

## Arabic Language Planning Management in Modern Islamic Boarding School Al Kautsar Banyuwangi

Hakiki Rikza Irnaini Al Badri<sup>1</sup>, Shofie Asya Pritasari<sup>2</sup>, Imas Maisarah<sup>3</sup> & Nur Kholid<sup>4</sup>

<sup>1,2,3,4</sup>Universitas Islam Negeri Maulana Malik Ibrahim Malang

Corresponding E-mail: [shofieasya218@gmail.com](mailto:shofieasya218@gmail.com)

**Abstrak:** Bahasa Arab dari masa ke masa semakin banyak mendapat perhatian, sehingga saat ini bahasa Arab dapat dipelajari melalui pendidikan formal maupun nonformal. Pondok Pesantren Modern Al Kautsar Banyuwangi merupakan salah satu lembaga pendidikan Islam yang menjadikan program bahasa Arab sebagai salah satu ikon utama lembaganya. Keberhasilan suatu program dapat dilihat dari berjalannya manajemen dengan baik atau tidak, terutama pada tahap perencanaan. Pada saat tahap perencanaan banyak sekali hal yang perlu diperhatikan, salah satunya adalah permasalahan yang mungkin terjadi. Penelitian ini bertujuan untuk mengungkap bagaimana merencanakan program bahasa Arab ditinjau dari pendekatan dan ruang lingkup perencanaan yang dilakukan di Pondok Pesantren Modern Al Kautsar Banyuwangi serta permasalahan yang dihadapinya. Penelitian ini menggunakan metode penelitian kualitatif deskriptif dengan pengumpulan data melalui wawancara dan observasi. Hasilnya adalah program bahasa Arab di Pondok Pesantren Modern Al Kautsar Banyuwangi menggunakan dua model perencanaan dan proses perencanaan 7 langkah yang meliputi tiga dimensi yang saling berkaitan. Permasalahan yang dialami terjadi pada sisi sumber daya manusia yaitu terbatasnya jumlah ustadz dan ustadzah, beberapa penanggung jawab kegiatan tidak memiliki kualifikasi di bidangnya, serta kurangnya pengetahuan manajemen, keterbatasan waktu dan takut gagal.

**Kata Kunci:** Perencanaan; Program Bahasa Arab; Problematika

**Abstract:** From time to time, the Arabic language has received more and more attention, so that currently Arabic can be learned through formal and non-formal education. Modern Islamic Boarding School Al Kautsar Banyuwangi is one of the Islamic education institutions that makes the Arabic language program one of the main icons of its institution. The success of a program can be seen from whether the management is running well or not, especially at the planning stage. During the planning stage there are a lot of things that need to be considered, one of which is the problems that might occur. This study aims to reveal how to plan an Arabic language program in terms of the approach and scope of planning carried out at the Modern Islamic Boarding School Al Kautsar Banyuwangi and the problems it faces. This study uses descriptive qualitative research methods with data collected through interviews and observations. The result is that the Arabic language program at Modern Islamic Boarding School Al Kautsar Banyuwangi uses two planning models and a 7-step planning process which includes three interrelated dimensions. The problems experienced occurred in terms of human resources, namely the limited number of ustadz and ustadzah, several persons in charge of activities who were not qualified in this field, and lack of management knowledge, lack of time and fear of failure.

**Keywords:** Planning; Arabic Language Program; Problematic

## INTRODUCTION

Arabic is one of the foreign languages that has been widely studied in various circles in Indonesia. This is supported by the fact that the majority of Indonesia's population is Muslim, so that Arabic gets more attention and even becomes a basic need for the

population. In fact, not a few of the educational institutions that make Arabic a compulsory subject and study program. Not only that, Arabic cannot only be studied in informal education, but nowadays many educational institutions also make Arabic the main icon or hallmark of their institutions by having formal Arabic language programs. So currently Arabic is not only limited to learning, but will also have implications for understanding religious studies.

Modern Islamic Boarding School Al Kautsar Banyuwangi is one of the modern Islamic boarding schools in Banyuwangi which makes Arabic as one of its icons. The Arabic language program at Modern Islamic Boarding School Al Kautsar Banyuwangi consists of various activities. In addition, the language program has been running since the Islamic boarding school was founded. Based on observations made by researchers, almost all students and female students at the Modern Islamic Boarding School Al Kautsar Banyuwangi are fluent in Arabic in their daily activities. Not only that, there are also many students and female students who have won achievements in various Arabic competitions on the national and international level. The majority of graduates of the Modern Islamic Boarding School Al Kautsar Banyuwangi are also widely accepted at PTN, PTS, PTKIN and PTKIS thanks to the Arabic language program.<sup>1</sup>

Seeing the facts above, of course it is closely related to the quality of the management of the language program at the pesantren, because the quality of a good program can be seen from the quality of its management.<sup>2</sup> In general, management can be defined as a process that is carried out jointly by managers and their members so that the organization and its activities and programs can run according to the expected goals.<sup>3</sup> The management function itself is divided into four namely planning, organizing, actuating and controlling.<sup>4</sup> As with the four management functions, the function which is the main step of management activities is planning.<sup>5</sup> Planning is a whole series of processes in activities to prepare decisions related to what you want to happen and what will be implemented.<sup>6</sup> Apart from being the main function before moving on to other functions, planning certainly connects all parties in determining the direction, goals, vision, mission and what activities will be carried out, up to the evaluation process of what will be done beforehand. This aims to reduce to overcome if later problems or obstacles occur during the implementation of a program.<sup>7</sup>

As for the planning process, of course there is a model, scope, and stages that must be implemented so that it can become a benchmark for the success of the plan. The first is

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<sup>1</sup> Fairuz Afida Khalidiah, "Membentuk Lingkungan Berbahasa Di Pondok Pesantren Modern Al Kautsar Banyuwangi," 2021.

<sup>2</sup> Indra Resky Resti Fauzi, "Manajemen Program Tep (Test of English Proficiency) Pada Upt Pengembangan Bahasa Iain Palangka Raya," *IAIN Palangkaraya*, 2021.

<sup>3</sup> Rahmah Effendi and Hasrian Rudi Setiawan, "MANAJEMEN PROGRAM BAHASA ARAB DI MTs NURUL ISLAM," *Edumaniora : Jurnal Pendidikan dan Humaniora* 01, no. 02 (2022): 139–150.

<sup>4</sup> Fitri Hidayati et al., "Manajemen Pengorganisasian Program Bahasa Arab Di Pondok Pesantren Salaf," *Tarling : Journal of Language Education* 3, no. 1 (2019): 115–133.

<sup>5</sup> Varda Himmatul Aliyah, Ahmad 'Ali Maghfur, and Danial Hilmi, "Manajemen Perencanaan Program Bahasa Arab Di Mayantara School Malang," *Arabia* 11, no. 1 (2019): 175.

<sup>6</sup> Abdurrahman Shobirin and Danial Hilmi, "Implikasi Manajemen Program Bahasa Arab Dalam Mencetak Lulusan Unggul," *Tarbiyatuna: Jurnal Pendidikan Ilmiah* 6, no. 1 (2021): 15–26.

<sup>7</sup> Nur Azaliah Mar and Danial Hilmi, "Manajemen Program Pembelajaran Bahasa Arab Pada Anak Prasekolah Yayasan PAUD Sultan Qaimuddin Di Kendari," *Jurnal Akuntabilitas Manajemen Pendidikan* 9, no. 1 (2021): 1–10.

related to the model in planning. In planning there are four models, namely: 1) Bottom up approach, the purpose of this model is planning an activity starting from down level to the top level, 2) Top down approach, the purpose of this model is planning a activities starting from the top level to the bottom (level down), 3) Interactive approach, the purpose of this model is planning an activity carried out jointly by the bottom and the top, 4 ) Dual level approach, the purpose of this model is that the planning of an activity is carried out by each of the lower (level down) and upper (top level) parties and then the alignment stage will be carried out later.<sup>8</sup>

The scope of planning in management is divided into three dimensions that are interrelated to one another:<sup>9</sup>

1. The time dimension is divided into three namely: 1) Short term planning (minimum 1 year), 2) Medium term planning (1-4 years), 3) Long term planning (4-8 years).
2. The spatial dimension is divided into three, namely: 1) National planning, 2) Regional planning, 3) Spatial planning.
3. The level dimensions are divided into five namely: 1) Macro planning, 2) Micro planning, 3) Sectoral planning, 4) Regional planning, 5) Project planning.

Facts on the ground prove that in order to achieve the goals of an activity or program from an organization, planning must be well-organized and maximally carried out through systematic stages. The stages in carrying out planning are: 1) Carrying out forecasts, 2) Making and setting goals, 3) Developing programs, 4) Creating and implementing schedules, 5) Making budgets, 6) Developing procedures, 7) Establishing policies.<sup>10</sup>

The problems and facts described above are supported by several previous studies which also discuss the management of Arabic language programs with different research focuses, such as: the first research focuses on the research domain in planning, implementing and evaluating Arabic language programs, while the research carried out by researchers only focus on aspects of planning and problems in planning Arabic language programs.<sup>11</sup> The second research focuses on the research area on the planning aspect in learning Arabic, the difference with the research carried out by the researcher is on the learning aspect because here the researcher focuses on the research direction on the planning aspect of the Arabic program, not planning for learning Arabic.<sup>12</sup> The last research focuses on the direction of research on the organizational aspect of the Arabic program,

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<sup>8</sup> Agus Kurniawan and Khabibul Khoiri, *Perencanaan Pendidikan* (CV. Agus Salim Press, 2022).

<sup>9</sup> H. Usman, *Teori Praktik dan Riset Pendidikan* (Jakarta: Bumi Aksara, 2008), hlm. 25

<sup>10</sup> Hary Priatna Sanusi and Siti Sanah, "Optimalisasi Manajemen Program Bi'ah Lughawiyah Sebagai Upaya Meningkatkan Penguasaan Keterampilan Berbahasa Arab," *Jurnal Isema: Islamic Educational Management* 2, no. 1 (2017): 11–24.

<sup>11</sup> Dalilan Aini et al., "Manajemen Program Perencanaan, Pelaksanaan, Dan Evaluasi Munadharah 'Ilmiyah Pekan Arabi Di Universitas Negeri Malang Di Masa Pandemi," *Taqdir* 7, no. 2 (2022): 181–197.

<sup>12</sup> Muhammad Kholilur Rosyid et al., "Manajemen Perencanaan Pembelajaran Aktif Di Lembaga Kursus Bahasa Arab Al-Azhar Pare Kediri," *LISANIA: Journal of Arabic Education and Literature* 3, no. 1 (2019): 1–20.

while the research conducted by the researcher focuses on the planning aspect of the Arabic program.<sup>13</sup>

Based on the explanation above, the focus that will be examined by researchers is on: 1) How is the planning of the Arabic language program at the Modern Islamic Boarding School Al Kautsar Banyuwangi in terms of approach, scope and planning process? 2) What were the problems during the planning for the preparation of the Arabic language program at the Modern Islamic Boarding School Al Kautsar Banyuwangi? The purpose of this study is to show how the planning of the Arabic language program at Modern Modern Islamic Boarding School Al Kautsar Banyuwangi in terms of approach, scope and planning process (A, 2022) is implemented so that Modern Islamic Boarding School Al Kautsar Banyuwangi goes well according to goals and what problems are encountered.

## **METHOD**

In this studied, researchers used a qualitative descriptive researched method. Qualitative methods were defined as researched procedures that produced descriptive data in the form of words or spoken words from people and observable behavior.<sup>14</sup> The qualitative method was also a method that aims to revealed the uniqueness that exists in individuals, groups, communities, organizations that exist in everyday life as a whole, in depth, in detail and of course scientifically justifiable.<sup>15</sup> In this studied, data collection techniques was carried out by researchers, namely interviews and observation. Interviews was conducted by researchers to students and teachers. Then observations was made in the form of observations through social media accounts, teaching materials, arabic language values, activity archives, and archives of pesantren language program activities. After the data was collected, the data was analyzed used the data analysis technique of the miles and huberman models. In the book written by sugiyono, it was stated that there were three steps in this data analysis technique, they were: 1) data reduction 2) data display 3) conclusion drawing or verification.<sup>16</sup>

## **RESULT AND DISCUSSION**

### **Arabic Language Program Planning at Al Kautsar Modern Islamic Boarding School Banyuwangi**

Planning could been defined as a conceptualization of many activities in the form of programs that were arranged in a systematic, logical, cleared meaning and purpose.<sup>17</sup> Not only that, as a follow-up to good planning, management of activities or programs, it would also had positive implications for the development of students towards arabic in accordance with the vision and mission set by the institution.<sup>18</sup> This opinion was in accordance with

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<sup>13</sup> Alvi Dyah Rahmawati, "Manajemen Pengorganisasian Program Kursus Bahasa Arab Di Pare Kediri," *Arabi : Journal of Arabic Studies* 3, no. 1 (2018): 52.

<sup>14</sup> Sandu Sitoyo and Ali Sodik, *DASAR METODOLOGI PENELITIAN*, Literasi Media Publishing, 2015.

<sup>15</sup> Syahrums and Salim, *Metodologi Penelitian Kuantitatif* (Citapustaka Media, 2012).

<sup>16</sup> Sugiyono, *Metode Penelitian Kuantitatif Kualitatif Dan R&D*, Alfabeta, 2010.

<sup>17</sup> A. F. Amrullah, *Manajemen Kurikulum Pembelajaran Bahasa Arab* (Jakarta:Kencana, 2021), hlm. 37.

<sup>18</sup> Shobirin and Hilmi, "Implikasi Manajemen Program Bahasa Arab Dalam Mencetak Lulusan Unggul."

the opinion stated by aliyah that behind good management, there must been good planning.<sup>19</sup> Therefore, in the beginning of planning, a manager must been able to thought about and considered what possibilities would occur as long as an activity or program lasts until it was finished.

As part of an educational institution that had language programs, especially arabic, a manager should been able to diagnose what was needed by students as learned subjects, formulate the objectives of the learned process activities and determine the teaching strategies adopted to realized the goals that had been set.<sup>20</sup> In this case, the manager and the team must carried out an analysis of several aspects with the aimed that later they could obtain information that could been used as material for deciding the design of an activity or program.

The results and discussion of the management of the arabic language program planning at modern islamic boarding school al kautsar banyuwangi had been carried out by researchers in accordance with the formulation of the problem in this studied. The researched results obtained by researchers based on observational data, interviews and documentation were as follows:

#### **Arabic Language Program Planning Management at Al Kautsar Modern Islamic Boarding School Banyuwangi**

1. A model of the arabic language program planning approached at the al kautsar modern islamic boarding school Banyuwangi

The beginning of the birth of the arabic language program at al kautsar modern islamic boarding school in banyuwangi was an idea from Almarhum KH. Nur Hamid Askandar, the founder of this pesantren. Arabic language program activities were formed with the approval of both caregivers and ustadz and ustadzah. In other words, starting from the planning and preparation stages, organizing, implementing, and evaluating were carried out jointly by all parties. Thus, the activities in this arabic language program could been carried out properly according to existing procedures and could been accounted for by all interested parties.<sup>21</sup> However, there was one activity in the arabic language program which was created and arranged directly by the current caretaker of the al kautsar banyuwangi modern islamic boarding school. The activity was an insha' activity. This insha' activity was a weekly activity on arabic scientific writing. The purpose of this activity was for students and female students in the boarding school have been proficient in the field of scientific writing, which of course was in accordance with the rules of writing and the rules of nahwu shorof. Therefore, insha' activities took placed under the auspices of caregivers, because the implementation of these activities was quite complicated and did require special experts in this field.<sup>22</sup>

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<sup>19</sup> Aliyah, Maghfur, and Hilmi, "Manajemen Perencanaan Program Bahasa Arab Di Mayantara School Malang."

<sup>20</sup> A. Majid, *Perencanaan Pembelajaran: Mengembangkan Standar Kompetensi Guru* (Bandung: PT Remaja Rosdakarya, 2005).

<sup>21</sup> Interviewed Nila, on 11 October 2022 in Al Kautsar Modern Islamic Boarding School

<sup>22</sup> Interviewed Nila, on 11 October 2022 in Al Kautsar Modern Islamic Boarding School

In the planning process carried out by all parties, the arabic language program was the initial stage, in accordance with the opinion of experts that in making and preparing planned there was an approached model which would later became a benchmark for success in carrying out the planned. process. In planning this arabic language program there were two models of approached used, namely the first model was interactive approach for planning old arabic language programs, which were in the process of planning an activity or program carried out jointly by level top and level down. The second was using top-down approach for new program planning, which in the process of planning an activity or program was made by level top and then proposed to level down.<sup>23</sup>

2. The scope of planning the Arabic language program at the Modern Islamic Boarding School Al Kautsar Banyuwangi

The arabic language program at al kautsar modern islamic boarding school had been implemented since the establishment of this islamic boarding school until now. All students were required to took part in this arabic language program, both new students and old students. In planning the arabic language program at the al kaustar modern islamic boarding school, banyuwangi, it was influenced by three interrelated dimensions. This arabic language program was included in the category of long-term planning, because this arabic language program had been implemented since the beginning of the islamic boarding school was established and inaugurated until it was implemented until now, meaning that this program was implemented even longer. from 8 years. Meanwhile, the spatial dimension was included in the spatial planning category because planning in this arabic language program was specifically for students and female students of the al kaustar banyuwangi modern islamic boarding school. And the last was the dimension of planning technical leveled. The arabic language program at this islamic boarding school was included in the category of sectoral planning because the manager of this program planning made and planned a program in educational activities. This was in line with the statement that sectoral planning was planning that projects its goals on a program in the world of education.<sup>24</sup>

3. The process of planning an Arabic language program at the Modern Islamic Boarding School Al Kautsar Banyuwangi

In the planning process there were stages that must been carried out, it was stated that there were 7 processes in planning management.<sup>25</sup> The steps are:

a. Make forecasts

The arabic language program at the modern islamic boarding school al kautsar banyuwangi had been around since the islamic boarding school was officially founded. Almarhum K.H Nur Hamid Askandar as the founder of this islamic boarding school did focus on the language program of the modern al

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<sup>23</sup> Kurniawan and Khoiri, *Perencanaan Pendidikan*.

<sup>24</sup> Interviewed Nila, on 4 October 2022 in Al Kautsar Modern Islamic Boarding School

<sup>25</sup> Sanusi and Sanah, "Optimalisasi Manajemen Program Bi'ah Lughawiyah Sebagai Upaya Meningkatkan Penguasaan Keterampilan Berbahasa Arab."

kautsar islamic boarding school in banyuwangi, because the label of this islamic boarding school was modern islamic boarding school and at that time modern islamic boarding school was indeed famous for its language program. Initiative Almarhum K.H Nur Hamid Askandar to focus on the language program because it was nothing but adapting the daily activities at the darussalam gontor islamic boarding school which was already established and was already well known for its language program. The formation of the arabic language program at the al kautsar modern islamic boarding school banyuwangi could not been separated from the predictions of the history of the arabic language itself. In this modern era, more than 20 countries had made arabic their official language. One of the things that caused the development of the arabic language to grew rapidly was none other than the spread of islam in the 7th and 8th centuries. In the 7th and 8th centuries arabic contributed much to the advancement of science. This was also one of the triggers for the establishment of the arabic language program at the modern islamic boarding school al kautsar banyuwangi.<sup>26</sup>

b. Setting goals

After gone through the forecasting stage, the next stepped was to set goals in the arabic language program at the modern islamic boarding school al kautsar banyuwangi. The general objective of this arabic language program was for students and female students at the modern islamic boarding school al kautsar banyuwangi have been proficient in arabic. In the arabic language program at the al kautsar modern islamic boarding school banyuwangi, there were several activities in it, along with the activities and objectives of these activities:<sup>27</sup>

- 1) *Mufrodat Yaumiyyah* had the aimed of increasing mastery of arabic vocabulary and preparing students have been able to used arabic as the language of everyday communication,
- 2) *Muhadhoroh* had a goal to train the ability to spoke in arabic of the students,
- 3) *Muhadatsah Yaumiyyah* or daily conversation has the aim to train all of the Islamic boarding school students to be able to use Arabic as an active language in their daily activities,
- 4) *Insya'* has the aim to train all of the Islamic boarding school students to be proficient in making Arabic scientific essays in accordance with the rules of scientific writing and its grammar.

c. Program Setting

This stage is a stage that is adjusted to the objectives in each program activity to be carried out. The programming of the Arabic language program at the Al Kautsar Modern Islamic Boarding School in Banyuwangi has formulated targets that are interpreted as specific objectives of implementing this program, including: 1) Developing an Arabic language program in the form of activities

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<sup>26</sup> Interviewed Ali Mansyur, on 11 October 2022 in Al Kautsar Modern Islamic Boarding School

<sup>27</sup> Interviewed Qiqin, on 11 October 2022 in Al Kautsar Modern Islamic Boarding School

aimed at training the potential of students and female students in the field of Arabic, 2) Provide a forum for female students who have potential in the Arabic language field to develop their talents and interests.<sup>28</sup>

Meanwhile, the target participants in the Arabic language program at the Al Kautsar Modern Islamic Boarding School in Banyuwangi are all the students and female students of the boarding school. The target set for this Arabic language program is regional, which means that it can only be attended by students and female students studying at the Al Kautsar Modern Islamic Boarding School, Banyuwangi. And then for the conceptual framework of this program, namely the concept of each activity in the Arabic program. The intended concept is related to class categories in Arabic language program activities, planning the location of Arabic program activities, and planning the needs of Arabic language program activities. Class categories in this Arabic program are according to the ability of each student and female student, for new and old students and female students, the class categories are distinguished. Usually, new students and female students are included in the Muftadi' (Beginner) class category and for old students and female students are included in the Mutaqaddim (Excellent) class category. For planning where the Arabic language program activities are planned in accordance with the activities carried out and for the implementation of program activities carried out in the Islamic Boarding School area. And finally, planning needs in Arabic language program activities, planning needs in Arabic language program activities has been planned according to needs and has been prepared by the program organizers.<sup>29</sup>

d. Determine the Schedule

The stage of determining the schedule or scheduling is the stage that is carried out to determine the time for implementing the program. Scheduling in the Arabic language program at the Modern Al Kautsar Islamic Boarding School Banyuwangi is planned according to the activities in the program. The following is the presentation of the schedule of activities in the Arabic language program at the Modern Al Kautsar Islamic Boarding School, Banyuwangi:<sup>30</sup>

- 1) *Mufrodat Yaumiyyah* held in the morning after the morning prayer and in the afternoon after the Asar prayer
- 2) *Muhadhoroh* held every Sunday night after the evening prayer until 9 pm.
- 3) *Muhadatsah Yaumiyyah* held every Thursday, Friday, and Saturday
- 4) *Insha'* held once a week according to a set schedule.

e. Budget Setting

In each activity or program, it is certain to determine the budget for the implementation of the activity or program. The Arabic language program at the

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<sup>28</sup> Interviewed Qiqin, on 11 Oktober 2022 in Al Kautsar Modern Islamic Boarding School

<sup>29</sup> Interviewed Nila, on 4 Oktober 2022 in Al Kautsar Modern Islamic Boarding School

<sup>30</sup> Interviewed Nila, on 4 Oktober 2022 in Al Kautsar Modern Islamic Boarding School

Modern Al Kautsar Islamic Boarding School in Banyuwangi is a long-term program that is planned every year, which of course at the programming stage this program has determined the needs for its implementation. These needs are recorded and then budgeted by making a proposal which is then submitted to the caregivers of the Al Kautsar Banyuwangi Modern Islamic Boarding School. The source of funds for this Arabic program is from parties at the Al Kautsar Banyuwangi Modern Islamic Boarding School without involving other parties.<sup>31</sup>

f. Procedure Development

In each program, it has been determined which procedure will be followed so that the series of activities in the program are carried out systematically. The Arabic language program at the Al Kautsar Banyuwangi Modern Islamic Boarding School develops procedures in a directed manner through instructions from superiors to subordinates based on a structural pattern, namely the caregiver becomes the foundational concept for the running of activities, which is then responded to well by the subordinates. And for the concept of activities in the Arabic language program at the Al Kautsar Modern Islamic Boarding School, Banyuwangi, it is directed directly by the person in charge of each activity and then coordinates with every other implementing member.<sup>32</sup>

g. Policy Setting

In implementing a program, there must be a policy format that functions to ensure the continuity of the implementation of the program. The Arabic language program at Modern Al Kautsar Islamic Boarding School Banyuwangi is a program that has been approved, is legal and directed. This is evidenced by the fact that this program has been running since the inception of the Al Kautsar Modern Islamic Boarding School Banyuwangi and this Arabic language program has been integrated with one of the curricula used in this cottage, namely the language curriculum. With this policy format, it proves that the Arabic language program at the Al Kautsar Banyuwangi Modern Islamic Boarding School has been regulated systematically, according to procedures and can be controlled properly.<sup>33</sup>

### **Problems of Planning an Arabic Language Program at the Al Kaustar Modern Islamic Boarding School Banyuwangi**

In the process of planning an activity or program there are certainly some obstacles in its implementation. This problem also occurs in the planning activities of the Arabic language program at the Al Kautsar Modern Islamic Boarding School. Based on the results of data collection that has been carried out by researchers, the problems involved in planning the Arabic language program at the Al Kautsar Modern Islamic Boarding School are related to one of the steps in planning, namely establishing a program. In establishing an Arabic language program at the Al Kautsar Modern Islamic Boarding School it is not just making program activities, but also the person in charge of the activity in the program,

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<sup>31</sup> Interviewed Ali Mansyur, on 10 Oktober 2022 in Al Kautsar Modern Islamic Boarding School

<sup>32</sup> Interviewed Ali Mansyur, on 10 Oktober 2022 in Al Kautsar Modern Islamic Boarding School

<sup>33</sup> Interviewed Ali Mansyur, on 10 Oktober 2022 in Al Kautsar Modern Islamic Boarding School

the criteria for the person in charge in the program and the place where the program is implemented. This problem stems from a lack of teaching resources. There are several people in charge of program activities who are not qualified in this field. As an example, there are still many ustadz and ustadzah who do not meet the criteria to be in charge of the program's activities, however, due to the limited number of teaching staff, the duties of those in charge are distributed according to the number of ustadz and ustadzah present. In addition, the planning of the Arabic language program was not carried out optimally due to a lack of ability to make program plans, resulting in planning that was not good enough in several aspects. One of the reasons is the factor of lack of experience, education, and even lack of knowledge in making good and correct planning. In the book "Introduction to Management" it is written that experience and educational background are important factors in the planning process.<sup>34</sup> Apart from the inability to make program plans, another thing that causes problems is that there are still many parties who are less committed in planning Arabic language programs at Al Kautsar Modern Islamic Boarding School. This happened because many parties felt they did not have enough time to plan the program. In line with Rohman's theory, the planning process certainly requires a lot of time and thought. In addition, many parties who are given the task of planning an activity or program have reason to be afraid of failure.

## CONCLUSION

Based on the discussion above, it can be concluded that in planning the Arabic language program at Al Kautsar Modern Islamic Boarding School, two approaches are used, namely the interactive approach model and the top down approach model. In addition, the Arabic language program at Al Kautsar Modern Islamic Boarding School is in accordance with the theory mentioned by Husaini Usman in his book that in planning an activity or program, it must consist of three interrelated dimensions, namely the time dimension, spatial dimension, and level dimension. . Meanwhile, the planning process in the Arabic language program at the Al Kautsar Modern Islamic Boarding School is in accordance with the theory stated by Sanusi and Sanah that in the planning process there are 7 stages that must be carried out. The 7 stages are 1) Carrying out forecasts, 2) Making and setting goals, 3) Developing programs, 4) Making and implementing schedules, 5) Budget Setting, 5) Developing procedures, 6) Establishing policies.

The problems experienced in the program planning process are in terms of teaching resources. With a limited number of ustadz and ustadzah, there are several persons in charge of activities who are less qualified in this field. In addition, this program planning was not carried out optimally because of a lack of ability to make program plans due to lack of knowledge and time and fear of failure.

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<sup>34</sup> Mulyadi and Widi Winarso, *Pengantar Manajemen*, 1st ed. (Purwokerto: CV. pena Persada, 2020).

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