

MANAGEMENT OF ARABIC MATRICULATION PROGRAM AT DARUL HIKMAH ISLAMIC BOARDING SCHOOL

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ABSTRAK

Fokus tulisan ini adalah untuk mendeskripsikan manajemen program matrikulasi bahasa Arab di Pondok Pesantren Darul Hikmah Bima. Dalam pembelajaran bahasa Arab Pondok Pesantren Pondok Pesantren Darul Hikmah Bima menerapkan program matrikulasi bahasa yang mana program ini wajib diikuti santri dan diharapkan dapat memberikan manfaat dalam bidang kebahasaan dan kemudahan bagi santri. Dalam tulisan ini penelitian yang digunakan adalah penelitian kualitatif dimana data dikumpulkan melalui observasi, wawancara dan dokumentasi. Kemudian dalam menganalisis data terdiri dari pengumpulan data sekaligus reduksi data dan penarikan kesimpulan. Hasil penelitian disimpulkan bahwa rangkaian kegiatan manajemen program matrikulasi Bahasa Arab yang dilaksanakan di Pondok Pesantren Darul Hikmah Bima meliputi (1) perencanaan program matrikulasi bahasa Arab melalui penetapan program pembelajaran, penyusunan materi, penggunaan media dan penentuan pendekatan metode pembelajaran. (2) pengorganisasian matrikulasi bahasa Arab sudah menyiapkan tutor yang mumpuni dengan kualifikasi S2 dan S1 bahasa Arab yang diukur dengan tes mengajar. (3) pelaksanaan program matrikulasi menerapkan model pembelajaran time token arends dengan menggunakan buku ajar Al-Arabiyyatu Baina Yadai Auladina. (4) evaluasi program matrikulasi bahasa Arab yaitu menentukan standar penilaian, mengadakan ujian tulis dan lisan, mengadakan perbaikan dan tindak lanjut. Dengan demikian program matrikulasi dengan menggunakan pembelajaran model time token arends ini merupakan program yang bagus dalam mengelola program matrikulasi bahasa Arab di Pondok Pesantren Darul Hikmah Bima.

Kata Kunci : Manajemen, Program Matrikulasi, Time Token Arends

ABSTRACT

The focus of this research is to describe the management of the Arabic matriculation program at Darul Hikmah Boarding School in Bima. In learning Arabic Darul Hikmah Boarding School implements a language matriculation program where this program must be followed by students and is expected to provide benefits in the field of language and convenience for students. In this paper the research used is qualitative research where data is collected through observation, interviews and documentation. In this paper the research used is qualitative research where data is collected through observation, interviews and documentation. Then in analyzing data consists of data collection as well as data reduction and conclusion drawing. The results of the study concluded that the series of arabic matriculation program management activities carried out at Darul Hikmah Boarding School included: planning an Arabic matriculation program through the establishment of learning programs, material preparation, media use and determination of learning method approaches. (2) Organizing Arabic matriculation has prepared qualified tutors with S2 and S1 Arabic qualifications as measured by teaching tests. (3) implementation of matriculation program applying time token arends learning model by using al-Arabiyyatu Baina Yadai Auladina teaching book. (4) evaluation of Arabic matriculation program is

to determine assessment standards, hold written and oral examinations, make improvements and follow-up. Thus the matriculation program using the learning time token arends model is a good program in managing the Arabic matriculation program at Darul Hikmah boarding school in Bima.

Keywords : Management, Matriculation Program, Time Token Arends

INTRODUCTION

Learning Arabic has developed a lot. This is evidenced by the learning of Arabic from an early age to college. It is expected that arabic learning is more detailed and in-depth. Learners who enter the Arabic study program and do not have basic Arabic language skills will have difficulty. In the world of Arabic, of course, there are problems of language and non-language. Language problems include *aswat*, *qawaid* and *tarakib nahwiyah*. Non-linguistic issues include; motivation to learn, infrastructure, teacher competence, methods and time. Of course, this is an important thing for universities to hold Arabic matriculation programs with the aim to accelerate the achievement of learning targets that are tailored to the needs of students to the variety of Arabic languages and management support effectively and efficiently. Because in a program, good management is needed in Arabic learning¹, including the Arabic matriculation program as a process of implementation and supervision to achieve certain goals.

From several institutions in West Nusa Tenggara, Darul Hikmah Boarding School in Bima was selected as the institution to be studied. Darul Hikmah Boarding School in Bima carries out an Arabic and English matriculation program. Matriculation program is an activity program providing basic materials to improve language learning. This program is guided by the curriculum component in the academic guidelines of Darul Hikmah Boarding School in Bima where skills are abilities that must be possessed by each graduate as a result of following the process of a certain educational program. This program is held in preparation for new students in receiving regular learning starting and this program has been carried out from 2015 to 2022 at this time and takes place within 4 months every year. During this time, students were required to be able to speak Arabic. The Arabic matriculation program can equip students with listening skills (*maharah istima'*), speaking (*kalam*), reading (*qira'ah*) and writing (*kitabah*). The existence of this program as a medium to improve students' knowledge of Arabic.

Management is a cooperation between groups that are members of educational organizations to achieve educational goals that have been set before to be effective and efficient. In management activities there are four stages, namely planning, organizing, mobilizing and supervision is the main function of management. The reason is, a manager must think well about the vision or goals based on logic², and coordinate the tasks of individuals, groups and organizations with the four main functions of management effectively.³ Management cannot be separated from the things that are important in all areas of life. The existence of

¹ Rovin, "Teacher's Management in Arabic Instruction". Ta'dib, 20 (2), Juli 2017: 176-187

² Aliyah, V.H, Maghfur, A, Hilmi, D, "Manajemen Perencanaan Program Bahasa Arab di Mayantara School Malang" *Arabia: Jurnal Pendidikan Bahasa Arab*, 11 (1) Januari-Juni 2019:180

³ Usman, H, *Manajemen, Teori, Praktik dan Riset Pendidikan*. (Jakarta: Bumi Aksara, 2006) Hlm.

management, organizations and educational institutions can run well and optimally. With good management, educational institutions or educational institutions can develop optimally.

The scope of resource management includes, *man, money, methods, material, machines, minutes, marketing* dan *information*.⁴ The management of Arabic learning depends on human resources (*man*) in Arabic education where teachers are the key to strengthening existing education, and also rely on the management of the Arabic curriculum; planning, implementation and evaluation to achieve good educational goals. The focus of the researcher is to describe the management of the Arabic matriculation program that is carried out in a short time.

RESEARCH METHOD

The research chosen is a descriptive qualitative approach with field research. Qualitative methods are defined as social science research methods that collect and analyze data in the form of human words and behavior and researchers do not attempt to calculate or measure qualitative data that has been obtained and thus do not analyze numerical values⁵. In this case, the researcher explained the process of matriculation of Arabic at Darul Hikmah Boarding School in Bima starting from planning to evaluation.

Researchers use the quantitative method with the aim to describe the management of matriculation programs at Darul Hikmah Boarding School in Bima as a whole, especially related to planning, organizing, implementation and evaluation. The primary data source is the tutor in the Arabic matriculation program and the secondary data is literature related to research. In this study, the instrument of research is the researcher himself. Qualitative researchers as human instruments, function to determine the focus of research, choose informants as data sources, carry out data collection, assess data quality, analyze data, interpret data and make conclusions on their findings.⁶

The stages of data collection are by making observations, interviews and documentation to obtain data on planning, organizing, implementing and evaluating matriculation. Observations are made to collect data about resources, costs, facilities and facilities and learning processes. Interviews are conducted to tutors, students, and the chairman of the organizing committee related to the language matriculation program. The data analysis technique in this study uses qualitative descriptive analysis consisting of three activities, namely data collection as well as data reduction, data presentation and conclusion⁷. Data validity techniques in this study with source triangulation.⁸ In this case, the researcher compares and checks the results of observations with the results of the interview and then compares the results of the interview with related documents.

⁴ *Ibid*

⁵ Afrizal. *Metode Penelitian Kualitatif : Sebuah Upaya Mendukung Penggunaan Kualitatif Dalam Berbagai Disiplin Ilmu*. (Jakarta : Rajawali Pers, 2014) Hlm. 13

⁶ Sugiyono, *Metode Penelitian Kuantitatif Kualitatif dan R&D*. (Bandung:Alfabeta, 2009) Hlm. 222

⁷ Milles, M. B., Huberman, A. M, Saldana, J., *Qualitative Data Analysis, A Methods Sourcebook*. (Edition USA: Sage Publications,2014) Hlm.19

⁸ Moleong, L,J, *Metodologi penelitian Kualitatif*. (Bandung:Remaja Rosdakarya, 2006). Hlm. 128

FINDING AND DISCUSSION

Findings

Arabic Matriculation Program Planning

The results of the research findings are in the form of planning, organizing, implementing and assessing arabic matriculation programs. Learning planning includes the determination of matriculation programs that are carried out because the new students do not have basic Arabic language. Furthermore, the preparation of teaching materials covered with vocabularies (*mufrodat*), *nahwu*, *sharf* and *hiwar*. The learning media used is the book *Al Arabiyatu Baina Yaday Auladina* and infrastructure that supports learning such as whiteboards and language laboratories. The approaches and methods of learning at Darul Hikmah Boarding School in Bima are Teacher Centered Approach and Student Centered Approach and Time Token Arends learning model.

Organizing the Arabic Matriculation Program

Based on the results of organizing research, including the division of teaching tasks in outline qualified S1 and S2 and the average is a graduate of Darul Hikmah Boarding School in Bima. S1 qualified tutors and alumni of Darul Hikmah Boarding School who are active numbering 6 people and 2 qualified tutors S2 graduates of Modern Gontor boarding school. Preparation of the matriculation program schedule is carried out three times a week starting at 7.30 – 9.00 AM.

Implementation of the Arabic Matriculation Program

The implementation of the Arabic matriculation program at Darul Hikmah Boarding School in Bima includes several activities including an opening meeting that aims to solve all learning problems led directly by the chairman of the Arabic matriculation program committee and followed by staff tutors and coordinators of the matriculation program by discussing the systematics of teaching and assessment of matriculation programs. Class visits held every Thursday and Saturday led directly by the chairman of the language matriculation program committee.

Evaluation of Arabic Matriculation Program

Assessment of learning outcomes is carried out at the end of the semester in one assessment and determination of assessment standards in arabic matriculation programs are divided into two, namely written exams and oral exams.

Program Management	Information
	<ol style="list-style-type: none">1. Determination of Learning Program<ol style="list-style-type: none">a. The program used is an Arabic matriculation programb. In the process of learning Arabic using Arabic textbooks2. Preparation of Matriculation Program<ol style="list-style-type: none">a. Matriculation is divided into two groups, Arabic and Englishb. Arabic subject matter includes mufrodat, nahwu, shorof and hiwar

<p>Matriculation Program Planning</p>	<ol style="list-style-type: none"> 3. Use of Learning Media <ol style="list-style-type: none"> a. Learning media that are often used are whiteboards, and teaching books Al Arabiyatu Baina Yaday Auladina. 4. Learning Methods <ol style="list-style-type: none"> a. Methods used by tutors when teaching Teacher Centered Approach and Student Centered Approach b. The learning model used is time token arends
<p>Organizing the Matriculation Program</p>	<ol style="list-style-type: none"> 1. Division of Teaching Tasks <ol style="list-style-type: none"> a. Recruited matriculation tutors are S2 and S1 qualified b. In addition to qualifying, some matriculation tutors are alumni of Pondok Pesantren Darul Hikmah Bima 2. Preparation of Matriculation Schedule <ol style="list-style-type: none"> a. Matriculation is carried out every three times a week, namely Thursdays, Fridays and Saturdays at 7.30 – 9.00 b. Subject matter is given a duration of 90 minutes each meeting 3. Provision of Equipment Facilities <ol style="list-style-type: none"> b. Facilities provided by Darul Hikmah Bima in supporting matriculation programs are projectors and language laboratories.
<p>Implementation of Matriculation Program</p>	<ol style="list-style-type: none"> 1. Matriculation opening meeting <ol style="list-style-type: none"> a. Held once on Friday at the beginning of the meeting only before learning begins b. This meeting was led by the chairman of the organizing committee and attended by all Arabic teachers, coordinators of the Arabic matriculation program. c. This meeting discusses the systematics of teaching to evaluation 2. Class visits <ol style="list-style-type: none"> a. Class visits are held in two days a week, namely Thursdays and Saturdays, and are directly led by the chairman of the organizing committee of the matriculation program. b. Aspects of assessment include material mastery, learning strategies, utilization of learning media and assessment of processes in arabic matriculation programs.

Evaluation of Matriculation Program	<ol style="list-style-type: none">1. Assessment Standards<ol style="list-style-type: none">a. There are two assessment standards used, namely the graduate competency standard and the minimum compliance criteria standard.2. Learning Evaluation Assessment<ol style="list-style-type: none">a. Evaluation of the Arabic matriculation program Darul Hikmah Bima which is carried out at the end of the semester in one implementation.b. Forms of assessment evaluation are writing exams and oral exams
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Table 1. Planning, Organizing, Implementing, and Evaluation Arabic Matriculation Program

Discussion

Arabic Matriculation Program Planning

According to Hersey and Blanchard (1988) management is the process of achieving organizational goals through leadership. Stoner (1992) defines management as the process of planning, briefing and supervising the efforts of the members of the organization and the use of organizational resources that aim to achieve organizational goals that have been implemented.⁹

Planning means deciding what to do, planning includes a wide range of decisions and explanations of objectives, policy determination, determination of specific programs and procedures and determination of activities based on daily schedules.¹⁰ Planning can be defined as the process of preparing subject matter, the use of teaching media, and assessment in an allocation of time that will be carried out at a certain time to achieve predetermined goals.¹¹ Thus proper planning can achieve the goals set in an organization. Planning in this research acts as a procedure to move an activity in terms of learning.¹²

Learning is a systematic effort that allows the creation of education.¹³ Learning usually occurs in formal situations programmed by teachers in their efforts to transfer knowledge to learners, based on the curriculum and goals to be achieved together¹⁴. Learning is a component of educational science that is concerned with the purpose and reference material of interaction, both explicit and implicit.¹⁵ So

⁹ Wijaya, M, "Manajemen Pembelajaran Bahasa Arab Sinergi Teori dan Praktek". Al-Tanzim, 1 (1) 2011: 3

¹⁰ Majid, A, *Perencanaan Pembelajaran Mengembangkan Standar Kompetensi Guru*, (Bandung : PT. Remaja Rosdakarya, 2007) Hlm. 15

¹¹ *Ibid*, Hlm. 17

¹² Suryapermana, "Manajemen Perencanaan Pembelajaran", Tarbawi: Jurnal Keilmuan Manajemen Pendidikan, 3 (2) 2017: 184

¹³ Seifert, *Pedoman Pembelajaran dan Instruksi Pendidikan. Darama : Apresiasi, Ekspresi dan Pengkajian*, (Yogyakarta: CAPS, 2011). Hlm. 18

¹⁴ Rosyadi, A, *Teori Belajar dan Pembelajaran*. (Jakarta: Universitas Muhammadiyah Prof. Dr. Hamka, 2002). Hlm. 1

¹⁵ Syaifurrahman. Ujati, T, *Manajemen Dalam Pembelajaran*. (Jakarta:PT Indeks Permata Puri Media, 2013) Hlm. 55

the learning in question is the process of communication between teachers and students aimed at developing the ability of students to be able to know, understand and improve their abilities.

It can be concluded that learning management is an effort to manage learning which includes planning, organizing, implementing, supervising and evaluating that aims to achieve learning effectively and efficiently.

The language matriculation program began with the many students of Darul Hikmah Boarding School in Bima who had not mastered the competence of Arabic. Arabic is one of the compulsory subjects in Darul Hikmah Boarding School in Bima. Arabic is in grades seven to twelfth grade every day while for regular class Arabic learning only once every week.

Language matriculation program is an activity program that provides basic materials to improve language learning. This learning concept is carried out in odd semesters, namely for new students. In this program, students are given basic materials because graduates who enter Pondok Pesantren Darul Hikmah Bima have different Arabic backgrounds. The matriculation program is expected to have an impact on improving basic knowledge and changing yourself towards a better direction due to the learning process.

In an interview with the chairman of the organizing committee of the matriculation program on April 25, 2022 said¹⁶ that in this case the matriculation program was held with the aim of structuring foreign language knowledge. The preparation of language matriculation programs is divided into two groups, namely english and Arabic groups. Arabic material includes vocabularies (*mufrodat*), *Nahwu*, *Shorof*, and *Hiwar*. Recruitment of matriculation tutors in accordance with the qualifications of each graduate so that the program becomes more efficient. Learning media used by tutors, especially in the Arabic matriculation program of Darul Hikmah Boarding School in Bima such as whiteboards, Teaching books *Al-Arabiyyatu Baina Yaday Auladina*, Projectors and language laboratories. Because the cottage does not allow carrying other electronic devices.

The vice chief executive also added that the Arabic matriculation learning program at Darul Hikmah Boarding School in Bima uses a Teacher Centered Approach where this method is used on *nahwu* and *shorof* and Student Centered Approach where this method is used in *mufrodat* and *hiwar*.¹⁷

Organizing the Arabic Matriculation Program

After planning is done, then set goals and compile programs to achieve these goals, it is necessary to design and develop a learning organization that can implement various programs successfully.

Organizing is a step towards the implementation of a preconceived plan.¹⁸ According to handoko organizing is: (1) determination of resources and activities needed to achieve organizational goals, (2) the process of designing and developing an organization that can bring these things towards the goal, (3) assignment of

¹⁶ Interview results with Ustadzah Halimah on April 25, 2022

¹⁷ Interview results with ustadz Abdul Haris on April 25, 2022

¹⁸ Satori, D, Suryadi, *Ilmu dan Aplikasi Pendidikan : Teori Administrasi Pendidikan*. (Bandung : PT IMTIM,2007). Hlm. 145

certain responsibilities, (4) delegation of the necessary authority to individuals to perform their duties.¹⁹

Based on the results of the study, the organization of the Arabic matriculation program is in line with the theory described above. The division of teaching duties in the language matriculation program at Darul Hikmah Boarding School in Bima is broadly qualified for the last education of S2 and S1 alumni of Darul Hikmah Boarding School in Bima.

As said by the chairman of the committee of the Arabic matriculation program Darul Hikmah Boarding School in Bima held three days in one week, namely Thursday, Friday and Saturday with a learning duration of 90 minutes per meeting. In the 90-minute meeting all materials are taught at once starting from *nahwu*, *shorof*, *mufrodat* and *hiwar*. And for evaluation in the language matriculation program carried out at the end of the semester using test methods (*Tahriri*) and memorization (*Syafawi*).

Implementation of the Arabic Matriculation Program

According to the driving or actuating *dimas* are: (1) creating efficient cooperation, (2) developing staff skills and skills, (3) fostering a sense of belonging and liking work, (4) creating a work environment that increases the motivation and *porestasi* of staff work, and (5) making the organization develop dynamically. The function of implementation is emphasized on the creation of cooperation and responsibility between members in an organization or institution and emphasis on the level of spirit and interest in the work of members in order to achieve organizational goals.²⁰

Based on the results of the research found, the implementation of the Arabic matriculation program Darul Hikmah Boarding School in Bima: the opening meeting of matriculation was held once at the beginning of the meeting only, namely on Friday before the matriculation learning process was carried out. This meeting was attended by all Arabic teachers, coordinators of the Arabic matriculation program. This meeting was discussed about teaching systematics to evaluation.

The class visit is carried out in one day a week, which is Saturday, and is directly led by the chairman of the implementation committee of the matriculation program and assesses the mastery of materials, learning strategies, utilization of learning media and assessment of processes in the Arabic matriculation program. As for the implementation of the learning, the tutors use the time token *arends* learning model where the tutor gives a coupon to each student and is given the opportunity to speak for 30 seconds alternately so that there student is no passive in the learning activity. This learning model is used because the number of students is 120 people and divided into each class amounts to 20 people.

¹⁹ Usman, *Manajemen, Teori, Praktek dan Riset Pendidikan*. (Jakarta : PT Bumi Aksara,2006) Hlm. 127

²⁰ Mar, Nur Azizah, Hilmi, D, "Manajemen Program Pembelajaran Bahasa Arab Pada Anak Prasekolah Yayasan PAUD Sultan Qaimudiin di Kendari", *Jurnal Akuntabilitas Manajemen Pendidikan*, 9 (1) April 2021 : 8

Evaluation of Arabic Matriculation Program

According to Siswanto, evaluation in management functions is a systematic effort to establish performance standards with planning objectives, design information feedback systems, compare actual performance with established standards, determine whether there are such deviations and take the necessary corrective actions to ensure that all company resources that are being used as much as possible are more efficient and effective to achieve company goals.²¹ The efforts that if applied in the world of education are: (1) determination of assessment standards, (2) procurement of learning evaluations, (3) improvements.

Based on the results of observations that the evaluation of the Arabic matriculation program of Darul Hikmah Boarding School in Bima in the determination of assessment standards used in the Arabic matriculation program of Darul Hikmah in Bima is a graduate competency standard and a minimum compliance criteria standard. Evaluation of the Arabic matriculation program Darul Hikmah Boarding School in Bima which was carried out at the end of the semester in one implementation. The evaluation of the Arabic matriculation program includes the evaluation of tests (*Tahriri*) and memorization (*Syafawi*). For improvement for students who are not able to meet the criteria of minimal completion and are given the opportunity to repeat the following year. The results of the evaluation of arabic matriculation of Darul Hikmah Boarding School in Bima are in accordance with the objectives of the program.

CONCLUSION

Planning for the Arabic matriculation program at Darul Hikmah Boarding School in Bima began from the many students of Darul Hikmah Boarding School in Bima who have not mastered the competence of Arabic Language. The second step is the preparation of subject matter, in general, the language matriculation learning program consists of two, namely English and Arabic. The third step is the use of Arabic learning media with whiteboards, modules, and other supporting things. The fourth step is the determination of learning methods, while the methods used in the matriculation program are Teacher Centered Approach and Student Centered Approach. Organizing the Arabic matriculation program Darul Hikmah Teacher Centered Approach in Bima there are four steps, the first is the division of teaching tasks, the second is the preparation of learning schedules, the third is the preparation of evaluation and improvement schedules, and the last is the provision of facilities and infrastructure. Organizing the language matriculation program of Darul Hikmah Boarding School in Bima has been well organized. The implementation of the Matriculation Program of Darul Hikmah Boarding School in Bima consists of the first matriculation opening meeting which is held once at the beginning of the meeting before the program is carried out, in the meeting discussing the systematics of learning to evaluation. The second is a class visit by the coordinator of the language matriculation program.

Evaluation of the matriculation program of Darul Hikmah Boarding School in Bima includes several stages of the first determination of assessment standards

²¹ Siswanto, *Pengantar Manajemen*. (Jakarta: Bumi Aksara, 2012) Hlm. 119

related to minimum compliance criteria and graduation competency standards. The second is an assessment or evaluation in the form of written and rote tests carried out once at the end of the semester. The third improvement for students who are unable to meet the criteria of minimal completion and given the opportunity to repeat the following year.

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