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# THE IMPLEMENTATION OF EMPLOYEE ENGAGEMENT FOR CADRE AND TEACHERS OF KULLIYATU-L-MU'ALLIMIN AL-ISLAMIYYAH IN DARUSSALAM GONTOR ISLAMIC BOARDING SCHOOL

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**Citation:** Kamalurofiq, M., & Anggara, F. (2018). THE IMPLEMENTATION OF EMPLOYEE ENGAGEMENT FOR CADRE AND TEACHERS OF KULLIYATU-L-MU'ALLIMIN AL-ISLAMIYYAH IN DARUSSALAM GONTOR ISLAMIC BOARDING SCHOOL. *Islamic Bisnis and Management Journal*. 4(1) p 79-88

Academic Editor: Abdullah Chamber

Received: 25 April 2018

Accepted: 27 Juni 2018

Published: 27 Juni 2018

**Publisher's Note:** IBMJ, Faculty of Economics and Management UNIDA Gontor stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



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**Abstract:** This research aims to find out and to analyze how the process of cadre recruitment at Darussalam Gontor Islamic Boarding School. The research also examines implementation of Employee Engagement for cadres and teachers at Darussalam Gontor Islamic Boarding School based on the factors of employee engagement initiated by Anitha J (2014). The research was using primary data that obtained from the interview process to carry out the teachers cadres and some stakeholders at the Darussalam Gontor Islamic Boarding School. While secondary data obtained from observation and documentation. This research uses triangular methods to analyze the data. The results of this study shows that the process of cadre recruitment at Darussalam Gontor Islamic Boarding School conducted over the five-term of Darussalam Gontor Islamic Boarding School. The Trimurti (three founders of Darussalam Gontor Islamic Boarding School) has been giving speeches to his successors to always perform the process of cadre recruitment for the sake of achieving goals and objectives of Darussalam Gontor Islamic Boarding School. The process of cadre recruitment at Darussalam Gontor Islamic Boarding School was well done and planned, it has a clear and structured process. Then, the existence of such cadre recruitment process Darussalam gontor Islamic Boarding School was always managed to produce qualified cadres in accordance with the resources needed by Darussalam Gontor Islamic Boarding School. Whereas, the implementation of the theory of Employee Engagement in the process of cadre recruitment at Darussalam Gontor Islamic Boarding School indeed leads to Employee Engagement factors initiated by Anitha J (GRG School of Management Studies, Coimbatore, India). However, those factors turned out to be not fully have an impact on individual cadres. There are other factors more influential. These factors are factors of spiritual as sincerity, guidance or instructions from Allah Subhanahu wa ta'ala, taufik or grace of Allah Subhanahu wata'ala, strengthening and accompaniment by Allah Subhanahu wa ta'ala, and God also Barokah (Blessed).

**Keywords:** Cadre recruitment; Employee Engagement; Darussalam Gontor Islamic Boarding School.

## 1. Introduction

Education is an important step to realize the dignity of human beings as a perfect creation of God. There are three basic activities of education include inputs, outputs, and the educational process (Haryati, 2014). Organizing the educational system required good management to keep the continuity of the education in order to achieve the goal of education itself (Salam, 2014). The absence of educational staff and qualified educators will have an effect on the operations of the program and the education system itself.

Understanding of the vision and mission of an organization or institution is one of the important benchmark of how human resources in an organization can perform tasks

of education and responsibility in order to achieve the existing programs to reach the targets or objectives of the organization or institution (Zarkasyi, 2011).

One of the organizations or institutions which were quite successful in managing the education system is Darussalam Gontor Islamic Boarding School. Since founded in 1926, this institution used Boarding School system it has a lot of experience in managing the education system and developing of human resources and educational staff. The success of the management system in Darussalam Gontor Islamic Boarding School is evidenced by the large number of alumni (Output) that is capable of working and contribute to give a big impact to the society, and also many of the graduates of this institution which became community leaders or national figure. In addition, the enthusiasm or confidence of the community increased to entrust the education of their children (Zarkasyi, 2011).

Quality and recognition obtained by Darussalam Gontor Islamic Boarding School obtained due to the good performance of the human resources or educational staff and teachers. Teachers of Kulliyatu-l-Mu'allimin Al-Islamiyyah (KMI) in Darussalam Gontor Islamic Boarding School well developed and structured. With the presence of such development, many teachers of KMI automatically were committing themselves (engaged) in to system management and organizational culture in the Darussalam Gontor Islamic Boarding School.

Cadre recruitment is one of the important things in an organization. Organization as a collection of tasks and human organization should be qualified so that it can carry the vision and mission of the well due to the progress of the organization specified by the leaders they must be prepared through cadre recruitment (Noviard, 2013). In the process of cadre recruitment, Gontor with his experience, it has own method for developing the licensed with various tricks and his tips (Zarkasyi, 2011).

Therefore, it becomes interesting to be studied on the uniqueness of the coaching system or human resource management conducted in Darussalam Gontor Islamic Boarding School specifically the cadre recruitment. This results from such research can be applied by similar institution to achieve qualified human resources in order to gain their desired goals as the purpose of the institution.

## 2. Literature Review

### 2.1. Theory of Employee Engagement

Employee engagement that is the level of commitment and attachment to the employee or individual to the organization. Then, the values was applied in the organization. More explanation about employees who feel engaged is, an employees or individuals who feel really involved and have enthusiastic to their job and organization. The existence of such attachment is a willingness to contribute to the success of the company, on the condition of the employee or the individual concerned want to strive to complete its work and use all our thoughts and energies even willing to overtime (Handoyo & Setiawan, 2017). Research manuscripts reporting large datasets that are deposited in a publicly available database should specify where the data have been deposited and provide the relevant accession numbers. If the accession numbers have not yet been obtained at the time of submission, please state that they will be provided during review. They must be provided prior to publication.

Attachment (engagement) is a compliance person (employee management and non-management) to the organization related to the vision, the mission, and the goals of the company in the process of it's work. It was only on the sense of understanding but also in terms of the implementation of its work (Mangkuprawirata, 2004).

Further, employees who have attachment with the organization characterized by a few things:

1. Understand the vision, mission, and objectives of the programme and regulations of the organization very much.

2. Have passion for their work.
3. High job motivation.
4. Always improving the quality of performance.
5. Having a source of new ideas.
6. Managers and employees respect each other.
7. Being able to build a reliable work team.
8. Feel as part of a large family of companies.

#### 2.1.1. Determinants of Employee Engagement

There are seven determinants of employee engagement that has been initiated by Anitha j. (GRG School of Management Studies, Coimbatore, India):

##### 1. Work Environment.

The work environment is everything that is around, which can affect workers involved in carrying out the tasks given. In the context of the work environment. Environment can be defined as elements of the surrounding existing employees, which impacted directly and indirectly against employee performance (Wibowo, 2014).

##### 2. Leadership.

Leadership is any acts committed by individuals or groups to coordinate and to give direction to the individual or group that joined in a specific container to achieve the objectives that have been fixed in advance (Fernanda, 2016).

##### 3. Team and Co-worker.

Employees in living the life has two roles, as a sentient individual and social beings. According to a sentient individual and social beings, humans must have the ability to perform interactions with its environment because with interacting humans can grow and evolve as a human necessity (Pandjaitan & Jatmiko, 2014).

##### 4. Training and Career Development.

Training is an effort to improve the performance of the work at a specific job that is becoming the answer or an existing job relation with work so effectively. Training should include learning experiences, the planning activities and the identifying the response design. The training is intended to improve the mastery of a wide range of skills and techniques in the execution of a particular work, detailed and routine (Ninin, 2012).

##### 5. Compensation.

The compensation was all retribution that received an employee of its company as a result of the service or the power has been given to the company (Sarira, 2014). According to Cardoso in Andri, compensation is everything received by workers as a retribution upon their work (Gunawan, 2017). Umar said in Natalia, stated that the compensation is everything received by employees in the form of salaries, wages, bonuses, incentives, premiums, treatment, insurance and other similar ones in the pay-direct company. Generally, compensation is calculated on the basis of an evaluation of the work. It mean that it wa to get grant of compensation approach worth and equity.

##### 6. Organizational Policies, Procedures, Structures and Systems.

Ivancevich in Risyard defined that the structure of the company as the process of determining the decision to choose an alternative framework, project work, and departments. Thus, the decision or action will generate an organization chart. The Organization has a distinctive, its aims and objectives, the cooperation of a group of people, have the coordination tasks and authority as well as the existence of a code of conduct that must be adhered (Syahrial & Chalidyato, 2014).

According to Steers (Fianda, 2014) the structure is the way organizations set up human resources to activities towards the goal. The structure is aligned in a way that puts the human being as part of the organization at some relatively fixed relationships, which largely determine the patterns of interaction, coordination, and conduct oriented tasks.

##### 7. Workplace Well-being.

Welfare payments is a program service for employees in order to establish and to maintain the morale of employees. Then, the host of rewards are intended to give a sense of comfort for workers and family members, which serves to improve the welfare work, payment of wages during does not work and service for workers aimed at improving the productivity of the workforce so that labor can perform the task with the best (Indriyani, 2014).

## 2.2. *Theory of Cadre Recruitment*

Cadres, according to Partanto and Dahlan (Noviard, 2013) is a person who educates to become the successor of the baton relay a party or organization, young shoots, the candidate of the young generation. Masdar Hekmi stated that a cadre is supporters and implementers of an accomplished goals. Cadre recruitment, according to Nawawi in Farid, is defined as the process of educating or deed form someone being cadres. In addition, Henri Fayol in Farid stated that the formation of cadres also known as education and development staffs that will be delegated the task of leadership in the future.

Farid explained that the cadre for an organization is an attempt is done consciously and systematically to actualizing and grow the potential that exists on the Member. Cadre is declared successful if candidates successfully directed about what and how to do himself as appropriate to achieve.

## 2.3. *Darussalam Gontor Islamic Boarding School Cadre Recruitment*

Darussalam Gontor Islamic Boarding School assumed that cadre recruitment process is an important leadership succession against the superstructure, because the cadres will continue the relay of leadership. The cadre is obliged and had the moral burden on top of the forward cabin retreat. It has not only descendants of Kyai or founders of Boarding school, but also who have long been educated and engaged in education divisions of Gontor Islamic Boarding School (Zarkasyi, 2011).

Cadre recruitment surroundings Darussalam Gontor Islamic Boarding School given in stages or levels, so expect the result to produce a cadre of trained and tested, not just the physical but also the inner level, the level of the cadre recruitment implemented are:

1. Kyai
2. Senior teachers
3. Semi-senior teachers
4. Yunior teachers
5. Final Grade students (Class VI students)
6. Students class V
7. Students class IV

The implementation of cadre recruitment at Darussalam Gontor Islamic Boarding School directly has been implemented. The cadre recruitment measures include briefing, training, assignment, conditioning, escort, uswah hasanah, approach.

## 3. **Research Methods**

In this study, the researcher uses type of qualitative research methods. This qualitative research that researchers used is a method of basic theory (Grounded Research). The basic theory is a method of research conducted to find a theory or strengthen existing theory by examining the principles and basic rules and then created the basic conclusions which form the basic principles of a theory. Grounded theory that used because the theory is suitable employed to achieve research objective of this research. By using this method, researcher will know and will understand about the implementation of the theory of employee engagement in the process of cadre recruitment at Darussalam Gontor Islamic Boarding School.

The subject of this research is the individual who was becoming the target of the examined as sources of information. In this research, the subject was The teacher of

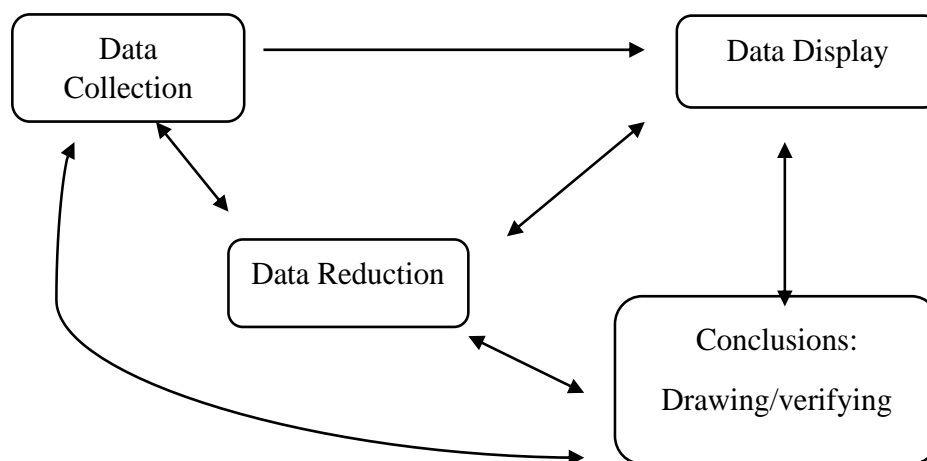
Kulliyatu-l-Mu'allimin Al-Islamiyyah tough surroundings Darussalam Gontor Islamic Boarding School who have been inducted into cadres by Darussalam Gontor Islamic Boarding School. In this research, the object of the research is the implementation of the theory of Employee Engagement in the process of cadre recruitment at Darussalam Gontor Islamic Boarding School.

Primary data in this study include the theory of employee engagement that is implemented in the process of cadre recruitment at Darussalam Gontor Islamic Boarding School. This data is taken from interviews to teachers cadres, and some stakeholders at the Darussalam Gontor Islamic Boarding School. Secondary data or information obtained indirectly from a research object are public, consisting of organization structure of data archives, documents, reports and books etc is concerned with the research.

To obtain data on the need for discussion and to analyzed it, this study uses the following methods ; Interview, Observation, Collection of data archives (Archival).

**4. Technique of Data Analysis**

The authors use data to analyze the model that used by Miles and Huberman in Sugiyono which suggested that activity in the qualitative data analysts performed interactively and lasted continuously until it has been completed. Therefore, the data is already saturated.



**Figure 1.** Technique of Data Analysis

**5. Results and Discussion**

*5.1. Cadre Recruitment*

Cadres, according to Amrullah, are individuals who become part of the movement in Darussalam Gontor Islamic Boarding School. This is because Gontor see how important manifestation of a successor (Amrullah, 2018).

Definition of cadres at the Darussalam Gontor Islamic Boarding School is the same as the definition of the cadres in General. Cadres for Darussalam Gontor Islamic Boarding School is the successor program, goals and objectives of the Darussalam Gontor Islamic Boarding School.

Thus, the cadre recruitment that conducted by Darussalam Gontor Islamic Boarding School according to Abadi is a manifestation of the implementation of the mandate of the Trimurti or three founders Darussalam Gontor Islamic Boarding School that is contained in the five-term of Islamic Boarding School (Abadi, 2018). According to Amrullah, Gontor looked at how far and long goals. Goals and objectives will not be achieved with a single human lifespan. It takes another person to be able to achieve his goal, therefore it takes a successor (Amrullah, 2018).

Cadre recruitment is the process of educating a person to become a competent successor. Trimurti as founder of Darussalam Gontor Islamic Boarding School seen will be how far the journey of Gontor for achieving goals will not be achieved by an individual. Thus Trimurti made cadre recruitment as a successor development process become one of the five long-terms. In order for the process of individual development of the successor, Gontor always cared for and managed to produce a competent successor.

According to Ihsan, the key to success of the Darussalam Gontor Islamic Boarding School in building cadres that is by way of building the integrated cadres. Cadres that fused soul, blending his aspirations, fused their idealism, passion, purpose, vision and mission, with soul, idealism, goals, vision and mission of Darussalam Gontor Islamic Boarding School (Hastuti & Ari Anggara, 2017).

An understanding of the goals and objectives that are owned by the organization is the benchmark the success of cadre recruitment. Therefore, in the process of cadre recruitment at Darussalam Gontor Islamic Boarding School. The existing cadre was built and developed a cadre to be integrated. Integrated soul, idealism, passion, purpose, vision and mission with the soul, idealism, passion, purpose, vision and mission of Darussalam Gontor Islamic Boarding School.

### *5.2. Determinants of Employee Engagement*

There are seven determinants of employee engagement that has been meticulously by Anitha j. (GRG School of Management Studies, Coimbatore, India):

#### 1. Work Environment.

According to Amrullah, the environment at Darussalam Gontor Islamic Boarding School is quite conducive for a place of sacrifice as a cadre. This is because all people or cadres speak with the intent topics and same goals. Cadres at the Darussalam Gontor Islamic Boarding School has the same idealism. There is a Figure who gives direction (Amrullah, 2018).

The environment at Darussalam Gontor Islamic Boarding School are very supportive of its cadres to complete their duties and responsibilities. This is due to the atmosphere and the co-workers there have the same goals. Thus, providing direct or indirect influence on performance of the cadres or in the process of developing for the cadres.

According to Abadi, the needs of the cadres already fulfilled so we do not have to think and do all kinds of needs (Abadi, 2018).

The existence of a collateral requirement for cadres by Darussalam Gontor Islamic Boarding School is to make the cadres to be able to work quietly, run tasks and responsibilities optimally. Due to focus the minds, cadres is not disturbed by the existence of facilities to support the work. It already provided and optimized by Darussalam Gontor Islamic Boarding School.

Then, it can be concluded that the work environment has an influence on the process of cadre recruitment at Darussalam Gontor Islamic Boarding School.

#### 2. Leadership.

According to Kamaluddin, Kyai (Leader and Chairman of Darussalam Gontor Islamic Boarding School) became a benchmark and a sample because he was already doing anyway prior to himself, before giving the instruction he is already doing on its own (Kamaluddin, 2018).

Leadership at the Darussalam Gontor Islamic Boarding School is very pronounced in the Kyai. In coordinating and giving direction or guidance to cadres to carry out a task or responsibility, Kyai is making himself as an example and a benchmark in performing tasks and responsibilities.

According to Hidayatullah There are Kyai Kyai and assistances, teachers and administrators all give a touch of the rational model (the activities and patterns of work), the example of the irrational (Just look at the figure and untouchable aura He currently approaching). before the way is already doing on its own, before the He gave orders already do own (Hidayatullah, 2018).

In influencing the behavior, the cadres work together and work productively to achieve Darussalam Gontor Islamic Boarding School. Kyai as the leader or chairman gives examples of activities and working patterns through Kyai himself before giving instructions to his cadres to work harder. This is a good example of leadership, owned and implemented by Kyai.

Then it is clear that the leadership has an influence on the process of cadre recruitment at Darussalam Gontor Islamic Boarding School. As delivered by Abadi "This leadership position is very central. So people interested, wanting to survive, or would like to become cadres deeply influenced the direction of leader".

### 3. Team and Co-worker.

According to Amrullah, cadres at the Darussalam Gontor Islamic Boarding School will relate and interact with each other, encourage each other, cadres also reminded by the desire or motivation to struggle within each individual (Amrullah, 2018).

According to Zarkasyi, individual or a person in any team, any group in a Committee or duties in parts of the Student Organization of Islamic Boarding School (OPPM) feel comfortable with the team or co-worker that is around. This was happened because of the shortcomings of the individual is equipped by a team it works, and it will evoke feelings in the individual that has benefits for the team (Hidayatullah, 2018).

The interaction between the cadres at the Darussalam Gontor Islamic Boarding School is a positive interaction. Cadres give each other mutual passion and motivate in order to develop themselves. Cadres felt comfortable with our co-workers surroundings Darussalam Gontor Islamic Boarding School due to high empathy among the cadres.

It was become benchmark that the team and co-workers have an impact on the process of cadre recruitment at Darussalam Gontor Islamic Boarding School. However, the influence incurred not significant effects. As well delivered by Kamaluddin "People who have a strong desire will continue to work very well, however the co-workers around him" (Kamaluddin, 2018).

Researcher found an uniqueness about the spirit of the cadres for devoted himself and perform tasks given by Darussalam Gontor Islamic Boarding School. The cadres not too ignore the influence of the team as well as co-workers, especially when team and co-workers given negative influence (Hastuti & Ari Anggara, 2017). This is because in the minds of cadres already embedded that they do, fight, carry out the tasks and mandate of the existing in Darussalam Gontor Islamic Boarding School performed with sincerity, all of those cadres is a survivor. Then each individual will not affect and shall not be influenced. As well delivered by Amrullah "I see the whole co-works are struggling. Why is affecting and affected, that means not earnest" (Amrullah, 2018).

### 4. Training and Career Development.

According to Kamaluddin, training for cadre will be obtained depends on what part cadres are. For example, the cadres prepared by Darussalam Gontor Islamic Boarding School became a lecturer or educators. Then, the cadres will be given the instruction to study master's and doctoral programs, it is a form of enhancing capabilities for cadres (Kamaluddin, 2018).

Training at the Darussalam Gontor Islamic Boarding School is a planned activity and designed to develop resources or cadre belonging to meet the human resource needs for Darussalam Gontor Islamic Boarding School.

Darussalam Gontor Islamic Boarding School always develop the skills of cadres, inviting cadres in a seminar, a Congress inside and outside Darussalam Gontor Islamic Boarding School gradually, as delivered by Zarkasyi "Once in a while get a turn to be sent following the training, seminar, Congress in and outside of the boarding school" (Hidayatullah, 2018).

Training has an impact on the process of cadre recruitment at Darussalam Gontor Islamic Boarding School. Every individual is definitely interested in always improving the capacity and capabilities. Trainings at Darussalam Gontor Islamic Boarding School naturally becomes attraction for individuals giving rise to desire to become cadres in Darussalam Gontor Islamic Boarding School.

Likewise with career development. According to Kamaluddin, career development at Darussalam Gontor Islamic Boarding School is different to the definition of career development at other institutions. The definition of a career in another institution is a career related to the elements that bring social effect, when a person is experiencing an increase in career then can be interpreted as the person experiencing an increase in Office (Kamaluddin, 2018).

Career development at Darussalam Gontor Islamic Boarding School is based with seniority. The longer the cadres are devoted to Gontor. Then he will be increasingly understand the culture at Darussalam Gontor Islamic Boarding School. It makes a cadres are increasingly trusted to fill or running important tasks and the greater responsibility that will run.

##### 5. Compensation.

According to Amrullah, compensation in the environs of Gontor Islamic Boarding School Divisions namely ihsan (rewards) each month, but not the salary, it is called ihsan (Amrullah, 2018).

Each month the cadres at the Darussalam Gontor Islamic Boarding School get compensation in the form of ihsan (Hastuti & Ari Anggara, 2017). This is a form of reward given by Gontor for cadres. Surroundings Darussalam Gontor salary is something that is rarely referred to as icon compensation.

Ihsan is not the only compensation received by cadres. Cadres get collateral for the daily basic needs. They also get health insurance or a guarantee from the Balai Kesehatan Santri Dan Masyarakat (BKSM) or clinic property Darussalam Gontor Islamic Boarding School. Some of the other benefits required by the cadres.

Sincerity is the Foundation of motivation of cadres in carrying out the duties and responsibilities provided by Darussalam Gontor Islamic Boarding School. Therefore, majority of cadres not so care about the compensation received as retribution given to Darussalam Gontor Islamic Boarding School. As delivered by Ihsan "Compensation is not the point. Yes it is already primed by gontor, think Yes so teachers and what others would be sure" (Ihsan, 2018).

According to Abadi basically, the daily needs of the cadres already satisfied by Darussalam Gontor Islamic Boarding School (Abadi, 2018).

Compensation has no significant influence in the process of cadre recruitment at Darussalam gontor Islamic Boarding School. This is because the existing cadre in Darussalam Gontor Islamic Boarding School devote themselves on the basis of sincerity.

##### 6. Organizational Policies, procedures, structures and systems.



Darussalam Gontor Islamic Boarding School has an outstanding management. This is certainly not obtained. At the beginning of the establishment, the management of the institution is not as good as it is today, all growing as increasing age and experience Darussalam Gontor Islamic Boarding School. Policy organizations in Gontor varies according to needs Darussalam Islamic Boarding School. Then the policy gives positive impact was developed and standardized into a procedure. Then, for the sake of this procedure goes on came the structure. Three things that was fixed in the management system of the institution of the Darussalam Gontor Islamic Boarding School (Hastuti & Ari Anggara, 2017).

According to Ihsan, the environment at Darussalam Gontor Islamic Boarding School indeed formed and created to fit for cadre recruitment. Environment Darussalam Gontor Islamic Boarding School designed so that what is seen, what is heard and what is experienced can educate cadres (Ihsan, 2018).

In the process of cadre recruitment, Darussalam Gontor Islamic Boarding School has organizational policies, procedure, structure and system to give a significant impact in the process of cadre recruitmen. According to Abadi organization structure improves the comfort of the cadres. The meaning is the struggle of the cadres at the Darussalam Gontor Islamic Boarding School is clear. Cadres believe that Kyai, and Rectorate are provide tasks and mandate appropriate skills and competencies that are owned for the sake of the progress of the institution. It increases loyalty cadres (Abadi, 2018).

#### 7. Workplace well-being.

Welfare for the cadres at the Darussalam Gontor Islamic Boarding School. According to Amrullah, shaped to material and non-material. Tasks, positions, delegation is a fortune and a form of welfare. The welfare that given by Darussalam Gontor Islamic Boarding School are quite and not excessive. Welfare is not a significant influence to the process of cadre recruitment at Darussalam Gontor Islamic Boarding School. Because the cadres are sincere admitted to Gontor (Amrullah, 2018).

Welfare in Darussalam Gontor Islamic Boarding School is very diverse, that was not material, like getting a chance to perform the Umrah, following a routine annual recreation, health coverage, subsidies for their children's education who get study in KMI, etc. In addition the spiritual well-being also gets forming with the blessing atmosphere at the Darussalam Gontor Islamic Boarding School.

#### 6. Conclusion

This research aims to find out how the process of cadre recruitment at Darussalam Gontor Islamic Boarding School. In addition, it also to know and to analyze how application of the theory of Employee Engagement that was conceived by Anitha J (GRG School of Management Studies, Coimbatore, India) in the process of cadre recruitment at Darussalam Gontor Islamic Boarding School. The research used primary data that obtained from the interviews with the teachers and cadres of some stakeholders at the Darussalam Gontor Islamic Boarding School.

Based on research it can be concluded that:

1. Cadre recruitment at Darussalam Gontor Islamic Boarding School is conducted on the basis of Five-term of Islamic Boarding School. The Trimurti (three founders Darussalam Gontor Islamic Boarding School) has been giving speeches to his successors to always perform the process of cadre recruitment for the sake of achieving goals and objectives of the Darussalam Gontor Islamic Boarding School. The process of cadre recruitment at Darussalam Gontor Islamic Boarding School is well done and planned, and it has a very clear process and structured. Then the existence of such cadre recruitment process Darussalam gontor Islamic Boarding

School was always manages to produce qualified cadres in accordance with the resources needed by Darussalam Gontor Islamic Boarding School.

2. Implementation theory of Employee Engagement in the process of cadre recruitment at Darussalam Gontor Islamic Boarding School not everything depends on the Employee Engagement factors developed by Anitha J (GRG School of Management Studies, Coimbatore, India). The application of these factors in the process of cadre recruitment at Darussalam Gontor Islamic Boarding School does not fully have an impact on individual cadres. There is a more dominant spiritual factors in building loyalty, inner and physical attachment of the cadres with Darussalam Gontor Islamic Boarding School. These factors are factors of spiritual as sincerity, guidance or instructions from Allah Subhanahu wa ta'ala, taufik or grace of Allah Subhanahu wata'ala, strengthening and accompaniment by Allah Subhanahu wa ta'ala, and God also Barokah (Blessed).

#### **7. Suggestion**

1. For Darussalam Gontor Islamic Boarding School to continue and to conduct culturally appropriate cadre recruitment process owned by Darussalam Gontor Islamic Boarding School in order to get qualified human resources for the sake is achieving the vision and mission and goals so being a good institution and participated in Indonesia education increases process. Especially Boarding School-based education.
2. For other educational institutions especially the institution-based boarding school in order to make such a cadre recruitment policy owned by Darussalam Gontor Islamic Boarding School in order to follow the success of advancing education.
3. For further research in order to obtain primary data in the form of in-depth interviews and specific for the sake of getting a more credible data.
4. For other research in order to examine about cadre recruitment at Darussalam Gontor Islamic Boarding School based on factors not only the Employee Engagement was initiated by Anitha J (GRG School of Management Studies, Coimbatore, India).

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