

MANAGING ORGANIZATIONAL BEHAVIOR IN

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23 MANAGING ORGANIZATIONAL BEHAVIOR IN INCREASING EMPLOYEE ENGAGEMENT BASED ON SACRED MOTIVATION IN PESANTREN

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Abstract : This study aims to determine organizational behavior in increasing employee engagement based on religious motivation. The forms of involvement of educators and educational staff discussed in this study are personal engagement and organizational engagement. The research approach used is qualitative with the type of case study. Collecting data using observation techniques, in-depth interviews, and documentation. After the data was collected, the researcher used the Miles and Huberman data analysis technique, which consisted of data reduction, data display, and verification to analyze the data and draw research findings. This study indicates that the form of involvement of educators and educational staff in Pesantren consists of personal engagement, which is the motor of organizational engagement and cultural engagement. Meanwhile, the management is carried out by building harmony and harmony, capability, and spiritual leadership.

Keywords : Organizational Behavior; Employee Engagement; Sacred motivation; Pesantren.

Abstrak : Penelitian ini bertujuan untuk mengetahui perilaku organisasi dalam meningkatkan keterlibatan karyawan berdasarkan motivasi suci. Bentuk keterlibatan tenaga pendidik dan kependidikan yang akan di bahas dalam penelitian ini terdapat adalah personal engagement, organizational engagement. Pendekatan penelitian yang digunakan adalah kualitatif dengan jenis studi kasus. Pengumpulan data menggunakan teknik observasi, wawancara mendalam, dan dokumentasi. Setelah data terkumpul, peneliti menggunakan teknis analisis data Miles and Huberman, yang terdiri dari reduksi data, display data, dan verifikasi untuk menganalisis data dan menarik temuan-temuan penelitian. Hasil penelitian ini menunjukkan bahwa bentuk keterlibatan tenaga pendidik dan kependidikan di pesantren terdiri dari personal engagement yang menjadi motor dari organizational engagement dan cultural engagement. Sedangkan pengelolaannya dilakukan dengan membangun harmoni dan keselarasan, kapabilitas, dan kepemimpinan spiritual.

Kata Kunci : Perilaku Organisasi; Keterlibatan Karyawan; Motivasi Suci; Pesantren.

INTRODUCTION

Organizations are needed by a government and private institution to carry out daily activities. Organizations become a place for people to meet different needs of life. Organizations are divided into two major groups based on the objectives to be achieved, namely; 1) Social organizations which aim to improve the welfare of their members; 2) Business organizations are organizations that have the goal of achieving/earning profits. (Suharsono & Suci, 2019) In an organization, it is necessary to manage organizational behavior which is felt to be very important lately, considering that there are many behaviors within the organization that need to be implemented. Currently, many organizational actors do not apply about organizational behavior. Organizational behavior is a support for the smooth and successful journey of the organization. (Sirotnik & Oakes, 1986) The more someone improves and is smart in managing the organization, it becomes the highest factor in the success of the organization.

Human resources play a very important role in an organization. Human resources play a very dominant role in achieving the goals that have been set. Human resources whose quality is a very strategic issue because human quality will support success in carrying out work. Every organization or company will always try to improve the performance of its employees, with the hope that the organizational goals will be achieved optimally. Performance is the result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is the extent to which a person's level of success in doing his job. According to Mundiri, that performance is a result of good work in terms of quality and quantity achieved by a person to achieve certain goals. Performance is the result of the work of employees or employees as a whole in an organization or company that can be measured in quality and quantity within the time determined by the company in accordance with the responsibilities that have been given to them. (Mundiri, 2016)

In order to improve employee performance, work motivation is something that must be considered. Motivation is the factors that exist within a person who is able to surrender his behavior to fulfill certain goals. According to Wibowo (2016), motivation is an encouragement to a series of processes of human behavior in achieving goals. The importance of work motivation for employees to achieve goals needs to be considered, when the company provides motivation, employees will be more enthusiastic about working and more motivated to carry out their duties properly so that it will affect the achievement of company performance. Motivation is a strong desire in a person that encourages or moves individuals to take an action in achieving goals. Employees in an agency can be motivated by providing what they need and want. There are several factors that influence employee commitment to the organization, namely the personal characteristics of workers, including their tenure in the organization, and variations in the different needs and desires of each employee. In order to improve employee performance, work motivation is something that must be considered. (Jayanti et al., 2021)

The effect of work motivation on performance is that if workers have the motivation to achieve their personal goals, then they must improve performance. Increased employee performance will also improve organizational performance. Thus, the increased motivation of workers will improve the performance of individuals, groups, and organizations. Employees who are satisfied with what is obtained or what can be achieved from the results and work environment will be able to play a lot more than employees who have low motivation. Thus, employees who have high work motivation will encourage these employees to work more enthusiastically and will make a positive contribution to the work for which they are responsible and be more passionate about work, in this case, of course, will improve employee performance. (Erawati, 2019)

Employee performance is also influenced by the character of each individual. Individuals who have a high work ethic tend to be more productive, because if the employee does not have a high work ethic, the employee is likely to be lazy and unethical and has a weak character which hinders progress in their work. According to research by Zahrah Novia, Norasyikin, Huda, & Akmal, (2016) employee performance is influenced by Islamic work ethics and religiosity along with other factors that were not carried out in the study. In a company, good ethics are needed to encourage individuals to do their best and work hard and will increase commitment and responsibility for what is being done by an individual in the workplace which will ultimately result in persistence because there is a strong intention involved in achieving success and The goal of the company is success. The results of this study are in line with research conducted by Hana & Ghufroon (2015) which proves that Islamic work ethic has an effect on employee performance. While research by Shafissalam & Azzuhri (2014) which states that Islamic work ethic has no significant effect on employee performance.

Based on the above thinking, a research will be conducted with the title "Managing Organizational Behavior in Increasing Employee Engagement Based on Sacred Motivation". This research focuses on one main problem, namely in this context the discussion focuses on the form of Employee Engagement Construction and how to Manage Organizational Behavior Based on sacred motivation in Pesantren. Studies on Employee Engagement need to be developed so that the forms of Engagement that will be discussed will be discussed, namely; personal engagement, organizational engagement, organizational engagement

The results show that in a company high employee engagement can make employees more disciplined at work, reduce employee turnover and absenteeism, reduce accident rates at work, increase satisfaction, minimize employee complaints, and increase company productivity. As for employees, employee engagement will make employees tend to have positive feelings towards work, so that it will affect employee activities while working. This is because engagement is one of the internal factors from within employees that can influence productive behavior and can help employees in self-development to become

better so that employee engagement is very important for the success of a company. (Julita & Andriani, 2017)

METHOD

This study uses a qualitative approach analysis. Qualitative research is research conducted to produce analytical procedures, without using statistical analysis procedures or other quantification methods. While the method used in this literature review is a descriptive method which is carried out by reviewing scientific articles on employee engagement and its implications for individual performance, financial performance and organizational performance. All types of articles, qualitative and empirical, were included to obtain a comprehensive overview of the literature on employee engagement. Articles containing the key words of "employee engagement and Performance" were selected and the articles used were not limited to one type of organization but articles that were studied in various organizations.

The main instrument in this research is the researcher as the key instrument. In the process, the researcher uses participant observation techniques, deep interviews, and documentation to obtain data on the representation and hybridization of identities. While the data sources of this research consist of interviews with organizational actors at the Pesantren Nurul Jadid, from several scientific writings, such as books and journals. After the data was collected, the researcher used data analysis using Miles and Huberman data analysis techniques, which consisted of data reduction, data display, and verification. Furthermore, to use credible data, the researchers used checking the validity of the data by triangulating methods and theories.

RESULT AND DISCUSSION

Organizational behavior in Islamic boarding schools has a uniqueness that is different from other educational institutions. Pesantren with a style and identity attached to themselves, the personnel in it, the kyai, or the governance system become the pesantren's capital to carry out the transformation. The governance of organizational behavior in increasing employee engagement for educators and education staff in Islamic boarding schools is as follows:

1. Employee Engagement Construction

According to Harter et al, (2002), employee engagement is a form of individual and satisfaction as well as a form of employee enthusiasm in doing work. Meanwhile, according to Gallup (2005) employee engagement is the involvement and enthusiasm of employees in completing their work. Next, Kahn (1990) states that employee engagement is about employee attention and employee deepening of their role. The Chartered Institute of Personnel and Development (2014) in its review found more than 50 definitions of employee engagement, where some definitions focused on employee behavior such as discretionary effort, and also on employee attitudes such as

commitment, some on employee feelings such as enthusiasm, about working conditions and what the organization does is provide support. (Munif et al., 2021) The meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients. We show that the term is used at different times to refer to psychological states, traits, and behaviors as well as their antecedents and outcomes. (Macey & Schneider, 2008)

Employee engagement refers to a positive, thought-provoking condition that leads employees to actively express themselves and invest emotionally, cognitively, and physically in further role performance. Schaufeli and Bakker (2002) explain that the dimensions of engagements are characterized by vigor, dedication, and absorption. Saks (2006) The antecedents of Employee Engagement are job characteristics, perceived organizational support, perceived supervisor support, rewards and recognition, procedural justice and distributive justice. While in the other side, the consequences of engagement are job satisfaction, organizational commitment, intention to quit and organizational citizenship behavior.

The following is a Cross-Sectional Employee Engagement model. From the research conducted on employee engagement, they found that an organization must seek and understand the current components and scope of employee engagement in order to understand how to improve it. In the literature the model describes the factors that can affect engagement and how engagement impacts the broader organizational performance. This shows that there is no one-size-fits-all engagement model. The conclusion is that the biggest motivation for engagement is the organization, its views on engagement and how these actions create a conducive environment for employees. Saks (2006) The antecedents of Employee Engagement are job characteristics, perceived organizational support, perceived supervisor support, rewards and recognition, procedural justice and distributive justice. On the other hand, the consequences of engagement are job satisfaction, organizational commitment, intention to quit and organizational citizenship behavior. (Marzuki, 2017)

Employee Engagement describes that an employee must be committed, have motivation to work, be able to receive positive support from others, and be able to work effectively and efficiently to improve performance in the work environment. (Hilmi et al., 2013) The following is a form of Engagement which will be discussed in three forms, namely; personal engagement, organizational engagement, and organizational engagement.

The results of this study indicate that a company has a high level of employee engagement which can reduce employee turnover and absenteeism, reduce accidents at work, increase employee job satisfaction, minimize employee complaints, and increase company productivity. As for employees, employee engagement will make employees have positive feelings towards work, so that it will affect employee activities while

working. This is because engagement is one of the internal factors of employees that can influence productive behavior and can help employees in self-development to become better, so employee engagement is something that is considered urgent to achieve a company's success target. (Julita & Andriani, 2017)

a. Personal Engagement

Kahn (1990) states that engagement is about employee attention and employee absorption of their role. More than 50 definitions of employee engagement, where some definitions focus on employee behavior (discretionary effort), some on employee attitudes (commitment), employee feelings (enthusiasm). , some are about working conditions and what the organization does (providing support), some are a combination of these, but others define engagement as a situation in which one of these things, such as an attitude, causes another behavior. This shows that an employee's attachment to other employees greatly influences employee performance, because human resources play a dominant role in organizational or operational activities of a company in order to achieve the goals that have been set (Ernawati, n.d.). Quality human resources will support success in a company, and every company needs quality human resources, while the assessment of the quality of human resources can be measured from employee performance. While employees will have an attachment to the personality that can provide encouragement to employees to be able to carry out work in accordance with what a company wants to achieve.

Therefore, every company needs employees who have an attachment to their work or often known as employee engagement and attachment to others which is called personal engagement. Personal engagement is defined as a positive situation that makes employees motivated in completing work which is characterized by vigor, dedication and absorption when dealing with work. Meanwhile, there are two forms of reaction to employee engagement with work, namely employee engagement and employee disengagement. Engaged employees are characterized as employees who are enthusiastic, enthusiastic and passionate about work, loyal, motivated, committed and productive. While disengaged employees have characteristics as employees who are less concentrated on the tasks assigned by the company, in other words, disengaged employees are employees who just want to know what things have to be done rather than focusing on the results of their work. In addition, disgruntled employees are more likely to have intentions to leave the company. (Julita & Andriani, 2017)

b. Organizational Engagement

Employee Engagement cannot be separated from Organizational Engagement which also has a major influence on the performance of an employee in a company. With Organizational Engagement, employees will feel bound and have a great responsibility to a company or organization. Organizations or companies also cannot be separated from human labor, Even though the company's activities have large

capital and modern technology, because however advanced technology is without being supported by humans as its resources, the organization's goals will not be achieved. Assessment of the quality of existing human resources, this can be measured through employee performance.

Performance is a result that is seen in terms of quality and quantity achieved by an employee in carrying out his work in accordance with the responsibilities that have been given to him. According to Suharsono and Suci, that performance is the result of good work in terms of quality and quantity achieved by a person to achieve certain goals. (Suharsono & Suci, 2019) Performance is the result of the work of employees or employees as a whole in an organization or company that can be measured in quality and quantity within the time determined by the company in accordance with the responsibilities that have been given to them.

The effect of work motivation on performance is if an employee has the drive to be able to achieve his personal goals, by increasing the quality and quantity of his performance. With increased motivation of workers, an employee will improve the performance of individuals, groups, and organizations. Employees who are satisfied with what is obtained or what can be achieved from the results and work environment will be able to play a lot more than employees who have low motivation. Thus, employees who have high work motivation will encourage these employees to work more enthusiastically and will make a positive contribution to the work for which they are responsible and be more passionate about work, in this case, of course, will improve employee performance. (Erawati, 2019) ²⁶ One of the things that drives the formation of employee engagement is the perceived organizational support. (Julita & Andriani, 2017) Employees who have an attachment to the company or organization will be emotionally and intellectually committed to the company and will give their best effort beyond what is targeted in a job. (Mujiasih, 2015)

c. Cultural Engagement

Organizational culture is defined as values, attitudes that are believed and habits that are often carried out by members of the organization, so that these things become daily behavior in the organization's organization. This statement is also supported by the results of research conducted by Akbar (2013) which shows that organizational culture contributes 33.5% to employee engagement. It is said that employees who have an understanding and compatibility with the organizational culture where employees work will easily have an attachment to the company, so that employees ³³ will be more motivated to work. (Akbar, 2013)

Thus, it can be concluded that the form of employee engagement at Pesantren Nurul Jadid consists of personal engagement, organizational engagement, and cultural engagement, as shown in the following figure:

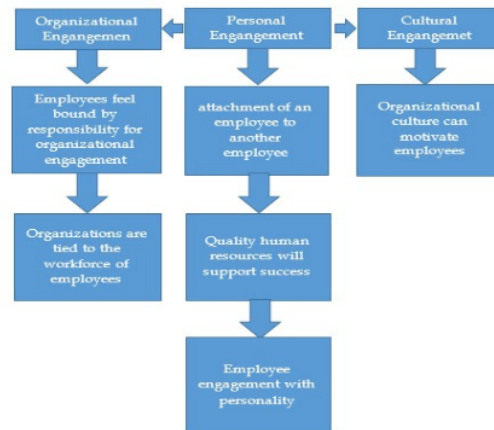


Figure 1: Employee Engagement

2. Managing Organizational Behavior Based on Pesantren

The culture of Islamic boarding schools has at least five basic elements, namely cottages, mosques, santri, teaching classical Islamic books, and kiai. According to Martin Van Bruinessen (1995), one of the great cultures or traditions in Indonesia is the teaching tradition of Islam which aims to transmit traditional Islam as contained in classical books written centuries ago (Mundiri, 2016). Traditional or modern Islamic boarding schools teach Islam to their students by placing a group of people who are considered students in a dormitory under the leadership of the kiai as top manager, assisted by one or several ulama and ustadz who live together in the midst of the students with a mosque or Surau as a center for religious worship activities, buildings or teaching and learning spaces and dormitories which are called cottages as a place for students to live. Islamic boarding school organizational culture in an effort to maintain values that emphasize worship and respect for teachers or ustadz as a way to obtain essential religious knowledge. The values that are embraced and supported in the life of Islamic boarding schools include the concept of Ahlussunnah Wal Jamaah. This term refers to the understanding that most dominates the overall sense of self-control (sense of identity) of the people of Islamic boarding schools and is always the answer to questions about what group or value system is adopted. Which later became an organizational behavior for the people (stakeholders) who were in the area of the Islamic boarding school which later became the culture of the Islamic boarding school.

The pattern of interactive life in Islamic boarding schools includes several components among students, clerics and kiai. This pattern reflects a religious experience that is built on the values of the classical or yellow books. This community is further called an institution that has traditions, behaviors, norms, or legal rules. This has implications for the term institution which is a collection of various ways of behaving that are recognized by members of society as a means to regulate social relations. With

this pattern of Islamic boarding school social relations, individuals have certain positions and roles in social relations as a form of social life. (Ah. Choiron, 2017)

Organizational culture in Islamic boarding schools is formed naturally from the routines of life in Islamic boarding schools. The pesantren culture is created as a comprehensive unit, namely a combination of structure and culture. From a management point of view, the organizational culture in Islamic boarding schools forms the character of leadership and the spirit of independence. Leaders make the structure of tasks, rules of discipline, obligations and loyalty. Organizational culture is different from the organizational climate which is often understood as a symbol of the organization. Culture is an important part of Islamic boarding schools and an integral part of the sacred that has been inherited from generation to generation. (Prasetyo et al., 2021) Organizational culture in a boarding school describes the shared beliefs, perceptions, and expectations of individuals in the organization which can be a big influence and even make a person an attachment to the existing culture.

a. Build Harmony and Aligment

Harmony is an element of closeness that is the difference between shape and color in creating harmonization. In the world of organization, harmony becomes an aesthetic value. (Indrawati, 2018) In an organization, alignment makes the value of an organization can be maximized, and the threat of competition can be minimized. To create harmony, qualified (professional) human resources are needed, competent human resources, and also able to build a vision, determine development directions, set goals, and lead the paradigm shift that always accompanies every organizational journey. To implement alignment, leadership becomes a strong supporting factor, because in an organization the leader is always the reference for employees to do everything, therefore a leader in both the organization and the company must apply a professional and responsible attitude and can create harmony. Every company or organization certainly needs a quality leader. However, the size of the need for quality leaders varies in each organization. There is no definite standard that says a leadership style is good and what is not. Leadership is how the issue of conformity with the company's business strategy, company framework, company culture or traditions, and so on.

There are several factors that hinder the realization of harmony in an organization, namely; 1) The absence of superior executive support for subordinates/employees; 2) Employees/subordinates are not involved in the organizational strategy development process; 3) Employees/subordinates do not have an understanding of the organizational development process; 4) There is no chemistry between leaders and employees or subordinates; 5) Employees/subordinates take part in all fields; 6) There is no priority for employees/subordinates, and; 7) Employees/subordinates do not have commitment.

In other literature mentioned three factors inhibiting the realization of harmony, namely; 1) less competent employees; 2) employees do not understand what the organization needs, and; 3) Communication between management and employees is not smooth. (Susanto & Andi, 2013)

b. Improving Capability

Capabilities in an organization is a very urgent element to build the competitiveness of an organization. Capabilities are aspects that must be realized from company or organizational resources and play an important role in determining the level of success. From a strategic management point of view, capability is central to the activities of an organization that utilizes human resources to increase competitiveness, contribute to growth, and improve organizational performance. Capability is the identity of a company or organization and its ability to do things that are superior to other companies or organizations by using the right resources, systems and structures. Capabilities can be conceptualized as a knowledge that combines human resources and overall effort, which enables organizations to perform tasks more effectively. (Pranita, 2016)

In a company, capabilities include individual and social skills. In the context of the capabilities of an organization, the challenge is to create innovation and build cooperation among members. From the above study, there are several aspects of capabilities that characterize the organization, such as the following; 1) strong innovation to create new things in the organization; 2) creating work programs that have never existed; 3) work commitment; 4) punctual commitment; 5) abundant and renewable ideas or ideas; 6) creativity extracted from local cultural patterns; 7) prudence in making decisions; 8) personal effort to succeed; 9) optimism for future organizational improvements; 10) developing the organization according to the times; 11) appreciating employee skills by giving feedback, and; 12) proactively using internet media and technology so as not to be left behind by technological advances.

Capability is an effort to maintain the existence of the organization in the environment. With this capability, it is expected to be able to respond to the complexity of the environment and the dynamics of environmental change, especially in intense competition and to create sources of competitive advantage within the organization. Santoso mentions in Iksan's book (2010), the main purpose of capability is to increase sources of manpower, money, and facilities, including organizational structures and procedures. According to Lawson and Samson (2001), organizational capability is the ability to create renewal of company capabilities and resources in order to produce development within an organization. An organization must also be able to build combinative and adaptive capabilities of the company, to encourage and facilitate employees in generating, combining, and applying new knowledge so that employee competencies can increase. (Damyana & Purwanggono Bambang, 2015)

c. Spiritual Leadership

Leadership is complex and has various concepts. Northouse (2013) focuses on the concept of leadership only on four important components, namely; 1) influence; 2) process; 3) community, and; 4) shared goals. However, Abbas states that leadership is the ability to mobilize and influence all existing resources in the organization, so that they can be utilized optimally, to achieve goals that are in accordance with the vision and mission of an organization. Although there are many differences regarding the concept of leadership, leadership theory still makes an important contribution in all aspects, including education. (Mundiri et al., 2015) Leadership in educational institutions such as pesantren is very important because the leadership of a head has a significant influence on the quality of education. (Lumban Gaol, 2017)

With adequate abilities and appropriate leadership style, a leader must be able to realize an effective organization. However, due to several obstacles that an organization or company leader has, such as understanding that cannot be implemented in an organization, it can hinder an organization from achieving its goals or becoming an effective organization. Thus, in a pesantren, the leadership of a kiai can be an impetus to reach the top of a good organization, which is called spiritual leadership.

Martoyo, states that leadership is human relations, so leadership can be interpreted as a whole activity in order to influence subordinates to want to work together to achieve a common goal. (Martoyo, 2007) Meanwhile, Wibowo, states that leadership is a process in influencing the activities of a person or group in an effort to achieve goals in certain situations (Wibowo, 2016). Siagian, states that exciting leadership will be a source of motivation, morale and discipline in carrying out the workload which is a shared responsibility. (Siagian, 2001)

However, in an organization, company or institution, employee performance improvement cannot be separated from the leadership figure as the party responsible for the organization. If a leader can be an example for his subordinates, achieving the desired organization will be easier. This opinion is supported by Sudarmanto (2009:133) who asserts that leadership is used as a benchmark for the extent to which the competencies possessed by leaders to support employee performance improvement (Sudarmanto, 2009). A leader who is able to protect subordinates well, tends to motivate employees to improve the quality of their work. Leaders must also increase employees' positive perception of organizational support by involving employees in their work which leads to positive achievements for the company, so that employees will be more dedicated to their work. (Julita & Andriani, 2017)

Leadership style is defined as a picture of how a leader is able to influence employees and make employees act in accordance with the direction the leader gives without any coercion and fear within employees. is a description of a person's behavior in influencing others so that the wishes of that person are followed by others,

without any coercion or pressure. Like the situational leadership style which pays more attention to the condition of its subordinates, this leadership style as a leader is able to adapt himself to his subordinates so that he is able to influence his subordinates without feeling pressured or afraid. However, in a pesantren, the spiritual leadership style is exemplified by a pesantren leader, namely the kiai, because with this leadership style, employee engagement can be born in a pesantren. Spiritual leadership does not have many rules such as written or unwritten rules, because the influence of the kyai on the santri exceeds the formal working mechanism instruments such as those in corporations or government bureaucracies. However, education management tends to prioritize legal-formal aspects to build institutional management. However, is the charismatic and binding behavior of the kyai not implemented using more legal-formal ways. Kyai, by definition, is the leader of the pesantren and the institutions established under the auspices of the pesantren. It's just that, again, the pattern and model of pesantren leadership is considered as part of the process taken from granted, there are not many theories that can be described by the kyai regarding their leadership model and behavior scientifically.

From Pater Ribbin's point of view on the behavior of the kiai, he said that every leadership process in an organization is stronger and more influenced by someone who has the knowledge and experience that a kiai has gained. Mukhlisah AM said, **the most important thing a leader must do in this era is to be able to translate the work environment they lead, be innovative and create a new atmosphere.**

The characteristics of leadership assessment, based on self-awareness, were also carried out by Warren Bennis. Warren Bennis, in *On Becoming a Leader* emphasizes that being a leader is not due to the projection of science and science, but because they understand the basic culture and structure, themselves (knowing his self), their environment (knowing his world), and are able to operate the vision, mission, and purpose (operating). Warren Bennis also **said letting the self-emerge is an essential task for leaders.** There is also an expression that says; Leadership is specific to the particular situation under investigation. Who becomes the leader of a given group engaging in a particular activity and what the leadership characteristics are in the given case are a function of the specific situation, including the measuring instruments employed. There is a wide variation in the characteristics of individuals who become leaders in similar situations, and an even greater divergence in leadership in different situations." Based on this theoretical assumption, Mukhlisah considers that the leadership of the kiai, with various theoretical classifications and findings in the field, is a manifestation of the individual dialectic of the kiai and the social conditions they face. Changes in Islamic boarding schools that quickly adapt, adopt, and break through traditional boundaries are some of the values that are believed in a kiai. Or even, the attitude of the kiai's leadership to maintain and maintain conservatism does not mean that the kiai is unable to assess the situation

outside the Islamic educational institution he leads. Rather, that is the attitude of the kiai's firmness in leading his pesantren. (Mulyadi, 2018)

CONCLUSION

The application of employee engagement in organization based on Pesantren, can increase employees to be more disciplined at work, reduce employee turnover and absenteeism, reduce work accidents, increase satisfaction, minimize employee complaints, and increase company productivity with three forms of engagement namely; personal engagement, organizational engagement, organizational engagement to improve employee performance through motivation in an organization can be done by building alignment, building capabilities, and increasing spiritual leadership. As for employees, employee engagement will make employees tend to think positively about work, so that it will affect employee activities while working. This is because engagement is one of the internal factors from within employees that can influence productive behavior and can help employees in developing themselves for the better so that employee engagement is very important for the success of a company.

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