Model of School Management
Based on Islamic Education

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Abstract. This research is revieweing the school management based on islamic education. It aims to obtain an overview of the implementation of Islamic boarding school education and a model for the development of education management at the Darul Hikmah Kutoarjo Islamic boarding school. This research problem will focus on how to plan, organize, coordinate, and control Islamic boarding schools. To answer the research problem, this type of qualitative research is used with a descriptive-analysis approach. The results of this study indicate that: a) The Darul Hikmah Islamic Boarding School Education Model is a *pesantren* education under the auspices of the Darul Hikmah Kutoarjo Foundation. The education pattern of Darul Hikmah Islamic boarding school is a boarding-based modern Islamic boarding school education pattern. In developing the management of the Darul Hikmah Islamic Boarding School, it uses the Target Based Management (MBS) or Management by Objective (MBO) model. The target to be achieved is to focus on education; c) To achieve this education, the management steps taken are: a) Planning. The planning model developed by the Darul Hikmah Islamic Boarding School is a strategic planning model consisting of planning, programming, and budgeting systems; b) Organizing. Organizing is carried out under a decentralized system in the division of powers and tasks and their development; 3) Coordination. Coordination is carried out in an effort to unify a series of activities in the organization of *pesantren* in order to increase cooperation and togetherness among organizational officials as much as possible; 4) Supervision. Supervision includes monitoring, supervision, evaluation, reporting, and follow-up of assessment results.

Keywords: Education Development, Model, Management, Islamic Boarding School

1. INTRODUCTION

This research discusses the development of *pesantren* education management in relation to improving the quality of human resources (human resources). This is an actual issue in the flow of contemporary *pesantrenan* conversation. [1], the word manage in the dictionary is given the meaning: guiding and supervising, treating with care, taking care of business or affairs, achieving certain business. [2], [3]. Meanwhile, in terminology, there are several definitions of management, including those put forward by George R. Terry,

management is a process or framework that involves guiding or directing a group of people towards organizational goals or real goals. Management in education is absolutely necessary because it is the most important variable for managing an educational institution. Good management will make a difference in the quality of the school and the quality of its students. Then the main aspect of management as expressed by Everard and Morris is setting direction, goals, and objectives. A clear orientation of ideas is central to theoretical approaches in educational management. [4], [5], [6]. This is in line with Nanang Fatah's opinion in the basis of education management that provides limitations on the term management, namely, management is the process of planning, organizing, leading, and controlling organizational efforts in all its aspects so that organizational goals are achieved effectively and efficiently. [7], [8].

To improve the quality of *pesantren* management, it is necessary to have a modernization process for Islamic boarding schools. The purpose of the modernization process of Islamic boarding schools in an effort to improve the existing Islamic education system in the *pesantren*. This needs to be done in order to achieve organizational goals according to its vision and mission. To develop boarding school management, the management functions must be carried out properly. These management functions consist of planning (planning), organizing, actuating, coordinating, and controlling. The five functions can represent a management function for managerial activists who will combine the use of human and material resources through collaboration to achieve goals. Another opinion suggests that it is enough with four management functions, as stated by Terry: These four fundamental functions of management are 1). Planning, 2) Organizing, 3) Actuating, 4) controlling. [9]

Recently, Islamic boarding schools have had new trends in the framework of renovating the system that has been in use so far. The changes that can be seen in modern *pesantren* include getting familiar with modern scientific methodology, being more open to developments outside of itself, diversifying programs and activities at the *pesantren* being more open and broad, and being able to function as a center for community development. As a religion-based institution, *pesantren* was originally a center for the training of Islamic religious broadcasting values. By providing a religion-based curriculum, the *pesantren* is expected to be able to produce alumni who will be able to become strong religious figures who are able to play a physical role in society in general [10]. Ki Hajar Dewantoro as a national education figure and at the same time as the first Indonesian Minister of Education, Teaching and Culture, argues that Islamic boarding schools are the basis and source of national education because they are in line with the spirit and personality of the Indonesian nation. The government also recognizes that *pesantren* and madrasah are the basis and source of national education; therefore, it must be developed, given guidance, and assistance. The authority of this guidance and development is under the authority of the Ministry of Religion [11], [12].

Law number 20 of 2003 concerning the national education system states that the community is one of the parties responsible for education development. The community as one of the stakeholders is expected to be able to provide solutions to various educational problems that occur in our country. Education becomes something interesting to talk about. Education in Islam is a series of human empowerment processes towards taklif (maturity), both intellectually, mentally, and morally, to carry out the human function that is carried out as a servant before his Khaliq and as a preserver (caliph) of the universe [13]. The prospect of a *pesantren* in the future does not depend on other parties, but more on the *pesantren* itself. The existence of *pesantren* in the midst of other education has a positive impact if the morality

of Indonesian society is felt to be getting better. It's just that, the role of *pesantren* is currently more complex and community demands for the role of *pesantren* are increasing. In the midst of complaints about the low quality of education in the country, *pesantren* are required to take part in it. The community demands that Islamic boarding schools take part in community empowerment, both in the economic and other fields. *Pesantren* are also demanded their traditional role to produce ulama who can protect them in the midst of the global society.

Malik Fajar said that, if you want to look at the future of Islamic education in Indonesia which is able to play a strategic role for the advancement of the ummah and nation, there needs to be open insight and courage in solving these basic things, among others, (1) clarity between aspirations and operational steps, (2) strengthening in the field of institutional systems, (3 improvements or renewal of management or management [14]. The above phenomena should be a reference for Darul Hikmah Islamic boarding school education to continue to make improvements or continuous quality improvement, considering that Darul Hikmah Islamic Boarding School is one of the Islamic boarding schools in Purworejo Regency which is managed with a sustainable concept (SMP and SMA), students are boarding, using an integrated curriculum (national curriculum & boarding curriculum), using an innovative, exploratory, creative, applicative and communicative approach in the educational process and prioritizing the process in every educational activity. In addition, Darul Hikmah Islamic boarding school has a strategic geographical location, namely in Kutoarjo, where access to transportation is very easy to reach. In addition, Darul Hikmah Islamic boarding school, which is located on the edge of the city, is very close to access to various educational institutions, both formal and informal, as well as access to information technology infrastructure, which is likely to play a major role in the acceleration of social change.

Darul Hikmah Islamic Boarding School is an educational institution that applies the management pattern of modern Islamic boarding schools, where the *pesantren* is under the auspices of the Ministry of Religion (Depag) while the formal education institutions are under the auspices of the Ministry of National Education (Diknas), namely Darul Hikmah Middle and High School. In this case, the competition for the quality of education, especially in the Purworejo district, is increasing. Government policies with international standard school programs (SBI) have increasingly spurred institutions education to improve the quality of management or management is not left behind by *pesantren* education institutions.

From here the researcher intends to carry out a study related to how the management of Darul Hikmah Kutoarjo Islamic boarding school in Central Java Indonesia.

2. METHOD

In a study, the method is an element that plays an important role, because the method can provide directions on how to conduct research so that it can be justified. This type of research can be categorized as field research, namely research in which data collection is carried out in the field, such as in the community, community institutions and organizations, government or can be interpreted as research by going directly to the place of research to observe and be directly involved with the object. his research. [15].

This research is a type of qualitative research. In qualitative research, the reality of life as a whole is a natural or natural setting that cannot be understood in isolation, because it is not just a collection of parts. Because the behavior and words of the researcher have the potential to influence the people being studied, this research is conducted in an actual context

in a reasonable manner so that a relatively complete and objective understanding can be obtained. The main consideration in determining the subject of this research is the suitability of the sources of information related to the research problem. Furthermore, the researcher collects data. Data collection technique is a technique used to determine what data will be collected, where the data is obtained, and how it is done [16]. Data collection techniques in this study were carried out using in-depth interviews, participant observation, a study of documents, and questionnaires (questionnaire). After the data is collected, the next stage is data analysis.

3. RESULTS AND DISCUSSION

Pesantren as Islamic School

The management is an attempt to treat people, make decisions and a process of organizing and optimizing resources that is in an effort to complete the assigned tasks to achieve a goal [17]. Management is a process which is a circular activity, starting from planning, organizing, directing to monitoring then returning to planning and organizing and so on and never stops [18]. businesses and activities carried out by adults in delivering lessons, giving examples, training skills to do, motivating and creating an environment social support in shaping the child's personality students or the process of preparing the younger generation to fill roles, transferring Islamic knowledge and values which are harmonized with the human function to do good in the world and pick the result is in the afterlife [19].

Pesantren in Indonesia has its own characteristic, one of them is Darul Hikmah Islamic Boarding School is a modern Islamic boarding school with the Darul Hikmah junior high and high school education levels since the planning has made a commitment to provide educational services that prioritize integration and balance in fostering affective, cognitive, and psychomotor domains within the framework of Islamic teachings. The pioneering of this educational institution was sponsored by a family who long previously sponsored the establishment of the Al-Izhar Islamic College in Pondok Labu Jakarta, one of the favorite private Islamic education institutions (TK SD SMA) in the capital, supported by a solid program, complete infrastructure, experienced teaching staff and reliable management. Reflecting on the implementation of Al-Izhar, Darul Hikmah is also expected to develop rapidly following in the footsteps of his elder brother in making achievements.

As an Islamic education institution, Islamic boarding schools are required to further improve and develop the quality of management of *pesantren* education in order to produce quality graduates (output). Then the management functions must be properly managed. Among the aspects that constitute a management function that the author examined are:

1. Planning.

The education planning model used by PPDH can be categorized using the PPBS model, namely the planning, programming, and budgeting systems. The initial planning carried out by Darul Hikmah Islamic boarding school begins with setting a vision, mission and goals, Darul Hikmah Islamic boarding school has a vision: To become a boarding school that produces graduates who are smart, tough, and have noble character. This vision is then

described in 3 missions, namely: 1) Organizing Islamic education based on Islamic boarding schools 2) Forming a community that is skilled in learning, skilled in worship, and skilled in living. 3) Making all facilities and their environment a learning resource. There are goals to be achieved for:

1. Preparing students to become community leaders and community members who have strong personalities, namely individuals who are physically and mentally healthy, mastering religious and general knowledge

2. Preparing students to have the skills to live independently and attend further education

The next stage is the education program preparation stage, starting from the curriculum, achievement strategies, and curriculum implementation strategies.

a. Curriculum
1. The curriculum used is the national education curriculum that is enriched and integrated with the *pesantren* curriculum
2. The curriculum is structured to achieve various competencies including character and personal stamina (Personality and Endurance), mastery of scientific communication tools (Scientific Communication Tool), academic ability (Academic Skill), and life skills (Life Skill)

b. Achievement Strategy
1. The process of learning activities is directed towards the realization of a complete learning process (mastery learning)
2. Limiting the number of study groups and the number of students
3. Developing the concept of independent learning
4. Organizing tutorial teaching models for certain subjects
5. Prioritizing the process in the learning approach
6. Providing capacity development services to students according to their talents and interests
7. Using communicative and varied teaching methods and positioning students as subjects
8. Organizing learning clinics for students because of weaknesses in certain subjects
9. Organizing improvement and enrichment programs
10. Using a variety of evaluation models and implementing them on an ongoing basis
11. For language development, it is obligatory for students to use a foreign language (Arabic / English) in their daily communication

c. Curriculum Program Implementation Strategy
To achieve the targets and objectives that have been set, a program implementation strategy is formulated as follows:
1. Add face-to-face hours for certain subjects
2. Enrich and adapt curriculum content to the needs of society and developments in science and technology
3. Providing real experiences to students in every learning process
4. Fostering and increasing educational resources

5. Renew and complete educational facilities and infrastructure
6. Establish partnerships with other institutions/agencies for educational development

d. Excellence Education Program
1. Mastery of material and practice of Islam
2. Mastery of MAFIKIB subjects (Mathematics, Physics, Chemistry, Biology)
3. Development of leadership skills and the ability to communicate and collaborate
4. Cultivating a sense of responsibility, discipline, and independence
5. Mastery of certain foreign languages, at least Arabic and English
6. Mastery of research basics
7. Learning skills and skills to find and use learning resources
8. Development of writing skills (Journalism)
9. The ability to absorb information and use it as a learning resource

After making planning and programming the next step is to estimate the costs that will be incurred during a certain period. The PPBS model, which means that planning, programming, and budgeting are seen as an inseparable system from each other. The performance of an educational institution is influenced by several factors. PPDH compiles a strategic plan by giving more emphasis to 5 (five) factors, namely: Teachers, Students, Curriculum, Methods, and Parents of students.

2. Organizing.

Organizing in the Darul Hikmah Islamic boarding school uses a decentralized system where each department, head of division, and coordinator has full rights to carry out its functions and duties. PPDH is a modern Islamic boarding school where the organizing system used by PPDH is a modern organization with modern management so that the goals of PPDH are achieved according to the objectives, PPDH takes several steps, namely:
1. Structural and functional approaches.
2. Organizational culture.
3. Human resource development (human resources).

3. Coordination.

The coordination carried out by PPDH is as follows:
1. Build a great spirit of cooperation among education personnel. The director always briefs his subordinates on the importance of togetherness in cooperation
2. PPDH management provides working facilities and contact relationships that are quite smooth for all parties in the organization
3. Starting the stages of activity properly and maintaining the quality of work as a continuous process.

In this case, PPDH embodies the following coordination stages:
1. A conference or complete meeting of all stakeholders is held 2 times a year, that is, at the end of every odd and even semester learning at PPDH
2. Regular meetings for certain officials Memorandum or chain instructions.
3. The availability of organizational manuals and work procedures

4. Supervision.

Supervision of PPDH management includes monitoring, supervision, evaluation, reporting and follow-up of supervision results. There are several roles and objectives of supervision carried out by the management of *pesantren* darul hikmah, including:

a) Assessing and making policies and decisions for the benefit of *pesantren* development

b) Assessing the curriculum program, whether it is appropriate or not, relevant or not, is too complicated or not

c) Assess professional performance of coaches or teachers, whether they already have good competence or not

d) Monitor the use of funds, whether the funds used for various activities orderedtren has been used effectively or not.

e) From the results of the supervision, management gets input to improve the pesantren program in the future.

The purpose of supervision is that all students can follow the activities set by Pondok Pesantren Darulhikmah. Pesantren in conducting supervision involves all elements ranging from the leadership, the education section, the principal and the santri organization. In addition to the internal cottage, PPDH in conducting supervision involving santri guardians, the participation of santri guardians can foster their commitment to encourage the educational achievement of their children booked. With the participation of santri guardians in the decision-making process will reduce resistance in the implementation of *pesantren* programs. All of this is done in an effort to create harmonization between institutions and santri guardians. Surveillance system in PPDH is also done by using technology, so that information is easily obtained and data can be easily obtained by using the system. In this era of technology and information, all kinds of information can be easily accessed wherever you are. The participation of santri guardians, institutions and santrinya in using good information technology is always considered *pesantren* darul hikmah. This is done as an effort to supervise the institution of programs that have been neatly arranged, so as to give birth to graduates of character.

From the results of observations and interviews with the board of *pesantren*, it can be identified some characteristics that give birth to good character for santri *pesantren* darul hikmah including: the existence of a close relationship between santri and Kiayinya. Kiayinya very attentive santrinya, life saving and simple is really manifested in lingkunagn *pesantren*, the students are trained with independence and responsibility, the soul help help between santri and discipline culture. To maintain this discipline *pesantren* darul hikmah provide educational sanctions.

Four management functions carried out in Darul Hikmah boarding school, namely: planning, organizing, coordinating, and supervision, can be carried out properly and measured in accordance with the modern *pesantren* education system. The management model used by PPDH is management based on Goals (MBS) or Management by Objektive (MBO). The goal to be achieved is to focus on education by giving birth to graduates who are strong aqidahnya, intellectually intelligent, skilled and broad insights. Pondok *pesantren* darul hikmah is a dormitory-based boarding school or modern *pesantren* with modern management. One of its characteristics is that its students are required to use Arabic and English. This is all done to answer the challenges of the times, that the santri can preach and be accepted in all walks of life, according to the advice kiayi on *pesantren*, he said, "if you want to master the science of

religion then master the Arabic language and if you want to rule the world then kuasalilah english language."

4. CONCLUSION

Research on the Education Management of Darul Hikmah Kutoarjo Islamic Boarding School, Central Java has resulted in several conclusions about the management of *pesantren* which emphasize 4 management functions, namely: Planning, Organizing, Coordinating, and Monitoring [20]. Based on this research, it can be concluded that to face the increasingly rapid development of science and technology [21], [22], [23], the *pesantren* must continue to make changes in itself, especially in organizational and management issues. *Pesantren* in the future must have an increasingly modern organization and management, supported by human resources who have the ability or skills in terms of organization and management. As an alternative to modern organizations, is an organization with a matrix organization typology, as for modern management alternatives, is to use Strategic Planning, Organizing with a decentralized system, coordination which emphasizes cooperation and togetherness and control with an integrated type of quality control, which makes community or customer satisfaction as a The main purpose.

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