

## Organizational Behavior Strategic In Facing The Institutional Changes In Islamic Early Children Education

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### Abstract

The purpose of writing this article as a preliminary research on organizational behavior in organizational change in Islamic education. In it there are important basics of behavior, especially in order to motivate the development of Islamic educational institutions that have excellence in spirituality through literature review. In organizational behavior, humans have become one of the dimensions in it which is one of the main factors and supporters of institutional and organizational processes. This is what must be understood in Islamic educational institutional organizations to continue to support the internalization of their studies in developing their organizations so that they can progress sustainably in serving students without losing their identity as part of humanity.

**Keywords:** behavior, changes, organizations Islamic education

### Abstrak

Tulisan dari penulisan artikel ini sebagai *preliminary research* tentang perilaku organisasi (OB) dalam perubahan organisasi pada lembaga pendidikan Islam anak usia dini. Di dalamnya ada dasar-dasar penting tentang OB khususnya guna memotivasi pengembangan organisasi kelembagaan pendidikan Islam yang memiliki keunggulan dalam spiritualitas melalui kajian literatur. Dalam OB, Manusia telah menjadi salah satu dimensi di dalamnya dimana merupakan salah satu faktor dan pendukung pokok dari kelembagaan dan proses organisasi. Hal inilah yang harus difahami dalam organisasi kelembagaan pendidikan Islam untuk terus mendukung internalisasi kajiannya dalam mengembangkan organisasinya agar bisa maju berkelanjutan dalam melayani siswa tanpa kehilangan jati dirinya sebagai bagian dari kemanusiaan.

**Kata Kunci:** perilaku, perubahan, organisasi, pendidikan Islam

## INTRODUCTION

Islamic education institutions today have realized the importance of studying organizational behavior (OB) for sustainability in their management. Organizing in the field of education is an activity of dividing tasks among people involved in collaborative educational organizations (Fattah, 2004). This thus indicates the importance of OB in developing the competitiveness of institutions in the education sector. Wiyani pointed out, "four capabilities contained in competitiveness. First, the ability to strengthen market position. Second, the ability to connect with the environment. Third, the ability to continuously improve performance. Fourth, the ability to uphold a profitable position" (Wiani, 2018).

Syafar has seen the bureaucracy, behavior and organizational culture in the Islamic educational institution Roudlotul Athfal UIN Sunan Kalijaga Yogyakarta. With the aim of knowing the implementation of institutional bureaucracy and how to build organizational behavior and culture (Syafar, 2017). At An-Nur Islamic Boarding School Malang it is known that the role of the principal and kiai as development leaders is managerial, namely managing human resources and non-humans so that they can work optimally, the principal and kiai provide an example to the school community regarding new programs, the principal and kiai act as decision makers (Romady et al., 2019). OB has now become an important focus in the study of Islamic education organization and management. The study is complex with the involvement of various scientific disciplines, thus adding to the stability of its position as an applied study.

## METHODS

This article intends to provide important basics regarding OB, especially to motivate the development of Islamic educational institutional organizations that have excellence in spirituality in facing inevitable organizational changes within themselves through literature review. All of these are aspects that are included in the fundamental elements of OB (Robbins, 2006; Tahir, 2014; Toha, 2007). The initial article will explain management and organization and their relationship to human behavior. Next, there is an explanation of its meaning which is connected with studies and disciplines that are important related to (organizational development (OD) so that it is known how OD studies are used to anticipate organizational change.

## RESULT AND DISCUSSION

### Behavior And Organizational Change

Anderson in (Handoko, 2012) has defined management in general as, "management is the process of defining organizational goal and making decisions about the efficient and effective use of organizational resources in order to ensure high organization performance." In the context of education, Soepardi in Fattah (2004) has stated that educational management is the management of educational activities by utilizing all existing facilities efficiently and effectively to achieve predetermined educational goals. Meanwhile, Made Pidarta defines educational management as the activity of combining educational resources so that they are focused on achieving predetermined educational goals (Pidarta, 2011, p. 4). Thus, educational management is a process of integrating related resources into a total system to complete an

educational goal. Educational management as a system means providing attention with proportional treatment, with the aim of facilitating students' learning as a model in learning.

Management includes activities to achieve goals, carried out by individuals who develop their best efforts through predetermined actions. This includes knowing what they should do, determining how to do it, understanding how they should do it and measuring the effectiveness of their efforts. Furthermore, it is also necessary to establish and maintain an environmental condition that provides economic, psychological, socio-political responses and contributions and control.

Organizations have become part of the study of management. The term organizing can be described into two meanings, namely: in a static sense, an organization is a forum for cooperation between a group of people working together to achieve certain goals. In a dynamic sense, an organization is a system or activity of a group of people to achieve certain goals (Syamsi, 1994, p. 13). Fattah (2004) then explained that the meaning of organization in the educational context is: first, an organization is defined as an institution or functional group, for example a company, a school, an association, government agencies. Second, it refers to the organizing process, namely how work is organized and allocated among members, so that organizational goals can be achieved effectively.

It includes elements of a cooperative system, people working together, and common goals to be achieved in an activity. As long as these elements are running, it can be said that an organizational process is taking place. Therefore, Siagian (2002) has provided a definition of organization, "Organization is any form of association between two or more people who work together for a common goal and are formally bound in an alliance, where there is always a relationship between a person or group of people called leaders and another person or group of people called subordinates."

In this definition, the important elements of organization can be formulated. Common goals are always there and socialized. Achievements are achieved through or in conjunction with the help of other people in harmonious cooperation. This cooperation is based on certain obligations and responsibilities (Siagian, 2002). Fattah (2004) adds the importance of each individual within it having the ability to work together where who does what, who is responsible for what, the flow of communication, and focusing resources on goals are arranged in such a way.

#### Understanding Organizational Behavior

Toha, (2007, p. 33) has designated OB as, "A function of the interaction between an individual and his environment". The conclusion is thus formulated from various thoughts including Cummings (Toha, 2007) who has interpreted OB; "A way of thinking, a way to understand problems and explain in real terms the results of discoveries along with solution actions." Tewal et al., (2017) can formulate its characteristics. 1) OB is a field of study that investigates human behavior in organizational collaboration based on scientific methods. 2) Investigation of human behavior in organizational collaboration can be carried out using a multi-disciplinary approach, meaning that it refers to or is based on theories, methods and principles of various behavioral sciences and social sciences. 3) Knowledge of organizational behavior can be used to understand, predict and manage human behavior in organizational

collaboration in order to increase organizational effectiveness and individual welfare. 4) Human behavior in organizational collaboration is the impact of individual processes, group processes, organizational processes and also the external environment. 5) Understanding human behavior in organizational collaboration requires clearly determining the level of analysis at which human behavior operates, whether individual, group or organizational.

Sofyandi & Garniwa, (2007) also describe several of the main elements: "1) Way of thinking, namely behavior seen as work action at the individual, group and organizational levels; 2) Interdisciplinary, this means that the field utilizes the principles, models, theories and methods of existing scientific disciplines; 3) Humanistic Orientation, which means the person's attitudes, perceptions, learning capacity, feelings and goals, are the main things; 4) Achievement, which means being oriented towards achievement, why achievement is low or high, how achievement can be improved, can training increase achievement; 5) The Organization's External Environment, seen as having a real impact on organizational behavior; 6) The field of organizational behavior relies entirely on recognized scientific disciplines, the role of scientific methods is considered important in studying various related variables.

Meanwhile, Davis in (1993) stated other elements of OB, namely: 1) People, who form the organization's internal social system, they consist of people and groups, both large groups and small groups. Apart from that, there are more official and formal groups. 2) Structure, which determines the formal relationships of people in the organization. A variety of different jobs are required to perform all organizational activities, there are managers and employees. 3) Technology, as a means that provides the resources that people use to work and those resources influence the tasks that they can produce with their bare hands. So they erect buildings, design, machines, create work processes and assemble resources. 4) Environment, all organizations operate in the external environment, organizations do not stand alone. It is part of a larger system that contains many other elements, such as government, family and other organizations. All of these elements influence each other in a larger system which contains many other elements, such as government, family and other organizations. All of these elements influence each other in a complex system that forms the pattern of life for a group of people.

#### Organizational Behavior as Interdisciplinary Studies

In OB, both individuals and groups can utilize the theories, methods and principles of various behavioral sciences and other social sciences. As an autonomous study, OB can be accounted for within its limits. Cummings in Toha (2007) has described some of the differences between OD and other disciplines that are closely related to behavioral science. According to Cummings, the differences in question are as follows: "1. The differences between Organizational Behavior and Organizational Psychology include: organizational psychology limits its explanatory construction to the psychological level only, but Organizational Behavior's explanatory construction comes from multi-disciplines. What they have in common is that both fields explain the behavior of people in an organization. 2. The difference between Organizational Behavior and Organizational Theory is based on two differences, namely the unit of analysis and the center of the dependent variable. Organizational behavior is formulated as a study of individual and group behavior within an organization and the

application of certain knowledge. Organization theory is the study of the structure, processes, and results of the organization itself.<sup>3</sup> The difference between Organizational Behavior and Personnel and Human Resources is that Organizational Behavior places more emphasis on concept orientation, while Personnel and Human Resources (P&HR) emphasizes techniques and technology. Dependent variables, such as effective behavior and reactions in organizations, often appear in both. Personnel and Human Resources (P&HR) seem to be at the surface between organizations and individuals, with an emphasis on developing and implementing systems for hiring, developing and motivating individuals within an organization."

#### Behavior And Organizational Change In Islamic Education For Early Children

Islamic Education Management cannot separate behavioral studies from changes in the organization of educational institutions. Change in all organizations is inevitable in the course of their life. Its dynamic movement is even marked by the frequency of changes that occur. Organizational change describes how growth, development and ultimately decline or vice versa.

The main reason is that it allows mutual influence between the organization and its environment. Organizations tend to develop and change and are able to make optimal adjustments in an effort to respond to changes that occur in their environment. In order to make these adjustments, the organization can develop well or, on the contrary, its ability to adapt to its surroundings decreases. "An organization is like an organism that is the best choice to survive in an ever-changing environment, while others die. The main assumptions are (1) organizations have limited ability to adapt in a changing environment; and (2) the change process is controlled by the environment. "Organizations that are able to adapt well to environmental constraints will develop well, while others tend to fail and be unable" (Sudarsyah, 2012).

There are several assumptions that need to be taken into account when studying organizational change, namely: "first, every change not only includes new technological-instrumentalistic aspects, but also learning to abandon something that already exists and may already be well integrated. Second, no change will occur if there is no motivation to change, and if such motivation does not yet exist; Recognizing motivation is often a very difficult part of the change process. Third, organizational change, such as in structure and process, only occurs through individual changes in the core members of the organization; therefore, organizational change always occurs through individual change. Fourth, the most optimal changes include attitudes, values and self-image. Lastly, change is a gradual cycle which is the same as the cycle of adaptive coping in which each stage must somehow be negotiated before it can be said that something stable has occurred. These assumptions support the argument that the behavioral perspective needs to be studied as an approach to managing change."

Therefore, when changes are initiated in Islamic educational organizations, phenomena related to the behavioral readiness of organizational members at least need to be considered. Weiner in Sudarsyah (2012) states that organizational readiness for change is a function of how much organizational members value change and the extent to which they assess their abilities against: (1) task demands, (2) resource availability, and (3) situational factors. When organizational readiness for change is high, organizational members are more likely to initiate

change, exert greater effort, demonstrate greater persistence, and display more cooperative behavior.

## CONCLUSION

In OB, humans have been placed in important positions in an organization facing internal change. Humans have become one of the dimensions in it which is one of the main factors and supporters of institutional and organizational processes. Organizational behavior is essentially the result of integration between individuals in the organization. Therefore, to understand organizational behavior, it is best to first know the individuals who support the organization. This is what must be understood in Islamic educational institutional organizations to continue to support the internalization of their studies in developing their institutions so that they can progress sustainably without losing their identity as part of humanity which is always changing dynamically.

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