to learn.

In determining a shared vision, MIS Al-Anwar does several things:

- (1) Identify core values before determining the madrasah vision and mission.
- (2) Involve all teachers, education staff and stakeholders to determine a mutually agreed vision and mission.
- (3) Conduct a SWOT analysis, taking into account the madrasah's strengths and weaknesses, opportunities and threats to the madrasah.
- (4) Develop strategic plans, develop action plans, and carry out evaluations and updates.

d) Team Learning

Team learning focuses on the abilities of a group working together, which involves the interaction of team members learning from each other. Learning takes place through the transfer of skills by observing or paying attention to team members in action, problem solving abilities, experimentation, questioning assumptions and reviewing results as a group outcome.

Team learning, is a conversation skill and collective thinking skill in educational organizations/institutions, each teacher has their own knowledge and experience, needed to share knowledge and learn together with other teachers. Sharing knowledge insights within teams is very important to increase organizational capacity.

To create a good learning team, the head of MIS Al-Anwar does several things:

- (1) Understand the team's goals to teachers and stakeholders;
- (2) Creating a conducive work environment in madrasah;
- (3) Holding open communication with teachers and parents;
- (4) Instilling a sense of belonging;
- (5) Respect differences; And
- (6) Give appreciation and appreciation.

e) Systems Thinking

Systems thinking explains that members of an organization must look at the organization as a whole, not just at the unit, because all units in the organization play an important role in the organization. Such an organization will make the learning process faster because each person from different functions/units will share their knowledge and experience.

The education system consists of many components that are interdependent and work together. How well these components operate and interact determines the health of the system. Systems thinking helps teachers solve classroom management problems. Systems thinking can be a powerful classroom tool, giving students a participatory role in the learning process.

As a mindset, systems thinking guides educators to deliver thought-provoking and

engaging lessons. This encourages school leaders to manage schools with increased

efficiency. It can also replace a piecemeal approach to implementing policies with an organized and systematic approach that leads to overall success.

Specifically, educators can use systems thinking as a framework for structuring classrooms and delivering instruction, while school leaders can apply it to their management and organizational styles. Additionally, administrators can use systems thinking as an approach to restructuring educational systems or schools.

To build a thinking system at MIS Al-Anwar, the madrasa head does the following:

- (a) Instilling a sense of family in the madrasa;
- (b) Encouraging teachers to collaborate with other teachers; And
- (c) Encourage teachers to continue learning and developing.

3. Increasing students' religious practices through learning organization management

Religious practices are all forms of activities related to religious values, which are used as routines in daily life and used as guidelines in establishing relationships with Allah SWT, and relationships with other human beings. Some of the things done by MIS Al-Anwar in an effort to increase students' religious practices are:

(a) Daily activities:

- (1) Get into the habit of saying hello and kissing the teacher's hand when entering the gate;
- (2) Reading a short surah and praying together during morning assembly;
- (3) Pray in class before starting lessons and before leaving school;
- (4) Dhuhur prayer in congregation;
- (5) Be polite and respectful to all teachers.

(b) Weekly Activities

Make Friday a Blessing, by getting into the habit of giving alms. The students are trained to get used to giving alms to help relatives who are in need and who are experiencing disaster.

(c) Monthly and Annual Activities

- (1) Compensation for orphans. MIS Al-Anwar's routine monthly program is to provide compensation in the form of pocket money to orphaned children/students around the school;
- (2) Holding events to commemorate Islamic holidays is a routine event held at MIS Al-Anwar;
- (3) Sunnah fasting. Increasing awareness of carrying out religious practices at MIS Al-

Anwar is carried out by inviting students (especially upper class students) to fast as scheduled on the calendar.

(4) Religious studies, mass circumcisions and compensation for orphans in the month of Muharram.

(d) Temporary Activities

(1) Visiting friends who are sick, offering thanks to friends who have been affected by disaster;

(2) Donate to people/regions affected by disaster;

(3) Read tahlil and send prayers if a relative of a school member dies; And

(4) Unseen funeral prayers.

IV. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

If learning organization management is implemented well in an organization or educational institution, it will motivate every member of the organization to learn continuously to improve their personal competence, change their mindset and perspective on a problem, encourage individual members to prioritize a shared vision rather than a personal vision, improve the performance of the learning team and train every member of the organization to think systemically. This will support accelerating the achievement of the goals of educational organizations/institutions.

At MIS Al-Anwar, learning organization management has been carried out using SWOT analysis which maximizes strengths and minimizes weaknesses, takes advantage of opportunities and anticipates threats. This results in several additional religious programs, namely the Madrasah Diniyah program, and religious extracurricular programs and other programs, which have implications for increasing students' religious practices.

B. Suggestions

The discussion related to this research is still very limited and requires a lot of input and suggestions. The next author is to study more deeply and comprehensively about Learning Organization Management in Increasing Students' Religious Practices

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